Dutch Caribbean Nature Alliance

Operational Manual

Version 6
May 2007
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<td>Articles of Incorporation (‘statuten’)</td>
</tr>
<tr>
<td>BNMP</td>
<td>Bonaire National Marine Park – protected area managed by STINAPA Bonaire</td>
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<tr>
<td>CARMABI</td>
<td>Caribbean Research and Management of Biodiversity Foundation, Curacao – management body for Christoffel Park, Shete Boca and the Curacao Underwater Park</td>
</tr>
<tr>
<td>Christoffel Park</td>
<td>Protected area managed by CARMABI, Curacao</td>
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<tr>
<td>CUP</td>
<td>Curacao Underwater Park - protected area managed by CARMABI, Curacao</td>
</tr>
<tr>
<td>DCNA</td>
<td>Dutch Caribbean Nature Alliance</td>
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<tr>
<td>Dutch Caribbean</td>
<td>Aruba, Bonaire, Curacao, Saba, St Eustatius, St Maarten</td>
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<tr>
<td>Executive Director</td>
<td>Staff member of DCNA in charge of day to day operations – not a member of the Board of DCNA</td>
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<tr>
<td>FPNA</td>
<td>Fundacion Parque Nacional Arikok – management body for the Parke Nacional Arikok, Aruba</td>
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<td>IUCN</td>
<td>International Union for Conservation of Nature</td>
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<td>Dutch Commission of IUCN</td>
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<td>Klein Bonaire</td>
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<td>Leeward Islands</td>
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<td>MINA</td>
<td>Central Government Department of Nature and the Environment</td>
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<td>MPA</td>
<td>Marine Protected Area</td>
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<td>Nature Foundation</td>
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<td>NPL</td>
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<tr>
<td>PA</td>
<td>Protected Area</td>
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<tr>
<td>PNA</td>
<td>Parke Nacional Arikok: protected area managed by Fundacion Parke Nacional Arikok, Aruba</td>
</tr>
<tr>
<td>Quill - Boven</td>
<td>Quill – Boven National Park – protected area managed by STENAPA, St. Eustatius</td>
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<tr>
<td>SCF</td>
<td>Saba Conservation Foundation – management body for the Saba National Marine Park and Saba National Park</td>
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<tr>
<td>Shete Boca</td>
<td>Protected area managed by CARMABI, Curacao</td>
</tr>
<tr>
<td>STENAPA</td>
<td>St Eustatius National Parks Foundation – management body for the Quill Boven National Park and Statia Marine Park</td>
</tr>
<tr>
<td>TPA</td>
<td>Terrestrial Protected Area</td>
</tr>
<tr>
<td>Washington-Slagbaai</td>
<td>Washington Slagbaai ‘National’ Park – protected area managed by STINAPA Bonaire</td>
</tr>
<tr>
<td>Windward Islands</td>
<td>Saba, St Eustatius (Statia), St Maarten</td>
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Introduction

Dutch Caribbean Nature Alliance

The Dutch Caribbean Nature Alliance (DCNA) is a non governmental, not for profit foundation ('stichting') formally registered in the Dutch Caribbean and recorded with the St. Maarten Chamber of Commerce and Industry on the 21st February 2005 (registration # 81286) and with the Bonaire Chamber of Commerce most recently on 3rd February 2006 (S-341).

DCNA’s mission ('doel') is to (AoI: Article 2):

‘safeguard the biodiversity and promote the sustainable management of the natural resources of the islands of the Dutch Caribbean, both on land and in the water, for the benefit of present and future generations, by supporting and assisting the protected area management organizations and nature conservation activities in the Dutch Caribbean’

Specifically this means that DCNA’s goals (AoI: Article 3) include:

• Fundraising and securing long term sources of financing for nature conservation,
• Promoting and representing the goals and activities of Dutch Caribbean nature conservation nationally and internationally,
• Providing a central repository for information relating to biodiversity and protected areas, and encouraging communication exchange of such information between organizations within and without the Dutch Caribbean,
• Promoting institutional capacity building, training, partnership-building and where necessary and efficient, technical resource sharing;
• Promoting educational outreach and public awareness.

DCNA supports and assists the legally designated terrestrial and marine protected areas on the leeward islands of Aruba, Bonaire and Curaçao, the windward islands of Saba, St Eustatius (Statia) and St Maarten (Figure 1) as well as other nature conservation activities throughout the Dutch Caribbean.

Figure 1: Location of the islands of the Dutch Caribbean
Establishment of DCNA

The 1996 Nature Forum was the first body to formally recognise the imperative of establishing at least one terrestrial and one marine park per island of sufficient size to effectively protect island biodiversity, ecosystem services and landscape value for generations to come. That same Nature Forum identified the lack of reliable long term funding as the main constraint on the establishment and active management of such a system of protected areas.

After considerable debate, the following Nature Forum meeting held on St Eustatius in 1998 concluded that the most appropriate means to ensure a sustainable future for the land and marine parks of the Dutch Caribbean would the establishment of a Trust Fund for nature conservation where revenues from the fund would be used to cover the basic running costs of one land and one marine park on each island. That same year the Dutch Government agreed to fund a feasibility study to look into the establishment of such a Trust Fund.

In 2003 the Central Government Department of Nature and the Environment (MINA) commissioned a consulting consortium consisting of Dutch consultants from AIDEnvironment, Antillean counterparts at EcoVision and US Trust Fund expert Barry Spergel, to conduct a study entitled “Sustainable Funding for Nature Parks of the Netherlands Antilles”. In addition to assessing the feasibility of setting up a Trust Fund, which would cover the basic running costs of one land and one marine park per island, the consultants were to include a broader analysis of how the parks could be made more financially sustainable.

With the prospect of obtaining grant funding from the Dutch Postcode Lottery, and under mandate from the protected area management organisations, MINA, began working towards the establishment of an organisation which would represent the nature conservation interests of all of the islands of the Dutch Caribbean and would include representatives of the legally established protected area management organisations on its board. This organisation was to become the Dutch Caribbean Nature Alliance. Its task would be to raise the profile of nature conservation in the Dutch Caribbean, raise funds for the protected areas and for nature conservation as well as assisting and supporting the nature management organizations and nature conservation activities in general.

Thanks to MINA’s efforts on behalf of the protected area management organizations in conjunction with support from the Dutch Department of Agriculture (LNV) and intensive lobbying work by the Dutch National Commission of IUCN (IUCN NL), an amount of Euro 500,000.00 was secured from the Dutch Postcode Lottery (NPL) for the period 2004 - 2007. Part of this money was earmarked to fund the setting up of the Dutch Caribbean Nature Alliance (DCNA).

In 2004 with the establishment of DCNA firmly underway, one of the key issues to be addressed was the future relationship between the Dutch Caribbean Nature Alliance and the proposed Trust Fund. After in depth discussion with the Trust Fund consultants it was concluded that the two initiatives were so similar in terms of their goals and objectives that they should be merged and the Articles of Incorporation were altered to reflect this change.

Following numerous meetings with representatives of the protected area management organisations, broad consultation and discussion, the Dutch Caribbean Nature Alliance was finally established on St Maarten on the 21st February 2005. An Executive Director was hired on the 1st April 2005 and headquarters were set up on the island of Bonaire.
Operational structure: organogram

The affairs of DCNA are governed by an elected Board of up to 14 voting members and one non-voting member. Of the voting members six represent the legally designated protected area management organisations on each island, up to two are representatives elected by the Nature Forum, up to three are representatives of international non-profit organisations and up to three are members selected on the basis of their significant financial expertise (AoI Article 6). The non-voting seat is held by MINA.

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 in 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 and the Trust Fund Committee. Each has a Terms of Reference outlining its responsibilities and obligations.

The Board created a Council of Patrons who lend their support and help to 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.

Additionally, in the Netherlands, a Support Group has been created with the purpose of increasing support in the Netherlands for nature conservation in the Dutch Caribbean and for DCNA through lobbying and communication as well as the provision of technical support.

The Board is responsible for the affairs of DCNA, ensuring that DCNA meets its objectives and proper internal management. Notwithstanding its legal obligations (AoI Article 14 Section 2) 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.
Nature conservation in the Dutch Caribbean

The islands of the Dutch Caribbean are home to an incredible variety of valuable tropical ecosystems including coral reefs, seagrass beds, mangroves, Salinas and salt ponds, tropical rain forest, elvin forest, dry forest and cactus scrublands which in turn are home to untold numbers of rare, endangered and endemic species.

The islands form distinct groups. The Windward islands of Saba and St Eustatius (Statia) and St Maarten are located in the northern Caribbean east of Puerto Rico, whilst 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, they are also linguistically and culturally divided. Papiamento, 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 (see Figure 1).

The two island groups could scarcely be more different. The Windward islands are lush, verdant 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. To put this in perspective a World Resources Institute report on Caribbean reefs states that over half of the region’s coral reefs, which generate an estimated US$ 2.1 billion annually from dive tourism alone, are currently considered ‘threatened’.

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 whilst 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. With its diversity and species richness the Dutch Caribbean constitutes the biodiversity hotspot within the Kingdom of the Netherlands.

The islands’ biodiversity is matched only by their fragility. Each consists of a lush and intricate web of life squeezed precariously on a tiny rock, surrounded by hundreds of kilometers of empty ocean. The largest island, Curaçao, is a mere 472 square kilometers in area whilst tiny Saba is only 13 square kilometres. The most immediate threats to the natural flora and fauna on each island include overgrazing by free roaming feral livestock (goats, sheep, cattle) and unregulated urban and tourism development. 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 economies.

Statement of biological significance

From a biodiversity perspective the islands of the Dutch Caribbean are the biodiversity hotspot within the kingdom. From a marine perspective they also provide two distinct biodiversity hotspots within the Caribbean basin: the oceanic islands of Bonaire and Curaçao and the offshore atoll of the Saba Bank. These tiny islands are home to approximately 1% of the world’s threatened coral reefs as well as globally endangered seagrass and mangrove ecosystems. On land the Windward Islands have both primary and secondary rainforest ecosystems as well as a cloud forest system unique in the world.

The islands of Aruba, Bonaire and Curaçao alone are home to over two hundred species and sub species of endemic plants and animals, organisms which are found on these islands alone and no where else on earth. Many globally threatened and endangered species thrive on the islands of the Dutch Caribbean, notably from CITES Appendix I, Bonaire’s endemic Lora, peregrine falcon and five species of turtle, four of which also nest on our islands (hawksbill, loggerhead, leatherback and green), various dolphin and other cetaceans which frequent the inshore and offshore waters.
From the CITES II list, the Dutch Caribbean is home to over 50 species of hard coral, 8 birds of prey, as well as hummingbirds and flamingos, two species of iguana, the Queen conch along with 17 species of cactus, 22 species of orchid, the tree fern and lignum vitae. A recent research voyage to the largely unexplored Saba Bank discovered a remarkable new species of fish and between 12 and 20 new species of algae which were previously unknown to science.

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

**Protected Areas**

The first protected area was established on Bonaire in 1969 and since that time protected areas have become the cornerstone of biodiversity conservation in the Dutch Caribbean. Terrestrial and marine protected areas have been established on Bonaire, Curaçao, Saba and St Eustatius whilst St Maarten has only a Marine Park and Aruba has only a terrestrial Park (see Table 1).

They provide a range of goods and services which are not always easy to quantify. Traditionally their value has been calculated on fisheries yields and tourism revenues. Yet they are also of high aesthetic and intrinsic value. Most importantly they generate substantial employment opportunities and are a vital source of income for local communities and governments.

With the exception of Aruba and Curaçao, each protected area is run by a local non governmental, non profit foundation and has opted for a co-operative management arrangement with stakeholders. The protected areas operate within fragile economies based to a greater or lesser extent on tourism. Watersports, particularly diving, and nature based tourism are especially important.

The protected areas of the Dutch Caribbean are highly regarded and considered to be amongst the best managed within the region. The Bonaire National Marine Park has been recognised by the United Nations Environment Programme and the International Coral Reef Action Network as a Demonstration Site and the Saba National Marine Park has been selected as a Target Site.
# Overview of Dutch Caribbean Protected Areas

<table>
<thead>
<tr>
<th>Management Body</th>
<th>Protected area</th>
<th>Area and special features</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Saba</strong></td>
<td><strong>Saba National Marine Park</strong></td>
<td>The Saba National Marine Park was established in 1987. It surrounds the island stretching from the high-water mark to a depth of 60 m (200 ft) and includes coral pinnacles, the seabed and overlying waters. It covers 820 hectares.</td>
</tr>
<tr>
<td></td>
<td><strong>Saba National Park</strong></td>
<td>Saba’s National Park was established in 1999 and includes the Muriel Thissell National Park, formerly owned by the Sulphur Mining Co. Mt Scenery Nature Reserve is the highest point in the Kingdom at 877 m and includes unique cloud forests and nature trails go through secondary rain forests The PA covers a total of 43 hectares</td>
</tr>
<tr>
<td><strong>St. Eustatius</strong></td>
<td><strong>St. Eustatius National Marine Park</strong></td>
<td>The St. Eustatius Marine Park includes the waters around the island from the high water mark to the 30m (100 ft) depth contour. It was designated in 1996 and is approximately 4,700 hectares including two actively managed no fishing zones.</td>
</tr>
<tr>
<td></td>
<td><strong>The Quill and Boven National Park</strong></td>
<td>Comprises a dormant volcano, The Quill, and Boven, an area of hills on the northern tip of St. Eustatius. The trails to, in and around the Quill have been open since 2000. The PA was established in 1997 and covers 540 hectares including lush secondary rain forest and almost all of the 482 wild plant species found on the island</td>
</tr>
<tr>
<td><strong>St. Maarten</strong></td>
<td><strong>St. Maarten Marine Park</strong></td>
<td>The Marine Park surrounds the entire Dutch side of the island from the coastal waters and beaches to the 60m (200') 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.</td>
</tr>
<tr>
<td><strong>Curaçao</strong></td>
<td><strong>Curaçao Underwater Park</strong></td>
<td>The Curaçao Underwater Park was established in 1983. The seaward boundary is the 60 meter 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 a 15km stretch of shoreline and includes pristine fringing reefs including extensive patches of acropora sp.</td>
</tr>
<tr>
<td></td>
<td><strong>Christoffel Park</strong></td>
<td>A protected wildlife reserve and garden covering 1,820 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.</td>
</tr>
<tr>
<td></td>
<td><strong>Shete Boca</strong></td>
<td>Established in 1994 the Shete Boca covers approximately 470 hectares of coastline and protected area</td>
</tr>
<tr>
<td><strong>Bonaire</strong></td>
<td><strong>Bonaire National Marine Park</strong></td>
<td>The marine park extends from the high water mark to the 60m (200 ft) 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.</td>
</tr>
<tr>
<td></td>
<td><strong>Klein Bonaire</strong></td>
<td>An uninhabited satellite island off Bonaire’s western shore the island includes some of the most undisturbed vegetation on Bonaire and is an important stop over point for migrating birds and nesting grounds for endangered hawksbill and loggerhead turtles. It was declared a protected area in 2001.</td>
</tr>
<tr>
<td></td>
<td><strong>Washington Slagbaai National Park</strong></td>
<td>Established in 1969, it encompasses almost 17% (13,500 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.</td>
</tr>
<tr>
<td><strong>Aruba</strong></td>
<td><strong>Aruba National Marine Park</strong></td>
<td>This terrestrial park was established 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 cacti, around 50 species of tree and is the last refuge of the island’s endemic rattlesnake, the ‘cascabel’.</td>
</tr>
</tbody>
</table>

**Notes:**
- **Cascabel:** The island's endemic rattlesnake.
Copies of DCNA Articles of Incorporation and Bylaws can be found on the DCNA website: http://www.dcnanature.org/about/statutes.html

Supporting documentation

Island management organisation statutes
Island legislation establishing and protecting Pas

Supporting legislation

1. International Treaties and Conventions

- Convention on Biological Diversity (CBD)
- Ramsar Convention on Wetlands (Ramsar)
- Convention on International Trade in Endangered Species (CITES)
- Convention on Migratory Species (Bonn convention)
- World Heritage Convention
- International Convention for the Prevention of Marine Pollution from Ships (MARPOL)
- Inter American Convention for the Protection and Conservation of Sea Turtles
- UNEP Regional Seas Conventions: Caribbean
  - Cartagena Convention
    - Land based sources of marine pollution (LBSMP) protocol
    - Oil Spill protocol
    - Specially protected areas and wildlife (SPAW) protocol

2. Central Government of the Netherlands Antilles

<table>
<thead>
<tr>
<th>Year</th>
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<tr>
<td>Ao1991-74</td>
<td>Visserijlandsverordening / National Fisheries Ordinance</td>
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<tr>
<td>Ao1992/108</td>
<td>Visserijlandsbesluit / National Fisheries Decree</td>
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<tr>
<td>Ao1993-108</td>
<td>Landsverordening Voorkoming van Verontreiniging Door Schepen / Prevention of Pollution from Ships Regulation</td>
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<tr>
<td>Ao1998-169</td>
<td>Landsverordening Aansprakelijkheid Olietankschepen / Oiltanker Liability</td>
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<tr>
<td>Ao1998-170</td>
<td>Landsverordening Schadefonds Olietankschepen / Oiltanker Compensation</td>
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<td>Ao2001-</td>
<td>Landsverordening Grondslagen Natuurbeheer en Bescherming / Nature Management and Protection Regulation</td>
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<td>Concept Landsverordening Grondslagen Milieubeheer / Draft National Environmental Management Regulation</td>
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3. Island legislation and resolutions

<table>
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<tr>
<th>Island</th>
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<tbody>
<tr>
<td>Aruba</td>
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<td>Bonaire</td>
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</table>

Table 1 Details of the protected areas supported by DCNA
### Management agreements

**5th Jul 1991**
Management agreement between the Island Government and STINAPA Bonaire regarding management of the Marine Park

**9th Oct 1990**
Management agreement between the Island Government and STINAPA Bonaire regarding management of the Washington Plantation

### Policy plans

1994-2000
- Natuurbeleidsplan Bonaire / Nature Policy Plan
- Concept Milieubeleidsplan Bonaire / Draft Environmental Policy Plan

### Island resolutions containing general provisions (EBHAMS)

- **1991 No.9** Gazetting of Marine Environment Ordinance
- **1991 No.10** Permitting anchoring in the bay of Kralendijk
- **1991 No.21** Regulation of permitted dive operations
- **1991 No.22** Regulation of diver admission fees
- **1993 No.18** Regulation of legal fees (leges)
- **1996 No.3** Regulation of fees for private moorings
- **1999 No.11** Prohibiting anchoring in the Marine Park
- **1999 No.12** Regulation payment for the use of yacht moorings
- **2001 No.13** Protection of Klein Bonaire under the Marine Environment Ordinance

### Curacao

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### Saba

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<tr>
<td>AB1987/10</td>
<td>Eilandsverordening Marien Milieu / Marine Environment Ordinance</td>
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<td>AB1987/11</td>
<td>Eilandsverordening Marien Milieu / Saba Island Resolution Marine Environment</td>
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<td>AB1987/12</td>
<td>Eilandsverordening Marien Milieu / Marine Environment Ordinance (fees)</td>
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<td>Eilandsverordening Marien Milieu / Marine Environment Ordinance (amendments)</td>
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<td>Eilandsverordening Marien Milieu / Marine Environment Ordinance (amendments)</td>
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<td>Visserijlandsverordening / Fisheries Regulations</td>
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<td>AB2000/</td>
<td>Eilandsverordening? / Exotic Species Ordinance Saba</td>
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<tr>
<td>AB2004/</td>
<td>Eilandsverordening Identificatie en Registratie van vee en Huisdieren / Island Ordinance on Identification and Registration of Livestock and Domestic Animals</td>
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### Statia

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<td>Ao1966/01</td>
<td>Kreeftenverordening / Lobster Ordinance 1966</td>
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<td>AB1993/09</td>
<td>Hinderverordening / Nuisance/Hinderance/Impedimentence Regulation</td>
</tr>
<tr>
<td>AB1996/03</td>
<td>Marien Milieu Verordening / Marine Environment Regulation (marine park management)</td>
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<tr>
<td>AB1996/04</td>
<td>Marien Milieu Verordening / Marine Environment Regulation (moorings, anchoring, dive ops) MMVE</td>
</tr>
<tr>
<td>AB1996/05</td>
<td>Marien Milieu Verordening / Marine Environment Regulation (territorial waters)</td>
</tr>
<tr>
<td>AB1997/06</td>
<td>Verordening bescherming fauna en flora / Fauna and Flora Protection Regulation</td>
</tr>
<tr>
<td>AB1997/07</td>
<td>Verordening bescherming fauna en flora / Fauna and Flora Protection Regulation (specimens)</td>
</tr>
</tbody>
</table>
### St Maarten

<table>
<thead>
<tr>
<th>Code</th>
<th>Regulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ao1963-07</td>
<td>Kreeftenverordening / Lobster Regulation</td>
</tr>
<tr>
<td>Ao1963-11</td>
<td>Kreeftenverordening / Lobster Regulation (re: Ao1963-07 – Article 4)</td>
</tr>
<tr>
<td>AB1993-</td>
<td>Afvalverordening / Waste Regulation</td>
</tr>
<tr>
<td>AB1993-13</td>
<td>Ruimtelijke Ontwikkelingsplanning / Spatial Planning Development</td>
</tr>
<tr>
<td>AB2003/25</td>
<td>Eilandsverordening natuurbeheer en bescherming / Nature Conservation and Protection</td>
</tr>
<tr>
<td></td>
<td>Beach Policy</td>
</tr>
<tr>
<td></td>
<td>Hillside Policy</td>
</tr>
<tr>
<td></td>
<td>Marine Park Ordinance (not yet approved)</td>
</tr>
</tbody>
</table>
DCNA GOVERNANCE

DCNA BOARD

Three classes of Board membership are recognised within the bylaws:

☐ Core voting members who represent the legally designated non governmental protected area management organisation of each of the participating islands

☐ Additional voting members:
  - Nominated by the Nature Forum
  - Nominated by international NGOs which have given significant support to DCNA
  - Nominated on the basis of their financial expertise

☐ One non voting seat held by MINA (Department of the Environment and Nature Conservation of the Netherlands Antilles)

Core Voting members of DCNA are representatives of:

☐ Fundacion Parke Nacional Arikok, Aruba
☐ STINAPA Bonaire
☐ CARMABI Curaçao
☐ Saba Conservation Foundation
☐ STENAPA, St Eustatius
☐ Nature Foundation, St Maarten

First (Founding) Board
The seven Board members selected to form the first (founding) Board which came into effect on 21st February 2005 are:

<table>
<thead>
<tr>
<th>Board member</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andy Caballero</td>
<td>Nature Foundation of St Maarten</td>
</tr>
<tr>
<td>Janine LeSueur</td>
<td>Saba Conservation Foundation</td>
</tr>
<tr>
<td>Nicole Esteban</td>
<td>STENAPA, St Eustatius</td>
</tr>
<tr>
<td>Walter Bakhuis</td>
<td>CARMABI, Curaçao</td>
</tr>
<tr>
<td>Eilsmarie Beukenboom</td>
<td>STINAPA Bonaire</td>
</tr>
<tr>
<td>Willem Ferwerda</td>
<td>IUCN NL, Netherlands</td>
</tr>
<tr>
<td>Paul Hoetjes</td>
<td>Central Government Dept. MINA</td>
</tr>
</tbody>
</table>

Current Board members (F = Founding Board member)

<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
<th>Term</th>
<th>Elected</th>
<th>Term ends</th>
</tr>
</thead>
<tbody>
<tr>
<td>C.E.F Beukenboom</td>
<td>STINAPA Bonaire</td>
<td>1 F</td>
<td>Feb 2005</td>
<td>Feb 2008</td>
</tr>
<tr>
<td>Adolphe Debrot</td>
<td>CARMABI Curaçao</td>
<td>1</td>
<td>Nov 2006</td>
<td>Nov 2008</td>
</tr>
<tr>
<td>Jan den Dulk</td>
<td>Saba Conservation Foundation</td>
<td>1</td>
<td>Nov 2006</td>
<td>May 2008</td>
</tr>
<tr>
<td>Nicole Pozas Esteban</td>
<td>STENAPA St Eustatius</td>
<td>1 F</td>
<td>Feb 2005</td>
<td>Feb 2008</td>
</tr>
<tr>
<td>Beverly Mae Nisbeth</td>
<td>Nature Foundation St Maarten</td>
<td>1</td>
<td>Nov 2006</td>
<td>Nov 2008</td>
</tr>
<tr>
<td>Leendert van Driel</td>
<td>(financial expert)</td>
<td>1 F</td>
<td>Feb 2005</td>
<td>Feb 2008</td>
</tr>
<tr>
<td>Paul Hoetjes</td>
<td>MINA</td>
<td>1</td>
<td>Nov 2005</td>
<td>Nov 2007</td>
</tr>
</tbody>
</table>

[See appendix 01.Governance for up to date contact information]
Current Alternate Board members

<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
<th>Elected</th>
<th>Term ends</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Denters</td>
<td>Parke Nacional Arikok</td>
<td>Nov 2006</td>
<td></td>
</tr>
<tr>
<td>Kerenza Frans</td>
<td>STINAPA Bonaire</td>
<td>Feb 2005</td>
<td></td>
</tr>
<tr>
<td>John de Freitas</td>
<td>CARMABI Curaçao</td>
<td>Nov 2006</td>
<td></td>
</tr>
<tr>
<td>Johanna van’t Hof</td>
<td>Saba Conservation Foundation</td>
<td>May 2006</td>
<td></td>
</tr>
<tr>
<td>Irving Brown</td>
<td>STENAPA St Eustatius</td>
<td>Nov 2006</td>
<td></td>
</tr>
<tr>
<td>Frank Boekhoudt</td>
<td>Nature Foundation St Maarten</td>
<td>Feb 2005</td>
<td></td>
</tr>
<tr>
<td>Theo van der Giessen</td>
<td>Uniek Curaçao/Nature Forum</td>
<td>Jun 2005</td>
<td></td>
</tr>
<tr>
<td>Letitia Buth</td>
<td>MINA</td>
<td>Feb 2005</td>
<td></td>
</tr>
</tbody>
</table>

Guidelines for appointment of Board Members

For a proposed Board Member to be considered for a Board seat they must meet the following minimum criteria (AoI: Article 6 Section 1):

a. Widely respected, and considered persons of integrity and high moral standard;
b. Committed to the Objectives of the Foundation and have a demonstrated interest in biodiversity conservation issues; and
c. Legal residents of the Dutch Caribbean (except for financial experts and representatives of international NGOs)

Core voting members: Additional requirements

- Proposed Board members must provide evidence that their organisation is the legally designated protected area management organisation by providing copies of legislation, management contracts and the statutes of the organisation
- Proposed Board members must provide a letter from their own Board empowering them to act on its behalf

Nature Forum nominees: Additional requirements (Article 6 Section 3.a)

- Nominees must be elected by the Nature Forum
- Nominees should represent non governmental, not for profit organisations whose primary objective is management of a conservation area or species in the Dutch Caribbean
- Preferably one nominee should come from the Windward islands and one from the Leeward islands
- Nominees cannot come from an organisation already represented on the Board

Nature Forum nominees: Additional guidelines

The organisation from which the nominee is elected should have a mission which strongly involves the local community and/or is based on a clear, though not necessarily traditional, management policy

- The organisation from which the nominee is elected should have a mission which strongly involves the local community and/or is based on a clear, though not necessarily traditional, management policy
- The organisation should be able actively engaged in conservation work and able to demonstrate a successful track record spanning at least three years
- The nominee should have roots in the local community and be sensitive to Antillean cultural and social issues
- The nominee should have been actively involved in conservation work in the Dutch Caribbean for at least three years and should be familiar with biodiversity of the Dutch Caribbean as well as the conservation and management issues and threats
- The nominee should be impartial, not have any active affiliation with an existing Board or staff member, should not be engaged in activities which could compromise DCNA and should be highly motivated and a good team player
- By preference the organisation and/or nominee should have attended two out of the last three Nature Fora.
## Current Board members: information required by the Kamer van Koophandel

<table>
<thead>
<tr>
<th>Surname</th>
<th>Christian name</th>
<th>DOB</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Croes</td>
<td>Rogelio E.J (Roy)</td>
<td>10.06.1961</td>
<td>Bringamosa 1H, Aruba</td>
</tr>
<tr>
<td>Beukenboom</td>
<td>C.E.F (Elsmarie)</td>
<td>26.02.1956</td>
<td>Bonaire</td>
</tr>
<tr>
<td>Debrot</td>
<td>Adolph</td>
<td>15.06.1959</td>
<td>Lyraweg 52, Curacao</td>
</tr>
<tr>
<td>den Dulk</td>
<td>Jan</td>
<td>06.08.1966</td>
<td>PO Box 18, Saba</td>
</tr>
<tr>
<td>Pozas Esteban</td>
<td>Nicole</td>
<td>29.09.1969</td>
<td>St Eustatius</td>
</tr>
<tr>
<td>Nisbeth</td>
<td>Beverly Mae</td>
<td>20.03.1971</td>
<td>6 Isis Rd, St Maarten</td>
</tr>
<tr>
<td>Mercelina</td>
<td>Frensel</td>
<td>23.11.1959</td>
<td>Kaya Cattleya, Curacao</td>
</tr>
<tr>
<td>van Driel</td>
<td>Leendert</td>
<td>12.01.1946</td>
<td>Nieuwe Herrengracht A’dam NL</td>
</tr>
<tr>
<td>Hoetjes</td>
<td>Paul</td>
<td>12.01.1955</td>
<td>Kaminda Yakima 14, Curacao</td>
</tr>
</tbody>
</table>

### International NGO representatives: Additional requirements

Where an international NGO has provided or pledged significant support to DCNA, the Board can elect to ask the organisation to put forward a candidate for Board membership.

### Financial experts: Additional requirements

Candidates for Board seats must have:
- A strong interest in nature conservation management
- Extensive experience in financial management
- Be in good standing and have worked at senior level in the public or private sector

Candidates should preferably have worked recently as the CFO (Chief Financial Officer) or similar position within a large corporation or similar organisation.

### Alternate Board Members

Each Board member may nominate one Alternate member (‘vervanger’) to represent them in their absence. The Alternate member must meet the same criteria as a full Board member, they should preferably come from the same institution and their nomination must be made in writing and approved by the Chairperson.

Alternate members cannot take over the additional responsibilities and duties of the person they represent i.e. they cannot function as the Chairperson, Vice Chair, Treasurer or Secretary.

Alternate members must sign a pledge of commitment to DCNA.

### Non voting Board Members

The only non voting seat is held by a representative of MINA. In every other respect MINA can be considered a fully empowered Board member of DCNA.

### Procedure for appointing new Board Members/Alternate Board Members

The following steps need to be taken in order to appoint a new Board member or Alternate Board member:

1. For core voting members, international NGO representatives and MINA
   - A **signed letter of nomination** must be completed by the nominating Board and delivered to Chairperson, Vice Chair or Secretary of DCNA
   - The letter of nomination is checked to see that it is in good order
   - The nomination is then announced to the Board who **vote to accept the nominee** as a member of the Board
The nominee then signs a Board pledge and becomes a member of the Board.

2. For financial experts who are selected by the Board on the basis of their expertise:
   - The nomination is announced to the Board who vote to accept the nominee as a member of the Board.
   - The nominee then signs a Board pledge and becomes a member of the Board.

3. For representatives of the Nature Forum:
   - Nominations are accepted from amongst organisations which attend the Nature Forum.
   - Nominations are evaluated according to the additional guidelines (above).
   - Nominations are announced to the Board who vote to accept one nominee to represent each of the Leeward and the Windward islands as a member of the Board.
   - The nominee then signs a Board pledge and becomes a member of the Board.

[See appendix 01.Governance for template Board letter of nomination and Board pledge]

Thereupon:
   - Board member submits a copy of their passport/ID card to DCNA Secretariat.
   - Board member is given an orientation and a Board book containing, amongst other things, an explanation of Board member duties and responsibilities.
   - Board member’s signature is added to bank signature cards (if necessary).
   - Board member details are submitted to KvK on St Maarten and Bonaire.

Representation and conflict of interests

Before their nomination to the Board can be accepted all potential Board members who represent an organisation will be required to furnish DCNA with written confirmation of their appointment by their Board and a statement by their Board which authorises them to represent their organisations interests within DCNA and to make any decisions on their behalf which do not negatively impact the financial, human or physical resources of that organisation unless specifically authorised by that organisation’s Board.

[See appendix 01.Governance for template Board letter of nomination]

Board pledge

Once a Board member’s nomination is accepted, the Board member must sign a pledge confirming their commitment to the objectives of the Foundation as set out in the Articles of Incorporation, their agreement that they will represent DCNA at all times to the best of their ability and their firm intention to act at all times in the best interests of DCNA.

[See appendix 01.Governance for template of Board member pledge]

Board membership

Board members are responsible for safeguarding the biodiversity and promoting sustainable management of the natural resources of the islands by supporting and assisting the protected area management organisations and conservation activities in the Dutch Caribbean.

Board responsibilities fall into four categories:

1. Legal
2. Fiduciary (financial)
3. Representation
4. Fund raising
In essence the Board of DCNA is responsible for managing all the activities and affairs of DCNA, financial and otherwise.

As of the 1st April 2005, the Board has delegated the day to day management of DCNA to an Executive Director. If there is no Executive Director or the Executive Director is absent, the day to day responsibility for running DCNA shall become the responsibility of the Executive Committee.

Board members are responsible for (AoI Article 14 Section 2):

i. Overseeing the prudent management and use of the Foundation’s assets and supervision of its staff;

ii. Deciding under which terms and conditions the Foundation will accept or refuse subsidies, donations, grants, testamentary dispositions, legacies and any other acquisitions and assets;

iii. Deciding under which terms and conditions the Foundation will provide grants and other forms of assistance, including deciding for what specific purposes, in what specific amounts, and to which specific beneficiaries such grants and assistance will be provided, as long as all such decisions are consistent with these Articles;

iv. Establishing and approving annual and long-term activity plans and budgets and financial plans for the Foundation including financial asset management;

v. Overseeing the implementation of a monitoring and evaluation plan, and reviewing the resulting monitoring and evaluation reports at regular intervals.

vi. Establishing and approving the annual accounts and written annual report of the Foundation;

vii. Approving the balance sheet and calculation of revenues;

viii. Acquiring and disposing of rights to real estate on behalf of the Foundation; and

ix. Allocating the Foundation’s duties and functions among its Board members and appointing the Foundation’s officers to assist the Board members.

Additionally Board members are required to represent DCNA to the best of their ability at all times and to fund raise on behalf of DCNA whenever this is appropriate or necessary.

Board Duties and Responsibilities

The following is a comprehensive overview of the duties and responsibilities of the Board and Board members as expressed in the Articles of Incorporation, Bylaws and Board pledge.

Legal - Governance

□ The Board shall periodically review the organization, its mission and objectives, along with its Bylaws and revise them if necessary.

□ The Board shall periodically review all of the organization’s activities and grants to ensure that they reflect its mission and purposes and priorities.

□ Board members must commit to serve the organization as a whole rather than any special constituency or interest group, even if they were appointed by an organization.

□ Board members must commit to attending meetings on a regular basis and staying well informed about the Foundation’s affairs

□ The Board shall approve annual and long term activity plans prepared by the Executive Director, based on the organization’s purposes and priorities, and its financial and staff resources

□ The Board shall appoint Officers, allocate Board duties to its membership and establish Committees to serve the Foundation
The Board shall approve annual reports of the Foundation’s activities

Board members shall support all decision, policies and actions of the Board

Financial

The Board shall oversee the prudent management of the Foundation’s assets and stay well informed about the management of the Foundation’s assets

The Board shall decide under which terms and conditions funds may be accepted and for what purpose(s)

The Board shall approve annual budgets and financial plans prepared by the Executive Director, based on the Foundation’s purposes and priorities, and its financial and staff resources

The Board shall approve the balance sheet, calculation of revenues and annual accounts of the Foundation’s assets and shall ensure that external independent audits are conducted on an annual basis

The Board shall determine the acquisition and disposal of rights to real estate on behalf of the Foundation

Representation

Board members are required to actively represent the Foundation to the best of their ability at all times

Board members are required to support the Foundation, its staff, programmes and activities in a positive manner

Fund raising

The Board shall actively participate in the development of a fund raising strategy for the Foundation

Board members shall actively participate in fund raising and work with the Executive Director to solicit funds from corporations, foundations, individuals, government or international agencies.

Board members are required to share relevant information on potential donors

Administration

The Board shall establish specific goals and objectives for the Executive Director of the organization, with their agreement and input.

The Board shall periodically review the performance of the Executive Director, as measured against these specific goals and objectives, and revise them if necessary.

The Board and its Officers shall not micro-manage the organization or become involved in administrative details and personnel issues. This is the responsibility of the Executive Director.

The Board shall monitor the effectiveness of all existing programs and activities.

Observers

In line with DCNA’s policy of transparency both at a procedural and policy making level and in order to benefit for external expertise and knowledge, to build strong relationships and
partnerships, Observers are welcome to attend DCNA Board meetings on the invitation of the Chairperson.

Members of the Support Group have a standing invitation to attend DCNA Board meetings, but must inform the Secretariat at least one month before the meeting of their intention to attend.

Other organisations and/or individuals may from time to time, be invited to attend either because of their recognised expertise in matters pertaining to nature conservation, finance or because of the potential, pledged or actual support given by themselves or their organisation to DCNA or in the interests of partnership building.

Individuals or organisations can request an invitation to attend a DCNA Board meeting as an Observer in writing to the Secretariat. The Chairperson decides whether or not the potential Observer should be allowed to attend and notifies the Board.

- Observers must have an invitation issued by the Chairperson to attend Board meetings.
- Documentation distributed to Board members for the meeting will normally be available to Observers.
- Observers may distribute documents through the Secretariat, make declarations, or be involved in other activities, as appropriate and with prior authorization of the Chairperson.
- Observers may, upon the invitation of the Chair, participate in the debates during the meeting, but without the right to vote. The Chair will make all efforts that the debates are not exclusive to the Observers.
- Observers must comply with all the rules, procedures, and norms applicable to the other participants in the meeting.
- Observers who are disruptive or appear to undermine the goals and objectives of the DCNA, or do not comply with instructions given them by the Chairperson will be required to leave the meeting immediately.
- Observers can be asked to leave the meeting for specific agenda points at the Chairperson’s discretion.

**Board evaluation**

The Board recognises that it needs to undertake a self evaluation on a yearly basis. The evaluation may be conducted in closed session, may include the Executive Director or any third parties nominated by the Board. A full and complete record will be kept of all Board evaluations. Action points will be dealt with in the same way as for full Board meetings.

For the year 2006 the Board evaluation consisted of a Governance Scan conducted at the mid year by the Galan Group. The results of the Governance Scan were presented to the Board together with recommendations on how DCNA can improve on its Governance practices and mechanisms. These were accepted by the Board [Bd: Nov 2007] with instructions to the Secretariat that all of the recommendations should be implemented as soon as practicable.

**Duties and tasks of Board officers**

Board Officers are: Chairperson, Vice Chair, Secretary and Treasurer.

Officers are nominated by the Board and serve for two years (except for the founding Board officers who serve for three years). They can be re-elected for a maximum of three consecutive terms.

**Duties of the Chairperson: official representative**
Serves as the official representative of DCNA
Calls all Board meetings (AoI: Article 10 Sections 3 and 4) at their discretion or on request of one third of the Board.
Works with the Executive Director to prepare a meeting agenda
Presides over all meetings of the Board:
- Calls meetings to order
- Announces the order of business according to the agenda
- Determines the presence of a quorum
- Recognises members who are entitled to speak
- Processes all motions
- Expedites business
- Rules on any points of order
- Conducts meetings in a fair and equitable manner
In the absence of the Chairperson the Vice Chairperson presides over the meeting, in the absence of both another Board member present shall be appointed to preside over the meeting for that meeting only (AoI: Article 10 Section 9)
Signs documents on behalf of DCNA
Ensures that all urgent decisions are taken
Ensures that all reporting requirements are met

Duties of the Vice Chair: stand in for Chairperson

Whenever the Chairperson is absent or unable to serve, the Vice Chair stands in for them i.e.:
- Serves as the official representative of DCNA
- Presides over meetings of the Board
- Signs documents on behalf of DCNA
- Ensures that all urgent decisions are taken
- Ensures that all reporting requirements are met
- Ensures that the policy plan, action plan etc conform to the vision, mission and multiyear goals of DCNA

Duties of the Secretary: legal ‘watchdog’ and oversight

Holds ballots in case of a ballot vote
Oversees the following Secretariat functions:
- Ensuring that agendas and support materials are distributed to members one month before each Board meeting
- Sending out the official notice of Board meetings
- Ensures that accurate minutes are taken of all meetings, that they are approved and distributed to Board members

Maintains the following official records in duplicate with the Secretariat
- Full current lists of all Board members, current committees and committee members
- Official list of members and official attendance list
- Copies of all official minutes of previous Board meetings
- Up to date copies of all governing documents such as Articles of Incorporation, Bylaws, Operational Manual

Ensures annual reports are prepared and submitted on time
Serves as a resource to the Chairperson and ensures that the Articles of Incorporation and Bylaws are strictly adhered to at all times
Ensures that any agreed changes to governing documents are made and distributed to members
Maintains a file of committee reports
Notifies Board members of their election or appointment
Whenever the Chairperson and the Vice Chair are absent or unable to serve, the Secretary stands in for them i.e.:
Serves as the official representative of DCNA
Presides over meetings of the Board
Signs documents on behalf of DCNA
Ensures that all urgent decisions are taken
Ensures that all reporting requirements are met

Duties of the Treasurer: financial custodian

- Ensures that adequate financial records are kept of DCNA’s affairs
- Oversees the income and expenditure of funds and ensures that spending does not exceed approved budgets
- Oversees the preparation of annual budgets, ensures the books are audited on an annual basis and tax returns are filed
- Ensures that full and complete reports are submitted in a timely fashion to all grantors and similar
- Presides over the Finance Committee and acts as a liaison between the Executive Committee and Finance Committee
- Ensures the financial management and financial asset management of DCNA and the Trust Fund are conducted in a prudent manner at all times
- Ensures accurate records are kept of financial assets and business transactions including assets, liabilities, receipts, disbursements, gains, losses, capital, retained earnings and other similar matters
- Ensures all monies are appropriately deposited and invested
- Disburses funds at the direction of the Board
- Keeps duplicate copies of financial documents and records
- Ensures that no financial conflicts occur within the Secretariat
COMMITTEES

DCNA has the following standing committees:

Executive Committee
The Executive Committee consists of the Chairperson, Vice Chair, Secretary and Treasurer.

The Executive Committee is responsible for (AoI: Article 7):
- Overseeing and managing the affairs of DCNA between meetings
- Taking urgent decisions
- Liaising with the Finance Committee
- Ensuring that decisions of the Board are implemented and that the affairs of DCNA are conducted in a proper and efficient manner at all times
- Managing the day to day affairs of DCNA in the absence of the Executive Director

Financial Committee
The Finance Committee consists of the Treasurer and those Board members selected for their financial expertise.

The Finance Committee is responsible for (AoI: Article 8):
- Overseeing the management of the day to day financial affairs of DCNA between Board meetings
- Overseeing the management of DCNA’s financial assets (including assets of the Trust Fund) between Board meetings and communicating on a regular basis with the Financial Asset Manager (or management company)
- Reviewing and advising on all matters related to financial asset management including investment strategy, oversight and management of any third parties such as an Asset Management Company
- Ensuring that correct and appropriate financial records are kept and procedures followed
- Ensuring that end of year financial reports, budgets and financial audits are completed in a correct and timely manner
- Approving balance sheets and calculation of revenues
- Acquiring and disposing of real property
- Oversees the grant giving activities of DCNA ensuring that eligibility criteria are met and that rules and responsibilities of grantees are adhered to

Ad hoc Committees
The Board has the ability to establish ad hoc Committees providing that each Committee includes two or more Board members (Article 15).

Committees must have:
- Name
- Terms of Reference

Terms of Reference must include:
- Background
- Purpose and Mandate
- Membership
- Authority and limitations
- Activities and logistics
- Reporting
Established Committees

Board has established the following ad hoc Committees:

<table>
<thead>
<tr>
<th>Date</th>
<th>Name</th>
<th>Members</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr 2005</td>
<td>BZK Committee</td>
<td>Letitia Buth, Nicole Esteban, Willem Ferwerda, Erik van Zadelhoff, Kalli De Meyer</td>
<td>Nov 2006</td>
</tr>
<tr>
<td>Dec 2005</td>
<td>Trust Fund Committee</td>
<td>Leendert van Driel, Willem Ferwerda, Erik van Zadelhoff, Letitia Buth, Kalli De Meyer</td>
<td></td>
</tr>
<tr>
<td>May 2006</td>
<td>De Landschappen Committee</td>
<td>Letitia Buth, Nicole Esteban, Erik van Zadelhoff, Kalli De Meyer</td>
<td>Nov 2006</td>
</tr>
<tr>
<td>Nov 2006</td>
<td>CBF Committee</td>
<td>Kalli De Meyer, Nicole Esteban, E lsmarie Beukenboom, Robbert Kroon</td>
<td></td>
</tr>
<tr>
<td>Nov 2006</td>
<td>Fundraising Committee</td>
<td>Nicole Esteban, Kalli De Meyer,</td>
<td></td>
</tr>
</tbody>
</table>

[See appendix 01. Governance for TOR of ad hoc committees]
**SUPPORT GROUP**

The Board created the Dutch Support Group, chaired by the Director of IUCN NL, Willem Ferwerda, to increase support in the Netherlands for nature conservation in the Dutch Caribbean and for DCNA [Bd: Feb 2005].

**Membership**

Support Group members are representatives of non governmental, not for profit Dutch conservation organisations.

Currently the Support Group consists of:

<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Henkjan Kievit</td>
<td>De Landschappen</td>
</tr>
<tr>
<td>Andre van Proosdij</td>
<td>Hortus Botanicus</td>
</tr>
<tr>
<td>Willem Ferwerda</td>
<td>IUCN NL</td>
</tr>
<tr>
<td>Jerphaas Donner</td>
<td>Milieukontakt International</td>
</tr>
<tr>
<td>Feiko Prins</td>
<td>Natuurmonumenten</td>
</tr>
<tr>
<td>Jan Willem Sneep</td>
<td>Samenwerkingsverband Nationale Parken</td>
</tr>
<tr>
<td>Jan Blok</td>
<td>Staatsbosbeheer</td>
</tr>
<tr>
<td>Pieter Borkent</td>
<td>Stichting Conservation International</td>
</tr>
<tr>
<td>Bert Drijman</td>
<td>Vogelbescherming</td>
</tr>
<tr>
<td>Carel Drijver</td>
<td>Welde Natuur Fonds NL</td>
</tr>
</tbody>
</table>

[See appendix 01. Governance for up to date contact information for Support Group]

**Role**

The role of the Support Group in the Netherlands is to [Bd: Jun 2005]

- Lobby on behalf of DCNA
- Create support for DCNA
- Provide technical support
- Assist with communication in the Netherlands

**Meetings**

The Support Group meets up to four times a year in the Netherlands. All DCNA Board members have a standing invitation to attend Support Group meetings and are encouraged to do so whenever possible.

Meeting agendas and other supporting documentation are sent both to Support Group members and the DCNA Board members at least one month before scheduled meetings.

**Liaison / Communication**

1. The DCNA Secretariat assists in making possible visits by Support Group members to the Dutch Caribbean in order to learn first hand about the biodiversity and conservation activities
2. Reviewing membership of the Support Group shall be a standing agenda item at DCNA Board meetings
3. The Support Group shall be given copies of agendas, meeting notes and supporting documentation
4. Support Group members have a standing invitation to attend DCNA Board meetings as observers (see Observer Status)
5. Support Group members shall receive copies of DCNA agendas and meeting notes
6. The Executive Director and Board members shall give presentations on DCNA to Support Group members and member organisations whenever possible
7. Information on Support Group members and the organisations they represent will be kept on file by the Secretariat and distributed to Board members on request
COUNCIL OF PATRONS

The Board of the Dutch Caribbean Nature Alliance may invite individuals to join its council of Patrons because of their keen interest in nature conservation and their willingness to use their experience and influence to support the cause of the Dutch Caribbean Nature Alliance (DCNA).

Profile of Patrons

Patrons must be distinguished, accomplished and influential members of society, well respected by their peers and with a profound understanding of the value of our nature for the conservation of biodiversity, to our islands, local communities and the economy.

Patrons are not paid for their support of DCNA

Duties of Patrons

- Patrons lend their name and active support in the widest sense but particularly for promotional purposes, for example on the DCNA website, in publications.
- Patrons are particularly important as a figurehead for fundraising purposes.
- Patrons encourage support of DCNA amongst their peer network and act as an ambassador for DCNA.
- Occasionally Patrons might be asked to attend special functions, particularly those where DCNA is being profiled in the media.
- Patrons might also advise DCNA in areas of their own expertise on critical issues.

Rights of Patrons

- Patrons have access to all DCNA’s governance documents, reports and financial information, they have a standing invitation to all Board meetings and receive meeting minutes, copies of bylaws, financial documents statutes and other governance documents.
- Patrons are kept informed of all significant developments within DCNA and are aware of project work and activities of the organization.
- Patrons receive copies of all promotional and educational materials produced by DCNA including fliers, brochures and books.
- Patrons have access to all national parks protected under DCNA

Patrons: current overview

The Queen of the Netherlands

Beatrix Wilhelmina Armgard, Princess of the Netherlands, Princess of Orange-Nassau and Princess of Lippe-Biesterfeld, was born on 31 January 1938 at Soestdijk Palace in Baarn in the Netherlands. She was the first child of Princess Juliana and Prince Bernhard. Queen Beatrix succeeded her
mother as Queen of the Netherlands in 1980. The Queen was married to the German diplomat, Prince Claus with whom she had three sons: Prince Willem-Alexander, Prince Friso and Prince Constantijn. The eldest, Prince Willem-Alexander – the Prince of Orange – will succeed her. The Queen is now also a proud grandmother of eight grandchildren.

The Queen attended Leiden University where she received a degree in law and an honorary doctorate in recognition of the attention she has focused on freedom and the responsibilities that go with it.

The Queen represents the Netherlands both at home and abroad. As part of the government, the Queen is closely involved with Dutch political life. The Queen meets the prime minister and speaks regularly with ministers and state secretaries, signs Acts of Parliament and Royal Decrees and is president of the Council of State, the government's main advisory body.

The Queen has a special bond with the Netherlands Antilles, Aruba and Suriname, former Dutch colonies, where there is still great interest in the House of Orange.

**Queen Beatrix of the Netherlands**

**Jaime Saleh**
Jaime Saleh, former Governor-General of the Netherlands Antilles and now Minister of State of the Netherlands Antilles, was born on the Dutch Caribbean island of Bonaire in 1941. A law degree at the University of Utrecht and experience as a Public Prosecutor in the Netherlands led to his appointment as Deputy Public Prosecutor for the six Dutch Caribbean islands when he returned home in 1968. He practiced law in the private sector from 1971. Then in 1974 he was made a Judge in the Court of Justice of the Netherlands Antilles. His appointment to Chief Justice of the same Court followed in 1979.

Mr Saleh served as Governor-General of the Netherlands Antilles from 1990 to 2002. Still active in social and state affairs, he was made an honorary Minister of State of the Netherlands Antilles in 2004 and appointed visiting Professor in Constitutional Kingdom Law at the University of Utrecht, Holland in 2005. ‘I am very happy to be a patron of DCNA,’ says Mr Saleh, who is married to Marguerite Saleh-Halabi and has four children and four grandchildren. ‘I will do my utmost to promote their objectives and wake the consciousness of our administrators and our people to the importance of the protection of nature on our islands.’

**Professor Nico Visser**
Professor Visser, born in the Netherlands in 1952, is a prominent international nature conservationist and a leading international authority in the field of sustainable tourism development.

A Public Law and Ecology degree at Leiden University led to a varied and distinguished career that included roles at the Institute for European Environmental Policy in Bonn, the Directorate for Nature in the Department of Agriculture, Nature Management and Fisheries, and, as an environmental legislation analyst, for the NGOs, WWF Netherlands and Stichting Natuur en Milieu. Increasingly focusing on tourism and the environment, Professor Visser set up a Department for the Environment (MINA) for the five islands of the Netherlands Antilles before being appointed Professor in sustainable tourism development at the Université de Savoie in Chambéry, France, in 1999.

In October 2005 Nico Visser was appointed head of the International Nature Department in the Ministry of Agriculture, Nature and Food Quality in the Netherlands. ‘The creation of DCNA is a dream come true for the Dutch Caribbean,’ he says. ‘It enables nature management NGOs to work together to protect and manage the unique richness in biodiversity of the islands.’

**Governor of the Netherlands Antilles and Governor of Aruba**
Due to their unique position as representatives of Her Majesty Queen Beatrix, the Governors of the Netherlands Antilles and Aruba are considered honorary patrons and enjoy all of the rights and privileges as such.
GENERAL ADMINISTRATION

Secretariat
The Secretariat consists of the Executive Director, Office Assistant and any other full time, part time or volunteer staff. The Executive Director is responsible for the smooth and efficient running of the Secretariat.

The Secretariat is responsible for:
   a) Record keeping
   b) Financial record management
   c) Planning documents and budgets
   d) Board liaison
   e) Correspondence
   f) Reporting
   g) Liaison with government, donors and other third parties
   h) Project administration

A. Record keeping
Detailed records are kept by the Secretariat including:
   i. Board meeting agendas, meeting notes and decisions by the Board
   ii. Funding applications to third parties
   iii. Project details, funding, evaluation and reports
   iv. Correspondence with Board, Support Group and others
   v. Media coverage
   vi. Incoming requests for information
   vii. Incoming requests for funding
   viii. Information on protected area management organisations including copies of statutes, management contracts and other legal documents relevant to their status as the designated management authority

Transparency
All records held by the DCNA Secretariat will be freely available on request to Board members, members of the Support Group, Council of Patrons, Committee members, partners, potential and actual donors and other interested parties designated by the Board.

Board agendas, meeting notes and decisions will be routinely circulated to:
   1. DCNA Board members
   2. Member boards of organisations represented on the DCNA Board
   3. Support Group members
   4. Established partners
   5. Selected donors / potential donors

Abbreviated meeting notes will be posted on the DCNA website

Information management
The Secretariat will make detailed information on biodiversity, and nature conservation organisations and activities in the Dutch Caribbean as well as the activities of DCNA available to any interested parties (see Information Centre).

B. Financial Record Management
The Secretariat is responsible for ensuring that all standing bills and payroll expenses including telephone, water, electricity, rent, Landsontvanger, Eilandsontvanger and SVB are paid in a timely
fashion. Likewise that duly submitted and approved bills for services, for example from subcontractors are paid on time.

The Secretariat ensures that invoices and receipts are filed with the appropriate bank statement-visa statement and that they are stamped and coded in accordance with an agreed accounting standard.

Whilst financial record management is done in house, and running balances are kept of all bank accounts, all other accounting and financial administration including payroll administration are outsourced to a local accounting office or accountant who is contracted on an annual basis. The financial documents for the previous month, coded and sorted together with the bank and visa statements are submitted to the accountant before the 10th of the month. The accountant is then responsible for inputting the data into a financial accounting package and providing reports on income and expenditure, budget vs actual, profit and loss before the end of that month.

In accordance with auditor recommendations, DCNA has adopted an accrual based accounting system in 2006.

**Financial records**

Detailed financial records will be kept by the Secretariat including:

1. Bank statements, credit card statements and similar financial receipts
2. Records of income and expenditure related to budget lines and project(s)
3. Copies of all invoices and requests for payment and reimbursement
4. Original receipts for all expenditures by the Secretariat and Board
5. Detailed comparison of balance sheet, income and expenditure for DCNA by project

**Banking and financial transactions**

DCNA holds the following bank accounts (two on Bonaire and two in the Netherlands)

### Antillean guilder current account

- **Account name:** Dutch Caribbean Nature Alliance
- **Account number:** 112.860.04
- **Bank:** Maduro and Curiel Bank. Hato Branch, Bonaire. Dutch Caribbean
- **SWIFT code:** MCBKANCU A BON

Board signatories for this account are:
Nicole Esteban, Woti Bakhuis, Elsmarie Beukenboom, Andy Caballero, Janine leSueur, Willem Ferweda.

Mailing address for this account is: Kaya Grandi #20, Bonaire. Dutch Caribbean.

Restrictions: The Executive Director or any of the account signatories can sign for any amount up to Naf 10,000. Above Naf 10,000 a second signature is required, by preference that of the Treasurer.

### Antillean guilder savings account

- **Account name:** Dutch Caribbean Nature Alliance
- **Account number:** 101.196.402
- **Bank:** Maduro and Curiel Bank. Hato Branch, Bonaire. Dutch Caribbean
- **SWIFT code:** MCBKANCU A BON

Board signatories for this account are:
Nicole Esteban, Woti Bakhuis, Elsmarie Beukenboom, Andy Caballero, Janine leSueur, Willem Ferweda.
Mailing address for this account is: Kaya Grandi #20, Bonaire. Dutch Caribbean.

Restrictions: The Executive Director or any of the account signatories can sign for any amount up to Naf 10,000. Above Naf 10,000 a second signature is required, by preference that of the Treasurer.

**Euro account**
A euroaccount is held in the Netherlands

- **Account name:** Dutch Caribbean Nature Alliance
- **Account number:** 1120.32.893
- **Bank:** Rabobank Soest Baarn Eemnes. The Netherlands
- **IBAN number:** NL77 RABO 0112 0328 93
- **BIC:** RABONL2U

Board signatories for this account are: Leendert van Driel
The mailing address for this account is: Nieuwe Herengracht 7, 1011 RJ Amsterdam. NL

The Executive Director has access to this account via internet banking.

**Euro Trust Fund account**
A euro savings account is held in the Netherlands as a holding account for the Trust Fund:

- **Account name:** DCNA Trust fund
- **Account number:** 1158.96.783
- **Bank:** Rabobank Soest Baarn Eemnes. The Netherlands
- **IBAN number:** NL77 Rabo 0115 8967 83
- **BIC:** RABONL2U

Board signatories for this account are: Leendert van Driel
The mailing address for this account is: Nieuwe Herengracht 7, 1011 RJ Amsterdam. NL

**Signatories**
For all expenditures within the approved annual budget and/or as designated by a minuted decision of the Board or Executive Committee, the Executive Director will be able to sign for all checks, transfers and requests for withdrawal of funds up to and including Naf 10,000.00.

For amounts over Naf 10,000.00 all transfers, transactions and cheques must be authorised and approved in writing additionally by one member of the Board, preferably the Treasurer.

The Executive Director is required to obtain a second signature on salary transfers in his/her own name and reimbursements to his/herself in excess of Naf 500.00

Any expenditure not covered by an approved annual budget must be approved in advance in writing by the Executive Committee.

**Travel costs**
For travel to and from Board meetings within the Dutch Caribbean and all other approved travel DCNA may cover travel costs of its staff and Board members who are not representatives of an organisation i.e. members elected from the Nature Forum and members elected for their financial expertise (in accordance with DCNA statutes Article 6 Section 3.a. and 3.c) including:
- Economy class return air fare
- Accommodation
- Per diem allowance

**Per diem allowance**
Per diem is payable for all staff business trips, including travel days, at the following rates (which have been adopted from Central Government per diem rates):

- **Within Netherlands Antilles**: Naf 80.00 per day
- **Within Europe**: Euro 105.00 per day
- **Within USA**: US$ 125.00 per day

The per diem allowance is meant to cover food, beverages, local transportation such as bus, underground, taxi or train fares and other incidental costs. Flights, long distance travel and accommodation are covered separately.

If the per diem allowance is insufficient, receipts should be submitted for all expenditure within two weeks of the trip. Providing expenses are deemed ‘reasonable’ and are limited to food, beverages and/or local transportation, any additional expenditure will be reimbursed.

**Reimbursements**
Any reimbursements to staff or Board members must be clearly visible in the Financial Statement

### Tax Exempt status for DCNA

**O.B (‘omzetbelasting’) Exemptions for DCNA**

OB (omzetbelasting) is payable on all goods and services on Bonaire. Organisations operating with Dutch Government funding as well as local foundations are theoretically exempt from paying OB for goods and services they receive (Article 7, Section 9 of the Landsverordening Omzetbelasting 1999). In order not to pay OB a letter of exemption has to be issued by the local tax office.

To get a letter of exemption (vrijstelling) a request has to be made in writing to the local tax office accompanied by an invoice or pro forma invoice from the supplier. A letter of exemption is then issued by the tax office in the name of the supplier. DCNA has so far been granted OB exempt status for the following suppliers:

- Complete Office Support
- Curaçao Office Systems (max Naf 4,866.00)
- Flamingo Communication
- Network Pro Bonaire NV
- NV Erwen E.B Sint Jago
- Telbo NV
- Vertisol Bonaire (max Naf 2,380.00)

The tax office has recently stated that any further exemptions will only be issued where the OB due totals more than Naf 238.00.

No letter of exemption has been issued for the following requests:

- Maduro and Curiels Bank
- Sign Studio Signal

Caribbean Accounting Services advised that DCNA should seek legal advice before submitting further requests for O.B exemption due to changes in staffing within the Tax Office on Bonaire and because they believe exemptions can only be granted for charitable projects. Submitting more requests before the issue of eligibility has been resolved could result in the existing exemptions being withdrawn.

### C. Planning documents (‘beleid’) and budgets

DCNA has long term and short term planning documents and budgets with timeframes.

1. DCNA’s multiyear plan can be cover a three to five year term. The multiyear plan is firmly grounded in DCNA’s vision, mission and goals and is the guiding document for all annual work planning and budgeting. The multiyear plan must be approved by the Board.
2. Every year an annual plan and annual budget are drawn up using for guidance the current multiyear plan. Annual plans and budgets must be approved by the Board.

3. Projects may be developed to implement any part of the annual action plan and must be grounded in the annual action plan. Projects must conform to DCNA’s Prince2 project management system and must include all required documentation. Projects are approved by the Executive Director.

**Multi year strategic plan (3-5 years)**
- The Executive Director in consultation with the Board produces a draft multi year strategic plan in three to five year terms
- The multi year strategic plan for the coming term is reviewed and approved at the first full Board meeting held in the calendar year in which it expires

Before it was formally established, in June 2005, the founding members of DCNA developed a multiyear plan (2004-2007) based on DCNA’s mission and goals.

[See appendix 01.Governance for a review of this multiyear plan]

Rather than modifying the original multiyear plan, due to substantial changes in Board membership during 2006, it was decided to embark on a new planning process. During the year 2007, DCNA is committed to developing a new multiyear plan, 2007 – 2010, which will be organized in two components.

1. An external landscaping component will take place during DCNA’s May 2007 Board meeting where overseas partners (most noticeably Support Group members) have been invited to attend and participate in the planning process.
2. An internal landscaping component will be held at DCNA’s October/November 2007 Board meeting. At this meeting DCNA’s strategy for the coming three years will be defined by the Board.

DCNA expects to have completed this multiyear planning process by the 31st December 2007.

**Annual action plan and budget (current year)**
- The Executive Director in consultation with the Board produces a draft annual action (work) plan and budget by the 30th September each year
- Only balanced budgets are acceptable to the Board and any items which cannot be covered with available funds must be placed on a ‘wish list’
- The Annual Action Plan and Budget are reviewed by the Executive Committee
- The reviewed Action Plan and Budget are then presented to the Board for their approval at the following Board meeting

**D. Board liaison**
The Secretariat is responsible for Board liaison including:
1. Providing the Board with notification of meetings (including agendas, meeting logistics and list of attendees) at least one month in advance of the meeting
2. Facilitating communication between Board member as well as between members of the Board and staff, Committees, Support Group and Council of Patrons
3. Assisting with Board secretarial duties including producing and archiving Board correspondence, minutes of meetings, records of decisions,
4. The Secretariat will hold and distribute on request copies of Articles of Incorporation, Bylaws and Organisational Manual and similar.
E. Board meetings

The Secretariat is responsible for:

a. Notifying Board members, Patrons and Support Group members of annual Board meetings and Board meetings called at the request of the Chairman or at least one third of the Board members

b. Verifying if Observers will be in attendance for all or part of the meeting and sending out official invitations to Observers whose attendance has been approved by the Chairperson

c. Ensuring that all essential logistical arrangements for Board meetings are made (such as bookings for flights, accommodation, meeting room)

d. Confirming attendance or presence of Alternate Board members or apologies for absence of Board members

e. Confirming attendance of Support Group members and/or protected area staff of Board members

f. Distributing agendas and any other relevant documents one month in advance of meetings

g. Reminding Board members of any outstanding legal or administrative requirements such as returning signed Board pledges, nominating Alternate members or providing copies of essential documents

Overview of Board meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Discussion</th>
<th>Code</th>
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<tbody>
<tr>
<td>May 2007</td>
<td>Bonaire</td>
<td>This was the first Board meeting at which there was a substantial change in Board representation. The park management organisations on Saba, Curacao and St Maarten as well as IUCN NL all had new representatives in attendance. Additionally new Vice Chair and Secretary had to be voted in. One of the biggest challenges for DCNA was ensuring that all Board members were aware of the purpose and work of the organisation. This was the Board meeting, which precipitated the resignation of IUCN NL from the Board of DCNA.</td>
<td>Bd:May 2007</td>
</tr>
<tr>
<td>Nov 2006</td>
<td>St Maarten</td>
<td>An integral part of this Board meeting was the presentation by Park Management organisation representatives of their annual reports and annual financial statements for 2005 in compliance with BZK reporting requirements. The establishment of the Trust Fund and the ongoing relationship with BZK were discussed in depth with all those present committed to meeting reporting requirements and making the Trust Fund a reality.</td>
<td>Bd:Nov 2006</td>
</tr>
<tr>
<td>May 2006</td>
<td>Curacao</td>
<td>This meeting was used to address the important issue of the proposed funding from the Dutch Ministry of the Interior (BZK), contracts between the Ministry, IUCN and DCNA, the allocation of funding, budgeting and a communication strategy. DCNA will be focusing on a plan to build the administrative capacity of the Parks to ensure that they will be able to comply with the new reporting and financial reporting requirements.</td>
<td>Bd:May 2006</td>
</tr>
<tr>
<td>Nov 2005</td>
<td>Saba</td>
<td>The meeting dealt mostly with financial and governance issues, particularly the selection of additional Board members and updated information on the proposed Trust and the emerging opportunity to obtain funding from the</td>
<td>Bd:Nov 2005</td>
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<tr>
<td>Jun 2005</td>
<td>St Eustatius</td>
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<td>Bd:Jun 2005</td>
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Dutch Ministry for Internal Affairs (BZK). An update was presented on DCNA’s Management Success project and training given to staff from Aruba and Curaçao. Fortuitously an opportunity arose to give a presentation on DCNA to the Governors of the Netherlands Antilles and their aides which was very well received.

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Description</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Feb 2005</td>
<td>Bonaire</td>
<td>DCNA’s first full Board meeting was held on Bonaire in conjunction with the 2005 Nature Forum meeting. Considerable time was spent discussing governance issues (bylaws and statutes) as well as the allocation of project funding. DCNA’s Management Success project was profiled to the Board and the participants of the Nature Forum and a workshop allowed participants the opportunity to take part in the process of data collection.</td>
<td>Bd:Feb 2005</td>
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**Approval of minutes**

By preference, minutes of Board meetings need to be written up and processed during the meeting so that they can be presented to the Board for approval as the final agenda point at the end of each Board meeting.

Should it not be possible to approve the meeting minutes at the meeting then the following procedure will be adopted:

- Draft meeting minutes will be reviewed by the Secretary
- Reviewed draft minutes will be sent electronically to Board members for comment within one month of the meeting and Board members will be given a deadline of one week in which to comment / request changes or amendments
- Final draft minutes including all proposed changes will be reviewed by the Executive Committee. These meeting minutes will be considered a true and proper record of the meeting
- The final draft minutes, approved by the Executive Committee will be presented to the Board for their approval at the next meeting

**F. Correspondence**

The Secretariat holds copies of all incoming and outgoing post (letters, invoices, bills etc) in hard copy. Electronic copies of incoming and outgoing emails are kept in Microsoft Outlook and the Executive Director keeps a FileMaker activity log which includes all significant correspondence

**G. Reporting**

**Periodic updates**

The Executive Director produces (for presentation at Board meetings, on request or as required) periodic updates consisting of:

i. Project and administrative overviews

ii. Quarterly financial overviews with income and expenditure vs budget comparisons

**Annual reports**

- The Executive Director produces for comment by the end of March an annual technical report of the previous year’s activities including an institutional update, list of all significant receipt of funds, acknowledgement of major donors and volunteers as well as updates on programmes and programme activities, communication, fundraising activities, support and
networking, promotion and the status of all grants issued using the approved template (see Appendix)

- The Board will comment on and approve the annual report as soon as possible but in any case not later than the 30th April for the previous year.

### Annual financial reports

- The Executive Director will contract an accounting firm to produce an annual report of the previous year’s financial activities using an accrual based system according to recognised accounting standards with approved financial statements by the end of the first quarter of the following year.
- The Board will comment on and approve the annual financial report as soon as possible but in any case not later than the 30th May for the previous year.

### Audits

- The Executive Director in consultation with the Finance Committee will select and contract an auditing company or firm which will provide audited accounts under terms and conditions set forth in a contract (see Appendix – to be developed by the Finance Committee)
- The Executive Director will be responsible for ensuring that the auditing company receives all of the records of DCNA which are necessary to conduct the audit and on its completion will arrange for payment.

### Procedure for selection of auditors

- The Executive Director requests quotations from three or more recognised auditing firms
- The Executive Director prepares a matrix comparing the company’s responsiveness, attitude, ability to meet the prescribed deadline etc and the quotation received
- The financial expert(s) give their advice to the Finance Committee who selects the auditing company
- The Executive Director then negotiates a contract with the auditing company taking into account any comments or concerns of the Finance Committee
STAFF

Human resources
At least on an annual basis the DCNA Secretariat evaluates all available human resources as well as its human resource needs and reviews its current staff, labour agreements and job descriptions contractual and other agreements with third parties.

A matrix is drawn up which includes a summary of:
- Patrons
- Board members
- Staff
- Subcontractors
- Volunteers

The matrix includes an overview of academic qualifications, work experience, years of service, additional/professional training and qualifications.

CVs are kept on file for all current Board members, alternate board members, staff, subcontractors and volunteers.

Labour Agreement
A standard Labour Agreement (‘arbeidsovereenkomst’) must be signed each time a staff member is employed. The Labour Agreement must state:
- Full legal name of the employee
- Position title and description
- Employment (start date and working hours)
- Employment duration
- Evaluation
- Compensation
- Overtime
- Sickness

A full job description must be included with the Labour Agreement.

All staff members must receive, in addition to a copy of the Labour Agreement and Job Description copies of the Articles of Incorporation, Bylaws and the latest version of the Operational Manual. Staff must sign for receipt of these documents.

Personnel administration
DCNA holds personnel files on each employee. Files contain the following information:
- Personnel form
- Full current CV or similar
- Job title and description
- Labour agreement (arbeidsovereenkomst)
- Copies of passport, ID, drivers license, academic diplomas and degrees, certificates, residence and work permits
- Wage slips
- SVB and/or health insurance
- Overview and record of vacation, sick, overtime, travel days
- Performance review
- Warnings or other disciplinary action
- Documents relating to firing or resignation

Sub contractors
For all sub contractors, DCNA holds copies of their full current CV on file along with project proposal and signed terms of reference for each project on which they work.
Executive Director (E.D)

The Executive Director works independently within the framework of the Foundation’s Articles of Incorporation, Bylaws, Operational Manual and annual and strategic plans and budgets to achieve the organisation’s mission.

The Executive Director is responsible for day to day management of the Foundation; the implementation of action plans, work plans and budgets that have been approved by the Board; the proper maintenance of the Foundation’s financial books and records; the supervision of the staff of the Foundation; administering and monitoring grants; representation and promotion of the Foundation in dealings with government and the media; fundraising; and otherwise assisting the Board.

The tasks, responsibilities and authority of the Executive Director are set out in the ED job description and work contract.

[See appendix 02. Administration for copies of job description and contract]

The Executive Director’s performance will be reviewed by the Board or designated Board members following accepted standards and procedures at least annually in person and with a written overview and report signed by both parties.

The Executive Director is required to
- Inform the Board of any conflicts of interest, financial or otherwise.
- Ensure that multiyear policy plans, annual action plans and budgets conform to the vision, mission and goals of DCNA
- Ensure that the annual budget conforms to vision, mission and goals of DCNA
- Periodically review the work in which DCNA is engaged to ensure that it falls within the vision, mission and goals of the organisation
- Review all project outlines and documentation to ensure that they fit the vision, mission and goals of DCNA

Office Assistant

The Office Assistant works with and is directly responsible to the Executive Director.

The Office Assistant provides secretarial services within the DCNA office, currently located at Kaya Grandi 20, Kralendijk, Bonaire such that optimal communication is achieved between DCNA partners, funders and relevant organisations on each island.

The staff performance will be reviewed by the Executive Director annually before 31st December in person and with a written overview and report signed by both parties.

[See appendix 02. Administration for copies of job description and contract]

Legal requirements

Labour register
Personnel policy
Werkboekje

Staff: overview

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Full/part time</th>
<th>Started</th>
<th>Finished</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kalli De Meyer</td>
<td>Executive Director</td>
<td>Full</td>
<td>1. Apr. 2005</td>
<td></td>
</tr>
<tr>
<td>Elizé Craane</td>
<td>Office Assistant</td>
<td>Full</td>
<td>1. Nov. 2006</td>
<td></td>
</tr>
</tbody>
</table>
OUTSOURCING

Work, which cannot be done by staff members, either because they lack the time or expertise, will be outsourced to external professionals on a contractual basis. Work which is currently sub contracted in this way includes auditing, accounting and project work.

A. Project work

Required documentation

1. Project proposal
In order to sub contract project work a project proposal must first be completed and authorized using the appropriate DCNA template (see Appendix)
Use of the DCNA Project Proposal template is obligatory.

2. Terms of Reference
Once the project proposal is completed a Terms of Reference must be drawn up and signed by both parties (DCNA and the sub contractor) using the appropriate DCNA template (see Appendix). The TOR must include a detailed work plan of the work to be completed, timeframe and budget along with a complete list of products, materials and similar to be accomplished by the project and any external assessment required.
Use of the DCNA TOR template is obligatory.

3. Time/activity Log
All sub contractors working on DCNA projects are required to keep a detailed time/activity log which they submit on a monthly basis together with their monthly invoice for payment (if applicable). Sufficient detail must be included in the log so that the project can be taken over by another person at any time if this proves necessary. Subcontractors will be provided with a template log in FileMaker format. They can choose to use this or another equivalent system for time/activity logging.

4. Completion
On completion of a project a Project End Report must be submitted to DCNA along with all supporting documentation, materials and similar which then become the property of DCNA (see Appendix for template) Use of DCNA Project End Report is obligatory.

Payment
Subcontractors will normally be paid either:

- On completion of project or project phases
- At a fixed rate based on time spent up to an agreed maximum

Payments will be made bank to bank by standard transfer from Bonaire at the end of the month. A transfer request will be send to DCNA’s local bank within ten working days of receipt of approved time/activity log and month end invoice (for subcontractors who are paid on a monthly basis) or within four weeks of receipt of a completed Project End Report and supporting materials and documentation for contracts paid on completion.

Bank transfers to international banks take seven working days. Subcontractors who wish to receive their payment more quickly can accept all charges and DCNA will effect payment by telegraphic transfer (all charges to beneficiary).

B. Contract
For all other work a contract must be drawn up.

List of current sub contractors

<table>
<thead>
<tr>
<th>Subcontractor</th>
<th>Project</th>
<th>Start date</th>
<th>End date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Role and Project Details</td>
<td>Start Date</td>
<td>End Date</td>
</tr>
<tr>
<td>---------------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Alison Glass</td>
<td>Project leader for environmental legislation handbook windward islands</td>
<td>Dec 2005</td>
<td></td>
</tr>
<tr>
<td>Duncan MacRae</td>
<td>Project leader for the Management Success</td>
<td>Jan 2005</td>
<td></td>
</tr>
<tr>
<td>Alice Ramsay</td>
<td>Project leader Species Database</td>
<td>Nov 2005</td>
<td>Jan 2006</td>
</tr>
<tr>
<td>Jo White</td>
<td>Project leader basic information gathering</td>
<td>Oct 2005</td>
<td>Jun 2006</td>
</tr>
<tr>
<td>R.J van Oosten</td>
<td>Graphic designer working on design look</td>
<td>Oct 2005</td>
<td></td>
</tr>
<tr>
<td>Vronie Sieverding</td>
<td>Project manager</td>
<td>15th Jan 2007</td>
<td></td>
</tr>
<tr>
<td>Steve Tooze</td>
<td>Journalist working on the communication strategy</td>
<td>Jan 2006</td>
<td>Apr 2006</td>
</tr>
<tr>
<td>Robert van Dam</td>
<td>Project leader for the Turtle tagging project</td>
<td>Jul 2005</td>
<td></td>
</tr>
</tbody>
</table>

**Companies**

<table>
<thead>
<tr>
<th>Company</th>
<th>Services</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caribbean Accounting Services</td>
<td>Accounting</td>
<td>Aug 2006</td>
<td></td>
</tr>
<tr>
<td>Complete Office Support</td>
<td>Accounting</td>
<td>Apr 2005</td>
<td>Aug 2006</td>
</tr>
<tr>
<td>CURAnet</td>
<td>Internet services and hosting</td>
<td>Jan 2005</td>
<td></td>
</tr>
<tr>
<td>Ernst and Young</td>
<td>Auditing</td>
<td>Aug 2006</td>
<td></td>
</tr>
<tr>
<td>Galan Group</td>
<td>Project management (based on Prince2)</td>
<td>Aug 2005</td>
<td></td>
</tr>
<tr>
<td>Galan Group</td>
<td>Good Governance scan</td>
<td>May 2006</td>
<td></td>
</tr>
<tr>
<td>Galan Group</td>
<td>CBF Keur – pro bono</td>
<td>Aug 2006</td>
<td></td>
</tr>
<tr>
<td>Van de Vechte</td>
<td>FileMaker consultant and database specialist</td>
<td>Oct 2005</td>
<td></td>
</tr>
</tbody>
</table>
COMMUNICATION

Addressing its mandate to promote and represent the goals and activities of Dutch Caribbean conservation nationally and internationally, the Board of DCNA has approved a communication strategy and the development of a number of different communication tools.

A. Design look
A design look (‘huisstijl’) was adopted by the Board at its November 2005 Board meeting. This new look has been used consistently as a branding tool for the organisation and will be reproduced on all correspondence, on the website, in all promotional materials and similar including:
- Logo
- Stationery (letterhead and envelope)
- Sticker
- Bumper sticker
- Business cards (two complimentary designs)
- Truck logo
- Compliments card
- Signboard for office (1m x 0.40)
- Banner (3.9m x 0.77)
- Cap design
- Polo shirt design
- Simple report design
- Powerpoint (front title pages, back contact info, main pages)

A second generation design look is under development in 2007.

B. Communication strategy
A communication strategy was adopted by the Board at its November 2005 Board meeting based on the recommendations and blueprint provided by Section C of the Trust Fund study and discussion within the Board.

Target audiences include:
- National government
- Island Government
- Tourism sector
- International conservation community
- Research institutions
- Private sector
- General public (local and visitors)
- Funders
- Press
- Partners

Key elements within the communication strategy are:
- Website
- Annual report
- Newsletter
- E-news
- Brochure
- Leaflets/fliers
- Presentations
- Book
- Press releases
# DCNA Communication Strategy in the Dutch Caribbean: 2006

<table>
<thead>
<tr>
<th>TARGET AUDIENCE</th>
<th>OBJECTIVE</th>
<th>ACTION</th>
<th>website</th>
<th>annual report</th>
<th>newsletter</th>
<th>e-news</th>
<th>brochure</th>
<th>leaflets/fliers</th>
<th>presentations</th>
<th>book</th>
<th>press release</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Government: ministers, politicians, relevant departments</td>
<td>Promote: nature is good business</td>
<td>Strategic vision (flyer) Policy</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
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<tr>
<td></td>
<td>Link to economy and poverty</td>
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<td></td>
<td></td>
<td>x</td>
<td></td>
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<tr>
<td></td>
<td>Inform about Trust Fund</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Provide information</td>
<td></td>
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<tr>
<td></td>
<td>Inform policy decision making</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Island Government: Governor, commissioners, departments, agencies</td>
<td>Promote: nature is good business</td>
<td>Strategic vision (flyer) Policy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
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<tr>
<td></td>
<td>Provide information</td>
<td></td>
<td></td>
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<td></td>
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<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td></td>
<td>Shape and influence policy</td>
<td></td>
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</tr>
<tr>
<td>Tourism: Tourism Boards, FCCA, dive/resort associations, trade shows, fam trips, airlines, travel agents, resorts</td>
<td>Establish DNCA as model</td>
<td>Strategic vision (flyer) Policy</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
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</tr>
<tr>
<td></td>
<td>Advocacy ‘spread the word’</td>
<td></td>
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<td>x</td>
<td></td>
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<tr>
<td></td>
<td>Identify potential funders/sponsor</td>
<td></td>
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<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International conservation community: regional institutions, international NGOs, conferences</td>
<td>Promote DCNA</td>
<td>Get articles into house magazine / meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Build relationships with other similar initiatives</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Research institutions: international, regional</td>
<td>Stimulate research / needs</td>
<td>Write articles for ‘soft’ scientific press, special interest journals</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote nature conservation</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Profile DCNA</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private sector: companies, individuals, business associations</td>
<td>Fundraising / donor cultivation</td>
<td>Strategic vision (flyer) Produce highlights of the year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General public: visitors, islanders, volunteers, Antilleans in NL</td>
<td>Create interest in DCNA</td>
<td>Website: donations page + thermometer</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funders: current/future funders, AMFO, foundations, individuals</td>
<td>Fundraising / donor cultivation</td>
<td>Strategic vision (flyer) Case statement</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Keep well informed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Press: international, regional, local, special interest, radio</td>
<td>Raise profile and promote DCNA</td>
<td>Timed press releases Talking points</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Partners: Patrons, Support Group, Organisations, individuals</td>
<td>Keep well informed</td>
<td>Talking points</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
C. Elements of the communication plan

1. Website
The DCNA website was launched in December 2005. It is designed to be attractive, user friendly and to reflect the wealth of natural resources in the Dutch Caribbean through the inclusion of selected high quality photographs on each page header.

Sections include:

<table>
<thead>
<tr>
<th>Home page</th>
<th>Welcome</th>
<th>Featured project (revolving)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Photo credits</td>
</tr>
<tr>
<td>About DCNA</td>
<td>Governance</td>
<td>Board member profiles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Statues, bylaws, operational manual</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Board meetings</td>
</tr>
<tr>
<td>Activities</td>
<td>DCNA activities</td>
<td>Goals, achievements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Updates</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Communication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Projects</td>
</tr>
<tr>
<td>Nature</td>
<td>Biodiversity information</td>
<td>Ecosystems</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Endangered, threatened, endemic species</td>
</tr>
<tr>
<td></td>
<td></td>
<td>IUCN Red List species</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Island specific information</td>
</tr>
<tr>
<td>Conservation</td>
<td>Protected area information</td>
<td>Island profiles, protected area information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other conservation organisations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Treaties, conventions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Internationally recognised areas</td>
</tr>
<tr>
<td>Partners</td>
<td>Partner organisations/people</td>
<td>Support Group</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Partner organisations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sponsors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consultants</td>
</tr>
<tr>
<td>Donations</td>
<td>Funding</td>
<td>Funders</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Trust Fund</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Donate now !</td>
</tr>
<tr>
<td>News</td>
<td>Press room</td>
<td>Press kit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Press materials</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Press releases</td>
</tr>
<tr>
<td>Downloads</td>
<td>Downloadable materials</td>
<td></td>
</tr>
<tr>
<td>Contact</td>
<td>Contact information</td>
<td></td>
</tr>
</tbody>
</table>

2. Annual report
DCNA will produce an annual report, which will conform to the standard template agreed by BZK but will also be an attractive communication and outreach tool in its own right. The DCNA annual report be distributed to decision makers, funder, partners and within the islands.

3. Newsletters
DCNA will produce regular updates in the form of a newsletter which will be distributed to funders, partners, tourism sector, private sector interests and the general public to keep them update on what DCNA is doing

4. E-news
E-newsletters will be produced on a regular basis and distributed electronically to a list which website visitors can sign up on

5. Brochure
DCNA OPERATIONAL MANUAL: VERSION 6 [May 2007]

DCNA will produce a full colour brochure profiling the organisation, goal and objectives as well as the protected areas of the Dutch Caribbean.

6. Leaflets / fliers
DCNA has produced a range of leaflets and fliers on aspects of its work. To date the following materials have been produced:

<table>
<thead>
<tr>
<th>Island profiles</th>
<th>Aruba</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Bonaire</td>
</tr>
<tr>
<td></td>
<td>Curaçao</td>
</tr>
<tr>
<td></td>
<td>Saba</td>
</tr>
<tr>
<td></td>
<td>St Eustatius</td>
</tr>
<tr>
<td></td>
<td>St Maarten</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding</th>
<th>A fund for the future</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A Euro 10 million step toward safety</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Board member profiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project profiles</th>
<th>Saba Bank Atoll</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Eco bag project on St Eustatius</td>
</tr>
</tbody>
</table>

These materials will be used interchangeably to produce press kits and information kits for interest groups and events.

7. Presentations
The following presentations have been developed by DCNA staff:

<table>
<thead>
<tr>
<th>Presentation</th>
<th>Date</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCNA Fund raising</td>
<td>Oct 2006</td>
<td>UK OCT Forum</td>
</tr>
<tr>
<td>EU: overseas dimension</td>
<td>Sep 2006</td>
<td>IUCN meeting Paris</td>
</tr>
<tr>
<td>Trust Fund</td>
<td>Jun 2006</td>
<td>STINAPA Board</td>
</tr>
<tr>
<td>DCNA: an introduction</td>
<td>Jun 2006</td>
<td>CZM Aruba</td>
</tr>
<tr>
<td>DCNA 2005 annual report</td>
<td>May 2006</td>
<td>Board meeting</td>
</tr>
<tr>
<td>DCNA: Nature in the Kingdom</td>
<td>Feb 2006</td>
<td>Netherlands</td>
</tr>
<tr>
<td>Management success update</td>
<td>Nov 2005</td>
<td>Board meeting</td>
</tr>
<tr>
<td>Project management training update</td>
<td>Nov 2005</td>
<td>Board meeting</td>
</tr>
<tr>
<td>DCNA: update</td>
<td>Jun 2005</td>
<td>Board meeting</td>
</tr>
<tr>
<td>DCNA: an introduction</td>
<td>Jun 2005</td>
<td>AMFO Raad van Toezicht</td>
</tr>
<tr>
<td>Management success introduction</td>
<td>Feb 2005</td>
<td>Nature Forum</td>
</tr>
<tr>
<td>DCNA: an introduction</td>
<td>Feb 2005</td>
<td>Nature Forum</td>
</tr>
<tr>
<td>DCNA: an introduction</td>
<td>2004</td>
<td>Minister de Graaf</td>
</tr>
<tr>
<td>DCNA: an introduction</td>
<td>2004</td>
<td>AMFO Werner Wiels</td>
</tr>
</tbody>
</table>

DCNA will produce a full colour, glossy book on the islands and nature of the Dutch Caribbean in English, with high quality photographs, informed science based descriptions, as well as personal profiles and anecdotes from the people behind DCNA [Bd: Nov 2005].

The purpose of the book is to portray the Dutch Caribbean as a unique region of the Caribbean with a wealth of biological diversity in both species and habitats, as the biodiversity hotspot within the Kingdom of the Netherlands with an exceptional track record in terms of nature conservation. DCNA plans to use the book primarily as a fund raising tool.

Content will include:
9. Posters
Posters have been developed under the slogan ‘We like to lend nature a hand’. These will be used on island and at international venues to draw attention to the work of DCNA.

10. Booklet
A photo rich booklet based on the successful DCNA 2005 Annual Report has been produced giving in depth information on all aspects of the Dutch Caribbean and DCNA’s role in the region. It includes detailed information on governance, administration, the islands and parks as well as the project work undertaken by DCNA.

11. Guides to the Parks of the Dutch Caribbean
DCNA is working with STINAPA Bonaire and STENAPA, St Eustatius to develop the first in a series of Guide Books for the protected areas of the Dutch Caribbean. The dual aim of the Guide Books is to provide content rich educational material on the parks, their biodiversity and management activities as an attractive outreach item featuring site descriptions / excursion guides to the parks. The educational material will come primarily from the respective park management plans and will be supplemented with site descriptions and used to produce the final print ready text for the first three books in a series of Guide Books.

The project aims to develop a workable model for the production of Guide Books including:

- Template for the content and text
- Template for site descriptions
- Graphic design for the series of books
- Working model for the production of Guide Book

12. Standing display
A standing display has been produced for use at meetings, conferences and similar to give the general public a clear picture of the Dutch Caribbean and the work of DCNA.

13. Banners
A durable and attractive banner has been developed for DCNA. It is used to locate the DCNA Secretariat on the main street in downtown Kralendijk. A second vertical banner is under development which will be used at meetings, conferences and other similar venues.

14. Bookmarks and postcards
Low cost but visually attractive postcards and bookmarks are planned as outreach materials which can be produced in volume and widely distributed both on island as well as at meetings, conferences and similar
15. Press releases
DCNA plans to send out press releases on a monthly basis to the local and international media and to use one press release every 3-6 months as the Featured Story on the homepage of the website. Additionally, a media database containing contact information for all interested publications is under development.

The following press releases have been sent out to date:

<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004: June</td>
<td>Formation of DCNA</td>
</tr>
<tr>
<td>2005: Feb</td>
<td>Curaçao Board meeting</td>
</tr>
<tr>
<td>2005: June</td>
<td>St Eustatius Board meeting</td>
</tr>
<tr>
<td>2005: August</td>
<td>Meeting with Queen Beatrix</td>
</tr>
<tr>
<td>2005: October</td>
<td>Minister Pechtold visiting Bonaire</td>
</tr>
<tr>
<td>2006: January</td>
<td>DCNA website launch</td>
</tr>
<tr>
<td>2006: January</td>
<td>Miss Shellie: the turtle who wouldn’t leave home</td>
</tr>
</tbody>
</table>
FUNDRAISING

Addressing its mandate to raise funds and secure long term sources of financing for nature conservation in the Dutch Caribbean is a key task of DCNA. A fundraising strategy has been developed based on the recommendations and blueprint provided by Section C of the Trust Fund study.

DCNA faces some significant fund raising challenges. Its primary objective over the coming years is to raise Euro 24 million which will be used to capitalize a Trust Fund. Additionally DCNA needs to assist park management organisations to ensure that they have sufficient funds annually to cover their bare and basic operational expenditure.

Fundraising priorities

1. Long term: One of DCNA’s primary goals is to create a financially sustainable situation for the protected areas of the Dutch Caribbean through the establishment and capitalization of a Trust Fund sufficiently large to cover the operational costs of one land and one marine park on each of the six islands as well as the operational costs of the DCNA Secretariat.

2. Short to mid term: In addition to this long term goal DCNA is committed to ensuring that in the short to mid term parks, particularly those of the more vulnerable windward islands, have sufficient funds to cover their bare and basic operational needs and are not forced through shortage of funds alone to scale back their operations.

Fundraising: guiding principles

Key to all of DCNA’s fundraising activities are the following:

- Fundraising activities are carried out with the full knowledge, input and co-operation of the park management organisations on each island.
- Wherever possible, DCNA will work with partners, at home and abroad to achieve its fundraising objectives
- Communication is recognised as an integral and essential component of DCNA’s fundraising strategy.

It is clear that the Dutch Caribbean’s funding needs will only be met by working and acting together will.

Principles

- Implement communication strategy
- Organise training in fundraising and communication/outreach
- Arrange economic valuations for all parks
- Improve relations with the local communities on each island and stimulate sustainable resource use and responsible tourism
- Help parks to develop/improve income generation opportunities
- Look for integration with other sectors (such as social cohesion)
- Identify pioneers and trendsetters and work with them to influence their stakeholder group
- Identify and engage influential people who sympathise with the work of DCNA
- Participate in appropriate regional and international programmes

Keys to implementation

- Develop conservation investment portfolio for Dutch Caribbean
- Maintain project portfolio for DCNA and parks
- Send copies of Annual Reports, outreach materials, regularly updates and website links
- Develop personal contacts within each organisation and maximize face to face time
- Invite decision makers to visit Dutch Caribbean or visit them
- Give presentations on DCNA, nature and parks to interest groups and individuals
- Develop on island tours/activities to impress visiting dignitaries: visiting choice sites, arranging for aerial tours, guiding services etc
- Develop eNews bulletins
- Provide regular press releases
- Join international organisations such as ICRI, RedLAC
- Liaise with international organisations and networks such as IUCN NL, IUCN Caribbean, WCPA, CaMPAM,
- Attend international conservation venues: provide poster displays, give presentations, provide effective outreach materials

**Fundraising assistance to parks**

DCNA has assisted the park management organisations with the following fund raising efforts to date:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Funder</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>STENAPA Statia</td>
<td>Petitioned Stichting DOEN and written a letter of support requesting three years of institutional funding</td>
<td>Successful</td>
</tr>
<tr>
<td>Nature Foundation, St Maarten</td>
<td>Petitioned Stichting DOEN and written a letter of support requesting three years of institutional funding</td>
<td>Successful</td>
</tr>
<tr>
<td>Saba Conservation Foundation</td>
<td>Petitioned Stichting DOEN/Dutch Postcode Lottery to extend institutional funding</td>
<td>Unclear</td>
</tr>
</tbody>
</table>

**Restricted funds**

The following restricted funds have been raised to date:

<table>
<thead>
<tr>
<th>Amount</th>
<th>Period</th>
<th>Project</th>
<th>Financing institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>€ 1,000,000.00</td>
<td>2007 - 2017</td>
<td>Tijdelijke subsidieregeling IUCN NL ten behoeve van DCNA</td>
<td>Dutch Ministry of the Interior (BZK) via IUCN NL</td>
</tr>
<tr>
<td>€ 1,000,000.00</td>
<td>2006</td>
<td>Nature conservation in the Dutch Caribbean</td>
<td>Dutch Ministry of the Interior (BZK) via IUCN NL</td>
</tr>
<tr>
<td>€ 1,949,388.00</td>
<td>2005 - 2008</td>
<td>Dutch Caribbean Nature Alliance (NPL2)</td>
<td>National Postcode Lottery via IUCN NL</td>
</tr>
<tr>
<td>Naf 1,940.00</td>
<td>2005</td>
<td>Project management training – travel</td>
<td>AMFO (Antillanse Mede-Financierings Organisatie)</td>
</tr>
<tr>
<td>Naf 40,000.00</td>
<td>2005 - 2006</td>
<td>Project management training</td>
<td>AMFO (Antillanse Mede-Financierings Organisatie)</td>
</tr>
<tr>
<td>€ 500,000.00</td>
<td>2004 – 2006</td>
<td>Establishment of DCNA (NPL1)</td>
<td>National Postcode Lottery via IUCN NL</td>
</tr>
<tr>
<td>$ 70,000.00</td>
<td>2004-2005</td>
<td>Turtle outreach project</td>
<td>Truus and Gerrit van Riemsdijk Foundation</td>
</tr>
</tbody>
</table>

**Unrestricted funds**

The Board of the National Postcode Lottery have taken a decision to allow the funds remaining from the second amount of project funding (NPL2) to be put towards capitalizing the Trust Fund.

**Overview of major funders**

**Dutch Postcode Lottery**

Central Government Department of Nature and the Environment (MINA) with support from the Department of Agriculture (LNV) and intensive lobbying work by IUCN Nederland (IUCN NL), submitted a funding application in 2003 to the Dutch Postcode Lottery requesting Euro 500,000.00.
This funding was approved for the period 2004 – 2007 and provided the start up funds for the creation and founding of the Dutch Caribbean Nature Alliance (DCNA).

In August 2004, IUCN NL with support from the DCNA Support Group in the Netherlands submitted a second funding proposal to the Dutch Postcode Lottery for an amount of Euro 1,949,388.00 “Nature management in the Dutch Antilles – Phase 2. This project was also approved for 2005 – 2008. Funding is earmarked to provide support to the parks as well as supporting the operational costs of DCNA, communication and lobbying work both within the Dutch Caribbean and the Netherlands.

At the media event in Den Haag on the 23rd February 2006 the Director of the Dutch Postcode Lottery announced a decision by their Board to generously allow the remaining grant funding to be used to capitalize the DCNA Trust Fund.

On 28th September 2006 a letter was sent to the Dutch Postcode Lottery requesting that DCNA be granted beneficiary status. The letter was acknowledged on the 9th October 2006 and a decision was announced by their Advisory Commission (Raad van Commissarissen) in January 2007. DCNA’s application for beneficiary status was not granted due to the Postcode Lottery’s new focus on social cohesion. DCNA has been encouraged to reapply.

Primary contact: Sandra van Balveren

**Dutch Ministry of the Interior (BZK)**

In April 2005 a BZK committee was established with a mandate to negotiate with the Dutch Ministry of the Interior (BZK) and other third parties in order to secure a signed agreement (‘overeenkomst’) regarding their willingness to support nature conservation in the Netherlands Antilles by making available a sum of Euro 1 million per year for the coming ten years. This Committee was chaired by Letitia Buth, Head of the Central Government Department of Nature and the Environment (MINA) who is a DCNA Alternate Board member.

The Committee was successful in securing a letter of intent (‘intentieverklaring’) from BZK in December 2005. This was announced at a press conference and media event in Den Haag on the 23rd February 2006. The final decision to fund nature conservation in the Dutch Caribbean will not be taken until November 2006 once a Trust Fund has been established and both DCNA and the park management organisations have submitted half year technical and financial reports for the first half of 2006.

On 6th November 2006 a ‘Regeling’ (contract) was signed by the Dutch Ministry of the Interior granting IUCN NL a maximum of Euro 1,025,000 per annum starting on the 1st January 2007 and ending on the 1st January 2017 to be used to support DCNA’s approved annual action plans in accordance with the following:

<table>
<thead>
<tr>
<th>Amount</th>
<th>Organisation</th>
<th>Approved expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Euro 25,000 (max)</td>
<td>IUCN NL</td>
<td>Project management costs</td>
</tr>
<tr>
<td>Euro 750,000 (max)</td>
<td>Dutch Caribbean Park</td>
<td>Operational costs</td>
</tr>
<tr>
<td>Euro 250,000</td>
<td>DCNA</td>
<td>Operational costs</td>
</tr>
</tbody>
</table>

The Regeling came into effect on 6th November 2006 when it was published in the Staatscourant in the Netherlands.

IUCN NL

Since 2004 DCNA has enjoyed a fruitful and mutually beneficial working relationship with IUCN NL which has resulted in substantial benefits to DCNA including receipt of pass through funds from both the Dutch Postcode Lottery and the Dutch Ministry of the Interior. In both cases funds are administered by IUCN NL on a contractual basis.

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Grant type</th>
<th>Term</th>
<th>Amount</th>
<th>IUCN NL project code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dutch Postcode Lottery (NPL1)</td>
<td>Project funds</td>
<td>2004 - 2007</td>
<td>Euro 500,000</td>
<td>various</td>
</tr>
<tr>
<td>Dutch Postcode Lottery (NPL2)</td>
<td>Project funds</td>
<td>2005 - 2007</td>
<td>Euro 1.9 million</td>
<td></td>
</tr>
<tr>
<td>BZK Intentieverklaring</td>
<td>Operational costs</td>
<td>2005 - 2006</td>
<td>Euro 1 million</td>
<td></td>
</tr>
<tr>
<td>BZK Regeling</td>
<td>Operational costs</td>
<td>2007 - 2017</td>
<td>Euro 10 million</td>
<td></td>
</tr>
</tbody>
</table>

In December 2006 IUCN NL recognised that its role as a Board member of DCNA was in conflict with its role as a funding intermediary or ‘clearing house’ for the ten year grant from the Dutch Ministry of the Interior. Following extensive debate, a contract and memorandum of understanding were signed between DCNA and IUCN NL in April 2006. This provides much needed structure and a sound basis for this critical relationship.

Primary contact: Imke Gilsing, IUCN NL Communication Officer

Other funders

Stichting DOEN

Stichting DOEN has enjoyed long term funding relationships with STINAPA Bonaire and the Saba Conservation Foundation which have provided them with considerable amounts of core funding over the past decade. More recently Stichting DOEN agreed to fund STENAPA, Statia and the Nature Foundation, St Maarten.

DCNA does not have a funding relationship with Stichting DOEN. In November 2006 the Board of DCNA decided that in future all funding applications for Stichting DOEN should be channelled through DCNA.

In 2007 DCNA is in the process of negotiating a three year funding contract with DOEN to support the windward island parks with Euro 150,000 per annum.

Primary contact: Jeff Prins

Wereld Natuur Fonds (WWF) NL

WWF has been providing project and start up funding to the parks of the Dutch Caribbean for over three decades. It has been instrumental in funding the start up of the Bonaire National Marine Park, Statia National Parks and the St Maarten Marine Park as well as the Education and Outreach officer for STINAPA Bonaire.

During its 35 year celebrations WWF funded projects on each of the islands of the Netherlands Antilles including providing start up funds for the parks on St Maarten and Statia as well as the employment of an Education Officer (Bonaire), Management for Lac (Bonaire), and GIS maps of the islands (Curacao).

DCNA does not have a funding relationship with WWF NL
Primary contact: Carel Drijver

IUCN NL Land purchase fund
The DCNA Secretariat is charged with developing an application and evaluation procedure for proposals to be submitted to IUCN NL’s Land Purchase Fund. All proposals to this fund will be submitted via DCNA. [Bd: May 2006]

Primary contact: Marc Hoogeslag

Friends of DCNA

U.S. Internal Revenue Service 501(c)3 status

Corporate fundraising
The Board of DCNA supports corporate fund raising and will evaluate on a case by case basis whether a conflict of interest or other impediment exists when building new funding relationships and/or accepting corporate sponsorship. The Board is not prepared to accept funding or sponsorship from corporations which have a controversial background. [Bd: May 2006]
SUPPORT AND NETWORKING

Addressing its mandate to further support and assist both protected area management organisations and nature conservation activities within the Dutch Caribbean, to promote institutional capacity building, training, partnership building and resource sharing DCNA is working on the following:

Institutional capacity building
- Providing a Governance evaluation (scan) for DCNA which can be implemented by the Park management organisations if they find it useful (May – Oct 2006)
- Arranging for pre audits to be conducted at each management organisation (mid year 2006)
- Assisting in the development of a template for advertising, selecting and hiring upper management staff (Jan 2006 with Saba Conservation Foundation)

Training
- Providing project management training (based on the Prince 2 management system)

Partnership building
- Working with IUCN NL on fundraising, communication and lobbying in the Netherlands
- Developing a new working relationship with De Landschappen
- Liaising with the Support Group via IUCN NL support staff

Resource sharing

Direct support
DCNA has been asked by park management organisations to assist them by petitioning their Island Governments to make all legislative changes necessary to:
- safeguard the designated protected areas
- enable parks to charge user of fees e.g. tanker fees, cruise passenger fees, dive fees etc.

Additional direct support to park management organisation Boards and management includes:
- giving presentations to Island Government, Board, staff and other NGOs
- maintaining current lists of funding requirements at parks
- seeking out information relevant to parks such as special funding sources
- supporting park requests for grants, reporting deadline extensions etc
INFORMATION CENTRE

Addressing its mandate to provide a central repository for information relating to biodiversity and protected areas and encouraging the exchange of information locally and internationally DCNA has implemented a number of inter-related projects to collect information and to make it as widely available as possible. Additionally DCNA has been addressing the issue of operational transparency by collecting information on Park statutes, boards, annual reports, financial reports etc.

Gathering basic information on the islands, their natural resources and protected areas was identified as a priority activity in June 2005. It was also recognised as a major knowledge gap during the execution of the Management Success project. Whilst a wealth of information exists, this is scattered and often not readily accessible. In February 2005 DCNA was charged with the task of collating all of the information on the islands’ biodiversity, protected areas and conservation activities which could be reasonably found.

Work has included:

- Identifying existing sources of information on the islands, biodiversity and conservation
- Collating existing information
- Developing basic outreach information such as island profiles
- Establishing DCNA website as the primary means of making information available to the widest possible audience

Information Elements

<table>
<thead>
<tr>
<th>Information</th>
<th>Available results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic information</td>
<td>• Reports on each island (latest version Apr 2006)</td>
</tr>
<tr>
<td></td>
<td>• Website <a href="http://www.dcnanature.org/nature/index.html">http://www.dcnanature.org/nature/index.html</a></td>
</tr>
<tr>
<td></td>
<td>• Website <a href="http://www.dcnanature.org/conservation/index.html">http://www.dcnanature.org/conservation/index.html</a></td>
</tr>
<tr>
<td></td>
<td>• Island profiles (flier)</td>
</tr>
<tr>
<td>Species database</td>
<td>FileMaker database underdevelopment</td>
</tr>
<tr>
<td>Legislation</td>
<td>Windward islands legislation collated (xls file), translated and ready to be developed into handbooks and pocket books for park managers, enforcement agencies and enforcement agents on all three islands</td>
</tr>
<tr>
<td>Conservation review of the Dutch Caribbean</td>
<td>A comprehensive, pseudo scientific review of the islands, nature and conservation activities of the Dutch Caribbean is underway</td>
</tr>
<tr>
<td>High Priority Ecosystems</td>
<td>DCNA plans to use BirdLife’s Important Bird Areas as a spring board to review and determine the High Priority Ecosystems on each of the Dutch Caribbean islands</td>
</tr>
<tr>
<td>GIS</td>
<td>DCNA will have GIS baseline maps developed for each island and create overlays containing all existing vegetation information, park management data such as mooring locations as well as the High Priority Ecosystems</td>
</tr>
<tr>
<td>Park governance</td>
<td>DCNA Secretariat holds copies of Park statutes, empowering legislation, copies of Memorandum of Understanding as well as some annual reports and financial statements</td>
</tr>
</tbody>
</table>

See appendix for overview of projects and project status.
TRUST FUND

Addressing its mandate to fundrai se and secure long term sources of financing for nature conservation in the Dutch Caribbean, DCNA has established a Trust Fund. Once it is fully capitalized revenues from the Trust Fund will be used to support the operational management of one land park and one marine park on each of the Dutch Caribbean islands, thereby helping to secure a sustainable future for them.

Trust Fund Beneficiaries

Revenues from the Trust Fund can only be used to:
- cover operational costs of DCNA (to a maximum of 20% of total revenues)
- provide core funding for the following marine and terrestrial parks:

<table>
<thead>
<tr>
<th>MARINE AND TERRESTRIAL PARKS</th>
<th>Island</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parke Nacional Arikok</td>
<td>Aruba</td>
</tr>
<tr>
<td>Bonaire National Marine Park (including Klein Bonaire)</td>
<td>Bonaire</td>
</tr>
<tr>
<td>Washington Slagbaai National Park</td>
<td>Bonaire</td>
</tr>
<tr>
<td>Curaçao Underwater Park</td>
<td>Curaçao</td>
</tr>
<tr>
<td>Christoffel Park (including Shete Boca)</td>
<td>Curaçao</td>
</tr>
<tr>
<td>Saba National Marine Park</td>
<td>Saba</td>
</tr>
<tr>
<td>Saba National Park</td>
<td>Saba</td>
</tr>
<tr>
<td>Statia Marine Park</td>
<td>St Eustatius</td>
</tr>
<tr>
<td>Quill Boven National Park</td>
<td>St Eustatius</td>
</tr>
<tr>
<td>St Maarten Marine Park</td>
<td>St Maarten</td>
</tr>
</tbody>
</table>

The legally designated protected area management organisations for each island are as follows:

<table>
<thead>
<tr>
<th>Fundacion Parque Nacional Arikok</th>
<th>Aruba</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stichting Nationale Parken, Bonaire (STINAPA Bonaire)</td>
<td>Bonaire</td>
</tr>
<tr>
<td>Caribbean Research and Management of Biodiversity Foundation (CARMABI)</td>
<td>Curaçao</td>
</tr>
<tr>
<td>Saba Conservation Foundation</td>
<td>Saba</td>
</tr>
<tr>
<td>St Eustatius National Parks Foundation (STENAPA)</td>
<td>St Eustatius</td>
</tr>
<tr>
<td>Foundation for the Conservation and Preservation of Nature on St Maarten (Nature Foundation)</td>
<td>St Maarten</td>
</tr>
</tbody>
</table>

Core funding is money which will be used to cover the operational costs of the park namely:
- salaries and benefits for park manager, assistant manager, rangers,
- transportation (pickup, car, scooter) including fuel, maintenance, repair, road tax and insurance
- boat including fuel, maintenance, repair and insurance
- office overheads
- mobile communication equipment including base station, radios, cell phones, VHF
- education officer and operational costs for outreach and education
- dive equipment including maintenance, repair, servicing and testing
- moorings including maintenance, replacement and repair of ropes, buoys
- travel costs
- accounting costs for bookkeeping, accounting, financial statements and audits
- visitor centre maintenance, rent, insurance, repairs and materials
- AV equipment such as TV, VCR, cameras, beamer, slide projector, wipe board etc
- monitoring equipment
- law enforcement
Division of revenues (verdeelsluiting)

All dividends and revenues from the Trust Fund are to be reinvested in the Trust Fund for the duration of the funding assistance from the Dutch Ministry of the Interior (BZK) i.e. until post 2015 [Bd: Nov 2005]

Division of funds (verdeelsluiting)

As long as St Maarten does not have a terrestrial park and Aruba does not have a Marine Park the division of funds will be:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundacion Parke Nacional Arikok</td>
<td>12.0</td>
</tr>
<tr>
<td>STINAPA Bonaire</td>
<td>18.4</td>
</tr>
<tr>
<td>CARMABI Curacao</td>
<td>18.4</td>
</tr>
<tr>
<td>Saba Conservation Foundation</td>
<td>14.9</td>
</tr>
<tr>
<td>STENAPA St Eustatius</td>
<td>14.9</td>
</tr>
<tr>
<td>Nature Foundation, St Maarten</td>
<td>9.7</td>
</tr>
<tr>
<td>DCNA</td>
<td>11.7</td>
</tr>
</tbody>
</table>

Financial Asset Management

In 2006 following an extensive selection procedure (see below), Union Bank of Switzerland (UBS) was selected as DCNA’s financial asset management company. A contract will be signed in 2007.

A. Soliciting bids

A letter requesting that financial institutions submit proposals for the management of DCNA’s Trust Fund was sent to the following institutions in April/May 2006:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABN AMRO Bank</td>
<td>May 2006</td>
</tr>
<tr>
<td>The Donnelly Adams Group</td>
<td>April 2006</td>
</tr>
<tr>
<td>UBS</td>
<td>April 2006</td>
</tr>
</tbody>
</table>

These were followed up with meetings and conference telephone calls together with a questionnaire (see Appendix) to ensure that all relevant information was on hand for the selection procedure.

B. Selection procedure

Preliminary comparison of proposals using criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>ABN-AMRO</th>
<th>Donnelly Adams</th>
<th>UBS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Formulation of investment objectives</td>
<td>Good</td>
<td>Good</td>
<td>good</td>
</tr>
<tr>
<td>2. Implementation of social and environmental investment criteria</td>
<td>Capable</td>
<td>excellent</td>
<td>Capable</td>
</tr>
<tr>
<td>3. Creation of strategic asset allocation</td>
<td>Good</td>
<td>Good</td>
<td>good</td>
</tr>
<tr>
<td>4. Selection process for fund managers</td>
<td>in house and outsourcing</td>
<td>outsourcing</td>
<td>in house</td>
</tr>
<tr>
<td>5. Monitoring and reporting procedures</td>
<td>Good</td>
<td>excellent</td>
<td>Good</td>
</tr>
<tr>
<td>6. Portfolio rebalancing</td>
<td>Capable</td>
<td>capable</td>
<td>capable</td>
</tr>
<tr>
<td>7. Risk control mechanisms</td>
<td>discussed</td>
<td>discussed</td>
<td>discussed</td>
</tr>
<tr>
<td>8. Fee basis</td>
<td>Variable</td>
<td>Fixed</td>
<td>Fixed</td>
</tr>
</tbody>
</table>
Comparison of the proposals showed one major difference between the respondents. Donnelly Adams is structured quite differently from the two banking institutions (ABN-AMRO and UBS) in as much as the company is run by three senior managers who sub contract investment to external investment managers. They have a sophisticated procedure for the selection and maintenance of their investment manager base. ABN AMRO does most of the management in house but outsource some and UBS have an in house investment management staff of over 200 full time managers.

In addition to their written reports and portfolio performance overviews Donnelly Adams also provide elements of Board education as a component of their reporting.

One other serious difference was that, whilst UBS and Donnelly Adams offered fixed rate services, ABN AMRO's charges were in part transaction based fees. Since the goal was to find an asset management company which would work for a simple asset-based fee, without charging separate fees for commissions on stock transactions, technically their proposal could have been eliminated at this point.

Evaluation

The Trust Fund Committee chose to retain all three bids and to give each of the companies a series of follow up questions covering areas of concern to DCNA which were not clearly covered in their portfolios.

Areas of concern were:

1. What procedures would effect the kind of funding transfers necessary to capitalize the trust fund i.e. large amounts of money transferred from Europe to the Dutch Caribbean and back to either Europe or the USA. How much scrutiny will there be, by whom and what will it involve. How does the US situation compare to Europe
2. What are the benefits/draw backs to subcontracting the investment (Donnelly Adams) vs managing the investment in house (UBS and ABN AMRO)
3. Which organization would it be easiest to communicate with
4. Detailed comparison of the fee structure is needed
5. What are the benefits/draw backs of investing through an organization (UBS and ABN AMRO) vs investing through individuals (Donnelly Adams)
6. How does the tax situation differ in the USA vs Europe
7. What are the advantages of a $ based fund vs a Euro based fund

Follow up Questions

1. How problematic will it be to transfer large amounts of money into the Trust fund account from up to 10 different entities most of them registered in the Netherlands Antilles and Aruba. Please be specific about any formalities which need to be observed, the probability of government and or bank scrutiny and how these issues can be resolved
2. How robust is your system of supervising the financial investors either in house or through subcontracts. How flexible can you be in making portfolio changes e.g in a volatile market. What is your estimated reaction time in a market ‘calamity’ situation. How quickly can non performance be weeded out.
3. Does your organization hold itself liable for the funds ?
4. How often would you propose to communicate with the Finance Committee remotely (e.g by conference call) and/or in person. Where would you expect meetings to be held ?
5. Should you or one of your senior investment team assigned to the management of the portfolio leave or become incapacitated – how would this be dealt with.
6. We have some concerns regarding the taxation. Can you please confirm to us explicitly what is required for DCNA’s investments to be considered those of a charitable organization and how DCNA can avoid having to pay tax on revenues generated by the fund
7. In which currency would revenues be paid ?
Overall evaluation and recommendation

Comparison of the three companies:

Responsiveness:
Assuming that ‘responsiveness’ can be considered a measure for professionalism, then ABN-Amro did not level with Smith Barney and UBS. Both Smith Barney and UBS reacted adequate, prompt and with content to our invitation, while ABN-Amro a casual and non committal -almost sloppy- attitude at the first meeting.

Quality Presentation:
The difference in quality of the presentations was remarkable. Again Smith Barney and UBS were clearly on a higher level than ABN-Amro. They demonstrated a good understanding of DCNA’s needs and gave an in-depth overview of their investment strategies.

Investment Strategy:
In essence the proposed investment strategies are not that different between the candidates, although Smith Barney and UBS presented a very solid and convincing investment strategy, while ABN-Amro was, comparison superficial.

Ethical investments:
Smith Barney claims to be very experienced in this field with adequate procedures to monitoring and reporting.
UBS admits not having specific procedures and systems in place, but claim to have the ability to comply with our requirements.
ABN-Amro claims to be very committed to ethical investments.

Fee structure:
UBS works with a flat fee of 0.85%. Smith Barney works with a fee that differs between shares and bonds, on average their fee will be between 1.1 and 1.2%
ABN-Amro’s fee is based on transactions, which is unattractive. They have indicated however that they are willing to consider a different structure.

Reporting:
No differences

Communications:
Meeting will be easier to arrange with UBS and ABN-Amro, because of the European dimension. The relation with Smith Barney is based on the contact with John Adams, who is prepared to visit DCNA in Curacao, but will highly depend on his schedule.
Ad-hoc meetings will be easier to arrange in Europe than in the USA.

Red Tape:
A significant disadvantage for Smith Barney is the IRS, its requirements, procedures and the rigidity of processes for the transfer of funds into and out of the USA.

Summary
Of the three candidates Smith Barney and UBS are clearly the best candidates. There seems no difference between them in terms of professionalism and capabilities. The differences in terms of fee structure, communications are marginal, slightly in favor of UBS. The most important consideration is the red tape issue, which makes UBS to most favorite candidate.

Recommendation
It was therefore proposed to select UBS as the asset manager for the DCNA Trust Fund

Disclosure
Leendert van Driel further added:
From: Leendert van Driel [mailto:leendert@1000steps.nl]
Sent: Wednesday, July 26, 2006 12:58 PM
To: Erik van Zadelhoff; kdm@telbonet.an; Letitia Buth
Subject: Disclosure

For the sake of transparency, clarity and correct governance, I have to inform you that I am currently in the process, which I started a month ago, to establish a relationship with UBS for managing part of the assets of my holding company. I approached UBS after we received their offer for DCNA. Needless to mention that if the Trust fund committee members have a serious problem with this relationship, I will not establish a relationship with UBS.

Regards,
Leendert

C. Contract

D. Investment portfolio

E. Restrictions on acceptance of funds
Guidelines to be developed and approved by the Board
GRANT MAKING

General guiding principles
The overriding principle governing the selection of any project for funding by or through DCNA is that the project must result in demonstrable conservation benefits in accordance with one or more of DCNAs stated goals.

Additional principles include:

a. Funding from DCNA is not intended to substitute for existing funding sources such as Island Government subsidies, existing grants or other income sources except in the case of the interest from the Trust Fund which is earmarked to cover the operational costs and capital gains of the protected areas listed in the bylaws
b. Projects should be in accordance with local policy planning, or have been identified as a priority through a local or national strategic planning process or have been identified by the Nature Forum as a conservation priority

c. Projects must be technically and scientifically sound and must be feasible and should wherever possible bring direct benefits to the island community.

Types of grants
Four basic grant making mechanisms are recognised by DCNA. These are:

1) Trust Fund Disbursements (using revenues from the Trust Fund)
2) Essential Operational Support
3) Special Projects
4) Small Grants
5) Scholars Programme

1. Trust Fund Disbursements

**Purpose:** Fund operational costs of one land and one marine park per islands using revenues generated by DCNA’s Trust Fund.

**Eligibility:** Legally designated protected area management organization specified as beneficiaries in the Bylaws

**Award limits:** Percentage of revenues from the Trust Fund annually once the fund has been fully capitalized up to a maximum amount agreed by the Board and according to the agreed percentages (see table below)

**Counterpart:** None

**Criteria for Selection:** Applications can only be considered from the legally designated protected area management organization specified as beneficiaries of the Trust Fund in the Bylaws and on behalf of the agreed protected areas:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Protected area(s)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundacion Parque Nacional Arikok</td>
<td>Parque Nacional Arikok</td>
<td>12.0</td>
</tr>
<tr>
<td>STINAPA Bonaire</td>
<td>Washington Slagbaai National Park</td>
<td>18.4</td>
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<tr>
<td></td>
<td>Bonaire National Marine Park</td>
<td></td>
</tr>
<tr>
<td>CARMABI Curaçao</td>
<td>Christoffel – Shete Boca Park</td>
<td>18.4</td>
</tr>
<tr>
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<td>Curaçao Underwater Park</td>
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<tr>
<td>Saba Conservation Foundation</td>
<td>Saba National Park</td>
<td>14.9</td>
</tr>
<tr>
<td></td>
<td>Saba National Marine Park</td>
<td></td>
</tr>
</tbody>
</table>
Funding obtained through the Trust Fund Disbursements programme can only be used to pay for park operational cost (specified under ‘Special instructions’).

**Application Format:** DCNA Trust Fund Disbursement application form. Two signed copies of completed application must be submitted.

**Application Process:** All requests must be initiated through submission of a completed application form specifying the island, the legally designated protected management organisation and the protected area(s) for which the application is made.

**Review Process:** DCNA Secretariat screens applications within 1 month after the closing date to assure they are complete and meet all requirements for funding. Those eligible for consideration are sent for approval to the Board.

**Monitoring and Evaluation:** Annual technical and financial reports must be submitted to DCNA by the legally designated protected area management organisation. Annual audits and submission of annual reports for each protected area are required.

**Special instructions:** Funds may only be used to cover direct costs of park operations namely:

- salaries and benefits for park manager, assistant manager, rangers,
- transportation (pickup, car, scooter) including fuel, maintenance, repair, road tax and insurance
- boat including fuel, maintenance, repair and insurance
- office overheads
- mobile communication equipment including base station, radios, cell phones, VHF
- education officer and operational costs for outreach and education
- dive equipment including maintenance, repair, servicing and testing
- moorings including maintenance, replacement and repair of ropes, buoys
- travel costs
- accounting costs for bookkeeping, accounting, financial statements and audits
- visitor centre maintenance, rent, insurance, repairs and materials
- AV equipment such as TV, VCR, cameras, beamer, slide projector, wipe board etc
- monitoring equipment
- law enforcement

**Allocation of funds:** Annually in advance payable before the 30th June in any given year.

### 2. Essential Operational Support

**Purpose:** Assist the protected area management organisations to ensure that each of the parks of the Dutch Caribbean has sufficient income to meet the bare and basic operational funding needs of their park/s (as defined within the Trust Fund study) where

- there is a clear and urgent need for additional funding
- the primary reason for the shortfall is lack of funds due to situations/issues beyond the control of the park or park management organisation.

**Eligibility:** Legally designated protected area management organization specified as beneficiaries in the Bylaws
**Award limits:** Maximum of the difference between the park’s projected income for the year (including grant funding proposals submitted or under development, government subsidies, fee for service income, revenue generation through admission fees, franchises and similar, souvenir sales and project donations) and basic annual operational costs (contained within the Trust Fund Study)

**Counterpart:** None

**Criteria for Selection:** Applications can only be considered from the legally designated protected area management organization. Parks must:

1. submit detailed financial information demonstrating a real and urgent need for additional funding due to circumstances beyond the park’s control, which will be verified by an independent third party nominated by the Board of DCNA;
2. be able to demonstrate that they have officially petitioned their Island Government and made them aware of their financial situation and the consequences of this
3. have made ‘reasonable’ efforts to secure additional funding
4. be able to provide a management plan, action plan and budget for the period of the request

The fiscal deficit may be due to malpractice or suspected malpractice and may not have occurred as a result of poor performance, including failure to report or submit accounts, audits or similar, failure to meet goals or deadlines

Eligible organisations are:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Protected area(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundacion Parke Nacional Arikok</td>
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<tr>
<td></td>
<td>Saba National Marine Park</td>
</tr>
<tr>
<td>STENAPA St Eustatius</td>
<td>Quill – Boven National Park</td>
</tr>
<tr>
<td></td>
<td>Statia Marine Park</td>
</tr>
<tr>
<td>Nature Foundation, St Maarten</td>
<td>St Maarten Marine Park</td>
</tr>
</tbody>
</table>

Funding obtained through the Essential Operational Support programme can only be used to pay for park operational cost (specified under ‘Special instructions’).

**Application Format:** DCNA Essential Operational Support application form. Two signed copies of completed application must be submitted.

**Application Process:** All requests must be initiated through submission of a completed application form specifying the island, the legally designated protected management organisation and the protected area(s) for which the application is made.

**Review Process:** DCNA Secretariat screens applications within 1 month of submission to assure they are complete and meet all requirements for funding. Those applications deemed eligible for consideration will be sent for external review to an independent third party selected by the Board.

**Monitoring and Evaluation:** Annual technical and financial reports must be submitted to DCNA by the legally designated protected area management organisation. Annual audits and submission of annual reports for each protected area are required.
Special instructions: Funds may only be used to cover direct costs of park operations namely:

- salaries and benefits for park manager, assistant manager, rangers,
- transportation (pickup, car, scooter) including fuel, maintenance, repair, road tax and insurance
- boat including fuel, maintenance, repair and insurance
- office overheads
- mobile communication equipment including base station, radios, cell phones, VHF
- education officer and operational costs for outreach and education
- dive equipment including maintenance, repair, servicing and testing
- moorings including maintenance, replacement and repair of ropes, buoys
- travel costs
- accounting costs for bookkeeping, accounting, financial statements and audits
- visitor centre maintenance, rent, insurance, repairs and materials
- AV equipment such as TV, VCR, cameras, beamer, slide projector, wipe board etc
- monitoring equipment
- law enforcement

Allocation of funds: On approval.

3. Special Projects

Purpose: To promote conservation, support of DCNA or the protected area management organisations or any of the specific goals and objectives of DCNA including strategic themes and approaches, as identified by the Board of DCNA.

Eligibility: Dutch Caribbean non-governmental, not for profit conservation organizations and collaborating researchers and community-based groups.

Award limits: Only one project may be funded at any given time per organisation

Counterpart: Where the project funding is awarded to an external beneficiary organization they are normally expected to have counterpart financing at a level to be negotiated with DCNA – normally 50% of the total budget for the proposal. Counterpart may be shown in cash, in kind or services.

Criteria for Selection: To be determined

Application Format: DCNA Project Proposal application form. Two signed copies of completed application must be submitted.

Application Process: Continuous.

Review Process: DCNA Secretariat screens project profiles within 1 month after the closing date for compliance with the eligibility criteria and basic requirements and priorities of the program. Applicants may be given the chance to improve or amend incomplete applications but this must be completed within three months of the original submission deadline or they will be dropped from consideration. Proposals are accepted on a continuous basis. Recommendations along with copies of project proposals are submitted to the Board of DCNA which can then approve the project.

Monitoring and Evaluation: Project End reports are required, DCNA may appoint an outside evaluator to evaluate the project

Special instructions:

Projects identified by the Board of DCNA as priority projects at the St Maarten meeting June 2004 are:
<table>
<thead>
<tr>
<th>PROJECT</th>
<th>LEAD</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>001 Management Plan/Case Statement Study</td>
<td>DCNA</td>
<td>Underway</td>
</tr>
<tr>
<td>002 Invasive Species Control (terrestrial)</td>
<td>Woti Bakhuis</td>
<td></td>
</tr>
<tr>
<td>003 Monitoring Program Protocols</td>
<td>DCNA</td>
<td>Underway</td>
</tr>
<tr>
<td>004 Economic valuations</td>
<td>Elsmarie Beukenboom</td>
<td></td>
</tr>
<tr>
<td>005 Turtle Tracking</td>
<td>DCNA</td>
<td>Underway</td>
</tr>
<tr>
<td>006 Public Relations Campaign</td>
<td></td>
<td></td>
</tr>
<tr>
<td>007 School Outreach Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>008 Management success</td>
<td>DCNA</td>
<td>Underway</td>
</tr>
<tr>
<td>009 Basic Information gathering</td>
<td>DCNA</td>
<td>Underway</td>
</tr>
</tbody>
</table>

Funds may be used to cover direct costs of projects, including but not limited to: salaries and benefits, professional fees and honoraria, transportation expenses, office materials, communication, training and technical assistance, publications, equipment. Funds may be used for modest indirect costs (overhead) of the implementing organization. This must be clearly shown in the project and will be evaluated by the Board on a case by case basis. Indirect costs may not exceed 20% of total project costs (excluding contingency or similar) and must be clearly documented and justified.

**Allocation of funds:** To be determined
4. Small grants

5. Scholars Programme

Eligibility

Beneficiaries of DCNA funds must be registered in the Dutch Caribbean or residents of the Dutch Caribbean or be researchers, communications experts or similar working for or on behalf of one or more organisations registered within the Dutch Caribbean.

Organizations must be non-governmental organizations whose primary task is biodiversity conservation or management of protected areas or species where the organisation:

- has been legally registered for at least two years prior to the date of submission of the proposal
- is a not for profit organisation
- focuses on conservation or management of biodiversity, natural resource training, environmental education, the sustainable utilization of natural resources, or in activities that promote the direct participation of community-based resource user groups in conservation
- has an internal management structure, well defined governance system and proven accounting procedures with acceptable administrative systems in place commensurate with the size and complexity of the proposed project
- has successfully completed any previous projects funded by or in co-operation with DCNA

Obligations

Once a project proposal has been approved, the beneficiary or their representative:

- Signs a contract with DCNA
- Receives funds directly from DCNA
- Is responsible for all financial and technical reporting to DCNA
- Is responsible for advising DCNA of any changes, actual and anticipated, to the original proposal, particularly those dealing with relocations of budget items.
- Is responsible for successful completion of the project.

Application procedure

Selection procedure

Terms and Conditions (contracts)

Sanctions

Conflict and dispute resolution

Terms and Conditions (contracts)
NPL funding 2005 – 2007: Projects

During 2005 funding was available through a grant from the Dutch Postcode Lottery for projects. A total of US $50,000 in project funding was potentially available per management organization per year. This money was pooled and be administered by the DCNA Secretariat in accordance with DCNA Board priorities and directives.

The pooled project funding was to be allocated to the following priority projects selected from the list developed at the June 2004 on St Maarten:

- □ Management Plan/Case Statement Study (Project leader: NE)
- □ Invasive Species Control (terrestrial) (Project leader: WB)
- □ Monitoring Program Protocols (Project leader: DK)
- □ Economic valuations of MPA’s (Project leader: EB)
- □ Turtle Tracking/Tagging Project (Project leader: KDM)
- □ Public Relations Campaign (Strategy and institutional support) (Project leader: AC)
- □ School Outreach Program (Project leader: WB)
- □ Measuring PA Success (Project leader: KDM)
- □ Basic Information gathering for all PA’s (Project leader: KDM)

Project management of all DCNA projects takes place within the framework of the modified Prince 2 project management programme adopted by DCNA in 2005 (see diagram of project management procedure overleaf)

Project management documents

The following project management documents are required:

<table>
<thead>
<tr>
<th>Project concept</th>
<th>Used to scope out a project. Can be given to the project leader by the DCNA Board to determine whether it is useful/feasible to pursue a project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project outline</td>
<td>Add the next level of detail to the project concept. This is particularly useful for multi-year or multi-phase projects or in the case where it is not clear that a project will be approved</td>
</tr>
<tr>
<td>Project proposal</td>
<td>The project proposal is required for all DCNA projects. It includes all of the project information and a detailed project work plan. The project proposal must be approved before the project can be implemented. Compulsory</td>
</tr>
<tr>
<td>Terms of Reference</td>
<td>A terms of reference is compulsory if a project is subcontracted in whole or part to a third party and is desirable if work is delegated internally. It contains all of the terms and conditions under which the project or project segment are to be carried out.</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>[Project archive structure]</td>
<td>An internal filing structure which is set up at the start of each project and is reflected in actual and computer filing of documentation related to the project</td>
</tr>
<tr>
<td>Project Progress report</td>
<td>Gives a brief overview of the project progress and indicates any problems. This is normally only required for multi-phase or multi-year projects and is very similar to the project end report</td>
</tr>
<tr>
<td>Project End report</td>
<td>This document must be completed at the end of every project. Projects cannot be closed before a project end report has been approved.</td>
</tr>
</tbody>
</table>
DCNA Project management process

Project Concept

Preparing a Project

Approval of the Project Outline

Approved Project Outline

Developing a Project

Approving the Project Proposal and Agreement

Approved Project Proposal and Agreement

Giving Ad hoc Direction

Controlling a Project

Managing a Project

Managing Project Phase Boundaries (if applicable)

Approving a Project Phase or Exception Plan

Closing a Project

Confirming Project Closure
MONITORING AND EVALUATION

a. Monitoring and evaluation strategies
b. Performance monitoring
c. Evaluating parks’ success

In 2007 DCNA contracted Galan Group to perform a Governance Scan in lieu of organisation wide monitoring and evaluation. The Governance Scan was conducted in May 2006 at the Board meeting on Curacao and completed in August 2006 on Bonaire. The results and recommendations of the scan were presented in the form of a written report. The conclusion of the scan was:

"It can be concluded that the DCNA is moving in the right direction with respect to the management of governance and company structure to reach its objective for this evaluation, which is, as previously stated, maturity level 3 ‘defined’.”

A graphic presentation was given as follows along with detailed recommendations for how to improve on governance:

Recommendations from Governance Scan

1. Make a clear distinction between the supervision and the implementation of the organizations strategy/policy. It is advisable to explicitly mention this distinction in a ‘Code of conduct’ and also to make separate agenda points of the supervision and implementation in the agenda of the board meetings

2. The Board and the Executive Director should prepare a ‘Code of conduct’. In this ‘Code of
3. Conduct’ aspects like confidentiality, involvement, conflict of interest, etc. should be clearly addressed.

4. It is advisable to implement a Board evaluation system based on the Board profiles described in the operational manual.

5. It is advisable to prepare an overview of the qualifications and experience available within the Board.

6. It is advisable to make goals and objectives measurable by determining clear and unambiguous performance indicators. Based on these indicators operational performance targets can be agreed upon between the Board and the Executive Director.

7. It is advisable to execute a risk analyses on the primary processes of the organization, determine the risks and measures to be taken.

8. It is advisable to determine the most important administrative procedures, to describe them and to determine, where necessary, internal control measures.

9. It is advisable to assess on a regular basis DCNA’s compliance with applicable laws, regulations and guidelines from sponsors (such as CBF keur).

10. It is advisable to work on a structured succession planning process.
## 01. Governance

### Board members: contact information

#### Dutch Caribbean Nature Alliance

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Information</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Kalli De Meyer</strong></td>
<td>Kaya Grandi # 20 PO Box #412 Bonaire, Dutch Caribbean</td>
<td><a href="mailto:kdm@telbonet.an">kdm@telbonet.an</a></td>
</tr>
<tr>
<td><strong>Elizé Craane</strong></td>
<td>PO Box #412 Bonaire, Dutch Caribbean</td>
<td><a href="mailto:dcna@telbonet.an">dcna@telbonet.an</a></td>
</tr>
</tbody>
</table>

#### Aruba: Fundacion Parke Nacional Arikok

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Information</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Roy Croes</strong></td>
<td>Santa Cruz 82-A Aruba, tel: +297-585-1234 fax: +297-585-1235 cell: +297-561-1907 (Roy)</td>
<td><a href="mailto:croeslogo@setarnet.aw">croeslogo@setarnet.aw</a></td>
</tr>
<tr>
<td><strong>Paul Dentes</strong></td>
<td></td>
<td><a href="mailto:rogeliocroes@setarnet.aw">rogeliocroes@setarnet.aw</a></td>
</tr>
</tbody>
</table>

#### Bonaire: STINAPA Bonaire

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Information</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Elsmarie Beukenboom</strong></td>
<td>PO Box 368 Tangeloven, Bonaire, tel: +599-717-8444</td>
<td><a href="mailto:director@stinapa.org">director@stinapa.org</a></td>
</tr>
<tr>
<td><strong>Kerenza Frans Rannou</strong></td>
<td></td>
<td><a href="mailto:accounting@stinapa.org">accounting@stinapa.org</a></td>
</tr>
</tbody>
</table>

#### Curacao: CARMABI

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Information</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dr Dolfi Debrot</strong></td>
<td>P.O Box 2090 Piscadera Baai, Curacao. tel: +599-9-462-4242 ex 13 cell: +599-9-616-1942 (Dolfi) cell: +599-9-561-3910 (John)</td>
<td><a href="mailto:adebrot@cura.net">adebrot@cura.net</a></td>
</tr>
<tr>
<td><strong>John de Freitas</strong></td>
<td></td>
<td><a href="mailto:freitasj@cura.net">freitasj@cura.net</a></td>
</tr>
</tbody>
</table>

#### Saba: Saba Conservation Foundation

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Information</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Jan den Dulk</strong></td>
<td>P.O Box 18 Fort Bay, Saba. tel: +599-416-3295</td>
<td><a href="mailto:jdenulk@gmail.com">jdenulk@gmail.com</a></td>
</tr>
<tr>
<td><strong>Johanna van’t Hof</strong></td>
<td></td>
<td><a href="mailto:info@sabapark.org">info@sabapark.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:SNMP@sabapark.org">SNMP@sabapark.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:johanna@julianas-hotel.com">johanna@julianas-hotel.com</a></td>
</tr>
</tbody>
</table>

#### St Eustatius (Statia): STENAPA

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Information</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nicole Esteban</strong></td>
<td>Gallows Bay, Statia. tel: +599-318-2884 cell: +599-318-1341</td>
<td><a href="mailto:STENAPA@goldenrocknet.com">STENAPA@goldenrocknet.com</a></td>
</tr>
<tr>
<td><strong>Irving Brown</strong></td>
<td></td>
<td><a href="mailto:Irving.brown@valero.com">Irving.brown@valero.com</a></td>
</tr>
</tbody>
</table>
## St. Maarten: Nature Foundation

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beverly Mae Nisbeth</td>
<td>Great Bay Marina 3, P.O Box 863 Wells Road 1A Appt 25</td>
<td><a href="mailto:beverly@naturefoundationsxm.org">beverly@naturefoundationsxm.org</a></td>
</tr>
<tr>
<td>Frank Boekhout</td>
<td>Cole Bay, St. Maarten tel: +599-544-4267 cell: +599-520-2003</td>
<td><a href="mailto:boekie@caribserve.net">boekie@caribserve.net</a></td>
</tr>
</tbody>
</table>

## Central Government Department of Nature and the Environment (MINA)

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Email</th>
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</table>

## Nature Forum representatives

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frensel Mercelina</td>
<td>Stichting Uniek Curacao Westerf z/n</td>
<td><a href="mailto:fmercelina@yahoo.com">fmercelina@yahoo.com</a></td>
</tr>
<tr>
<td>Theo van der Giessen</td>
<td>PO Box 2031 Curacao. tel: +599-9-462-8989</td>
<td><a href="mailto:uniekcur@cura.net">uniekcur@cura.net</a></td>
</tr>
</tbody>
</table>

## Financial experts

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leendert van Driel</td>
<td>1000 Steps b.v. Utrechtsewarsstraat 11 Amsterdam Postbox 16516, 1001RA Nederland tel: +31-20-6185915 cell: +31- 6-533-01496</td>
<td><a href="mailto:leendert@1000steps.nl">leendert@1000steps.nl</a></td>
</tr>
</tbody>
</table>
## Support Group: contact information

### IUCN NL

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Email</th>
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<tbody>
<tr>
<td>Willem Ferwerda</td>
<td>Plantage Middenlaan 2B, 1018 DD Amsterdam, Nederland</td>
<td><a href="mailto:willem.ferwerda@iucn.nl">willem.ferwerda@iucn.nl</a></td>
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<tr>
<td></td>
<td>Tel: +31-20-626-1732 wwiucn.nl</td>
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### De Landschappen

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
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<tbody>
<tr>
<td>Henk Jan Kievit</td>
<td>PO Box 31, 3730 AA De Bilt, Nederland, Tel: +31-30-601-7205</td>
<td><a href="mailto:h.kievit@landschappen.nl">h.kievit@landschappen.nl</a> <a href="mailto:secretariaat@landschappen.nl">secretariaat@landschappen.nl</a></td>
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### Natuurmonumenten

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
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<tbody>
<tr>
<td>Feiko Prins</td>
<td>Noordereinde 60, 1243 JJ 's Graveland OR PO Box 9955 1243 ZS 's Graveland Nederland, Tel: +31-35-655-9714</td>
<td><a href="mailto:f.prins@natuurmonumenten.nl">f.prins@natuurmonumenten.nl</a></td>
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### Staatsbosbeheer

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<tr>
<th>Name</th>
<th>Address</th>
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<tbody>
<tr>
<td>Jan Blok</td>
<td>Princenhof Park 1, 3970 BH Driebergen, Nederland, Tel: +31-30-6926-111 / 343</td>
<td><a href="mailto:j.blok@staatsbosbeheer.nl">j.blok@staatsbosbeheer.nl</a></td>
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### Wereld Natuur Fonds

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Carel Drijver</td>
<td>Driebergenseweg 10, 3780 JB Zeist OR P.O Box 7, 3700 AA Zeist, Nederland, Tel: +31-30-693-7359</td>
<td><a href="mailto:cdrijver@wwf.nl">cdrijver@wwf.nl</a></td>
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### Conservation International

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<tr>
<th>Name</th>
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<tr>
<td>Pieter Borkent</td>
<td>Emmaplein 3, 1075 AW Amsterdam, Nederland, Tel: +31-20-679-6557</td>
<td><a href="mailto:consinntnl@hotmail.com">consinntnl@hotmail.com</a></td>
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### Milieukontakt International
<table>
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<tr>
<th></th>
<th>Plantage Middenlaan 2 D</th>
<th><a href="mailto:j.donner@milieukontakt.nl">j.donner@milieukontakt.nl</a></th>
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<tbody>
<tr>
<td>Jerphaas Donner</td>
<td>1018 DD Amsterdam</td>
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<td>Nederland</td>
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<td></td>
<td>Tel: +31-20-531-8940</td>
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<td><a href="http://www.milieukontakt.nl">www.milieukontakt.nl</a></td>
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**Hortus Botanicus**

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<tr>
<th></th>
<th>Plantage Middenlaan 2 A</th>
<th><a href="mailto:andre.vanproosdij@dehortus.nl">andre.vanproosdij@dehortus.nl</a></th>
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<tr>
<td>Andrei van Proosdij</td>
<td>1018 Amsterdam</td>
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<td>Nederland</td>
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<td>Tel: +31-20-625-9021</td>
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<td><a href="http://www.dehortus.nl">www.dehortus.nl</a></td>
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**Vogelbescherming**

<table>
<thead>
<tr>
<th></th>
<th>Drieberseweg 16 C</th>
<th><a href="mailto:bert.denneman@vogelbescherming.nl">bert.denneman@vogelbescherming.nl</a></th>
</tr>
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<tbody>
<tr>
<td>Bert Denneman</td>
<td>3708 JB Zeist</td>
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<td>Tel: +31-30-693-7769</td>
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<td></td>
<td><a href="http://www.vogelbescherming.nl">www.vogelbescherming.nl</a></td>
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**Samenwerkingsverband National Parken**

<table>
<thead>
<tr>
<th></th>
<th>Laan van Nieuw Oost Indie</th>
<th><a href="mailto:j.w.sneep@minlnv.nl">j.w.sneep@minlnv.nl</a></th>
</tr>
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<tbody>
<tr>
<td>Jan Willem Sneep</td>
<td>131 – 133</td>
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<tr>
<td></td>
<td>2593 BM Den Haag</td>
<td></td>
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<tr>
<td></td>
<td>Nederland</td>
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<td><a href="http://www.nationaalpark.nl">www.nationaalpark.nl</a></td>
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**LETTER of NOMINATION (template)**

[Letter template to be completed and returned by new Board members prior to joining the DCNA Board. The details of information contained in the template may be modified by the nominating organisation as long as the content and purpose remain essentially unchanged]

**LETTER of NOMINATION for core Board members**

[Name of organisation]

[Address]

Date

To the Board of Dutch Caribbean Nature Alliance (DCNA),

We, the Board of [name of organisation] as the legally designated non-governmental protected area management organisation of [name of island] hereby present [name of representative] as our duly nominated representative to the DCNA Board in accordance with Article 6 Section 2 of DCNA’s Articles of Incorporation.
We confirm that, to the best of our knowledge, our representative meets the criteria outlined in Article 6 Section 1 of those same articles namely that they are:

a. Widely respected, and considered persons of integrity and high moral standards
b. Committed to the Objectives of the Foundation and have a demonstrated interest in biodiversity conservation issues
c. Legal residents of the Dutch Caribbean.

We hereby empower our representative to represent our interests, take decisions and to act on our behalf during their term of office on the DCNA Board within the framework of:

a. Articles of Incorporation (Statuten)
b. Management Agreement (Beheersovereenkomst)
c. Island legislation (Verordening)

provided that such decisions do not negatively impact on the financial, human or physical resources of our organisation or our protected areas. We hereby include copies of all relevant legal documents (see above) pertaining to our status as the legally designated non governmental protected area management organisation of [name of island].

Finally, we hereby nominate an alternate representative (verganger) for our organisation who likewise meets the criteria for nomination outlined above namely [name of alternate representative] and understand that whilst this alternate representative will be able to fully represent our organisation they will not be able to assume the role and responsibilities of any elected position (such as Chairperson) held by the primary nominee.

We look forwards to a close and productive working relationship with the Dutch Caribbean Nature Alliance.
BOARD MEMBER PLEDGE (template)

Letter template to be completed and returned by new Board members prior to joining the DCNA Board. The details of information contained in the template may be modified by the nominating organisation as long as the content and purpose remain essentially unchanged.

PLEDGE

In accordance with the Articles of Incorporation of the Dutch Caribbean Nature Alliance (DCNA) I hereby pledge to uphold the objectives of the Foundation, to represent the Foundation to best of my ability and, whilst engaged in Foundation activities, to act at all times in the best interests of the Foundation and its members.

I understand that as a Board member, along with my fellow Board members, I am accountable for overseeing the policy and financial management of the Dutch Caribbean Nature Alliance and I agree to fulfil this role to the best of my ability.

Furthermore, I recognise and acknowledge the following responsibilities:

Governance
- To attend Board meetings regularly and be willing to serve as an Officer
- To stay informed about Foundation affairs
- To fully participate in the governance issues (e.g. approval of Bylaws, Operational Manual and working and accounting policies and procedures)
- To support all decisions, policies and actions of the Board
- Not to participate in Board deliberations when a conflict of interests exists

Financial responsibility
- To oversee the financial affairs of the Foundation including its budgets, income and expenditure
- To stay well informed about management of the Foundation’s assets
- To ensure that independent audits are conducted annually
- To approve an annual action (work) plan and budget

Fund raising
- To actively participate in fund raising
- To share information on potential donors whether individuals or organisations
- To participate in the development and execution of a fund raising strategy

Representation
- To represent DCNA, its programmes, activities and staff in a positive manner
- To actively communicate the activities and benefits of DCNA
- To participate in the development and execution of a communication strategy

I look forwards to a close and productive working relationship with the Dutch Caribbean Nature Alliance

Signed _______________________________    Dated _____________________
BOARD MEMBER DUTIES AND RESPONSIBILITIES

The following is a comprehensive overview of the duties and responsibilities of the Board and Board members as expressed in the Articles of Incorporation, Bylaws and Board pledge.

Legal - Governance
- The Board shall periodically review the organization, its mission and objectives, along with its Bylaws and revise them if necessary.
- The Board shall periodically review all of the organization’s activities and grants to ensure that they reflect its mission and purposes and priorities.
- Board members must commit to serve the organization as a whole rather than any special constituency or interest group, even if they were appointed by an organization.
- Board members must commit to attending meetings on a regular basis and staying well informed about the Foundation’s affairs.
- The Board shall approve annual and long term activity plans prepared by the Executive Director, based on the organization’s purposes and priorities, and its financial and staff resources.
- The Board shall appoint Officers, allocate Board duties to its membership and establish Committees to serve the Foundation.
- The Board shall approve annual reports of the Foundation’s activities.
- Board members shall support all decision, policies and actions of the Board.

Financial
- The Board shall oversee the prudent management of the Foundation’s assets and stay well informed about the management of the Foundation’s assets.
- The Board shall decide under which terms and conditions funds may be accepted and for what purpose(s).
- The Board shall approve annual budgets and financial plans prepared by the Executive Director, based on the Foundation’s purposes and priorities, and its financial and staff resources.
- The Board shall approve the balance sheet, calculation of revenues and annual accounts of the Foundation’s assets and shall ensure that external independent audits are conducted on an annual basis.
- The Board shall determine the acquisition and disposal of rights to real estate on behalf of the Foundation.

Representation
- Board members are required to actively represent the Foundation to the best of their ability at all times.
- Board members are required to support the Foundation, its staff, programmes and activities in a positive manner.
Fund raising

- The Board shall actively participate in the development of a fund raising strategy for the Foundation.
- Board members shall actively participate in fund raising and work with the Executive Director to solicit funds from corporations, foundations, individuals, government or international agencies.
- Board members are required to share relevant information on potential donors.

Administration

- The Board shall establish specific goals and objectives for the Executive Director of the organization, with their agreement and input.
- The Board shall periodically review the performance of the Executive Director, as measured against these specific goals and objectives, and revise them if necessary.
- The Board and its Officers shall not micro-manage the organization or become involved in administrative details and personnel issues. This is the responsibility of the Executive Director.
- The Board shall monitor the effectiveness of all existing programs and activities.
ELECTED OFFICERS DUTIES AND RESPONSIBILITIES

Duties of the Chairperson: official representative

- Serves as the official representative of DCNA
- Calls all Board meetings (AoI: Article 10 Sections 3 and 4) at their discretion or on request of one third of the Board.
- Works with the Executive Director to prepare a meeting agenda
- Presides over all meetings of the Board:
  - Calls meetings to order
  - Announces the order of business according to the agenda
  - Determines the presence of a quorum
  - Recognises members who are entitled to speak
  - Processes all motions
  - Expedites business
  - Rules on any points of order
  - Conducts meetings in a fair and equitable manner
- In the absence of the Chairperson the Vice Chairperson presides over the meeting, in the absence of both another Board member present shall be appointed to preside over the meeting for that meeting only (AoI: Article 10 Section 9)
- Signs documents on behalf of DCNA
- Ensures that all urgent decisions are taken
- Ensures that all reporting requirements are met

Duties of the Vice Chair: stand in for Chairperson

- Whenever the Chairperson is absent or unable to serve, the Vice Chair stands in for them i.e.:
  - Serves as the official representative of DCNA
  - Presides over meetings of the Board
  - Signs documents on behalf of DCNA
  - Ensures that all urgent decisions are taken
  - Ensures that all reporting requirements are met

Duties of the Secretary: legal ‘watchdog’ and oversight

- Holds ballots in case of a ballot vote
- Oversees the following Secretariat functions:
  - Ensuring that agendas and support materials are distributed to members one month before each Board meeting
  - Sending out the official notice of Board meetings
  - Ensures that accurate minutes are taken of all meetings, that they are approved and distributed to Board members
- Maintains the following official records in duplicate with the Secretariat
  - Full current lists of all Board members, current committees and committee members
  - Official list of members and official attendance list
  - Copies of all official minutes of previous Board meetings
  - Up to date copies of all governing documents such as Articles of Incorporation, Bylaws, Operational Manual
- Ensures annual reports are prepared and submitted on time
- Serves as a resource to the Chairperson and ensures that the Articles of Incorporation and Bylaws are strictly adhered to at all times
- Ensures that any agreed changes to governing documents are made and distributed to members
- Maintains a file of committee reports
- Notifies Board members of their election or appointment
Whenever the Chairperson and the Vice Chair are absent or unable to serve, the Secretary stands in for them i.e.:
- Serves as the official representative of DCNA
- Presides over meetings of the Board
- Signs documents on behalf of DCNA
- Ensures that all urgent decisions are taken
- Ensures that all reporting requirements are met

Duties of the Treasurer: financial custodian

- Ensures that adequate financial records are kept of DCNA’s affairs
- Oversees the income and expenditure of funds and ensures that spending does not exceed approved budgets
- Oversees the preparation of annual budgets, ensures the books are audited on an annual basis and tax returns are filed
- Ensures that full and complete reports are submitted in a timely fashion to all grantors and similar
- Presides over the Finance Committee and acts as a liaison between the Executive Committee and Finance Committee
- Ensures the financial management and financial asset management of DCNA and the Trust Fund are conducted in a prudent manner at all times
- Ensures accurate records are kept of financial assets and business transactions including assets, liabilities, receipts, disbursements, gains, losses, capital, retained earnings and other similar matters
- Ensures all monies are appropriately deposited and invested
- Disburses funds at the direction of the Board
- Keeps duplicate copies of financial documents and records
- Ensures that no financial conflicts occur within the Secretariat
Terms of Reference: BZK Committee

BZK NEGOTIATION COMMITTEE – ‘BZK Committee’

TERMS OF REFERENCE

Background
The Dutch Ministry of the Interior (BZK) has indicated their willingness to support nature conservation in the Netherlands Antilles by making available a sum of Euro 1 million per year for the coming ten years. An agreement needs to be negotiated with BZK urgently since this is a limited time offer and a key member of their staff will be leaving in July 2005.

In accordance of Article 15 Sections 1 and 4, the Board of the Dutch Caribbean Nature Alliance hereby creates an ad hoc committee to be called ‘BZK Committee’.

Purpose and mandate
The purpose of the BZK Committee will be to negotiate with BZK and other third parties in order to secure a signed agreement (‘overeenkomst’) regarding the above mentioned funds. The deadline for negotiations is the end of June 2005.

The BZK Committee will provide co-ordination and leadership throughout the negotiations, ensuring that DCNA and its interests are well represented. The BZK Committee will be at liberty to agree terms and conditions and will undertake to ensure these are as equitable and agreeable as possible.

The BZK Committee will be dissolved upon completion of this mandate.

Membership
The BZK Committee will consist of the following members:

- Nicole Esteban: DCNA Board member and Chairperson
- Erik van Zadelhof: DCNA Board member
- Letitia Buth: DCNA alternate Board member (for Paul Hoetjes)
- Kalli De Meyer: DCNA Executive Director

Authority and limitations
The BZK Committee is answerable to the DCNA Board but is empowered to act on behalf of DCNA in accordance with Article 7 Section 3 and Article 11 Section as set forth below. The BZK Committee is empowered to:

- Enter into negotiation with third parties, including BZK and its representatives
- Secure an agreement with BZK, their representatives and any other third parties
- Finalize an agreement in accordance with Article 7 Section 3 with the Chairperson and Executive Director empowered with signing authority on behalf of DCNA in this regard
- Report to the Board of DCNA at the latest by their June 2005 regarding the terms and conditions of funding as well as any constraints and burdens
- Ensure funds are secured under the most equitable and agreeable terms and conditions possible
- Act at all times in the best long term interests of DCNA

Activities and logistics
The BZK Committee accepts the following timeframe for their work:

- Closure of initial discussion: 30th May 2005
- Draft agreement completed: 1-12th June 2005
- [Presentation of draft agreement to the Board]
- Finalization of letter of intent: December 2005
- Renegotiation with BZK July 2006 – November 2006
- Drafting of contract by 30th September 2006
Finalization of contract: 1st November 2006

Reporting
The BZK Committee will report to the DCNA Board at their Board meetings or, if circumstances so dictate, will report electronically.

Following written (electronic) agreement by a majority of DCNA Board members the BZK Committee was duly amended this _______ July 2006.

SIGNED: _______________________________ Nicole Esteban. Chairperson DCNA
Terms of Reference: Trust Fund Committee
DCNA Trust Fund Committee – ‘TF Committee’

TERMS OF REFERENCE

Background
The Dutch Ministry of the Interior (BZK) has indicated their willingness to support nature conservation in the Netherlands Antilles by making available a sum of Euro 1 million per year for the coming ten years. The intention is that this money will be matched and the matching funds will be used to capitalize a Trust Fund. The agreement with BZK requires that a Trust Fund be established by DCNA.

In accordance of Article 15 Sections 1 and 4, the Board of the Dutch Caribbean Nature Alliance hereby creates an ad hoc committee to be called ‘TF Committee’.

Purpose and mandate
The purpose of the TF Committee will be to make all of the necessary preparations for the establishment and capitalization of a Trust Fund as described in the "Feasibility Study of a Protected Areas Trust Fund" for the Dutch Caribbean produced by AIDEnvironment and Mr Barry Spergel, February 2005.

The TF Committee will provide co-ordination and leadership and decision making power throughout this process, which will include establishment of procedures and protocols for managing funds swapped into the Trust Fund, the selection of an appropriate financial asset management company, preparation and review of all necessary documentation including contracts and terms of reference, strategic decisions regarding investment guidelines and ethics as well as the type and maintenance structure of the fund, ensuring at all times, that DCNA and its interests are best represented.

The TF Committee will be at liberty to agree terms and conditions and will undertake to ensure these are as equitable and agreeable as possible.

The TF Committee will be dissolved upon completion of this mandate.

Membership
The TF Committee will consist of the following members:
- Leendert van Driel: DCNA Board member and financial expert
- Erik van Zadelhof: DCNA Board member
- Letitia Buth: DCNA alternate Board member (for Paul Hoetjes)
- Kalli De Meyer: DCNA Executive Director

Additionally the TF Committee is at liberty to seek advice from any third party experts.

Authority and limitations
The TF Committee is answerable to the DCNA Board but is empowered to act on behalf of DCNA in accordance with Article 7 Section 3 and Article 11 Section as set forth below. The TF Committee is empowered to:

- Enter into negotiation with third parties, including financial asset management companies and their representatives
- Secure an agreement with such a company, their representatives and any other third parties
- Finalize an agreement in accordance with Article 7 Section 3 with the Chairperson and Executive Director empowered with signing authority on behalf of DCNA in this regard
- Report to the Board of DCNA at the latest by June 2006 regarding the company and all terms and conditions as well as any constraints and burdens
- Ensure funds are invested under the most equitable and agreeable terms and conditions possible
- Act at all times in the best long term interests of DCNA
Activities and logistics
The TF Committee accepts the following timeframe for their work:

- Terms of reference for asset management company completed by 31st January 2006
- TOR sent out to tender with deadline of 15th March 2006
- Trust Fund bank account established by 15th June 2006 and funds placed on that account before 1st August 2006
- First found selection of Financial Asset Management company by 30th June 2006
- First funding swaps via Parks completed by 1st August 2006
- Development of investment guidelines, criteria, ethics for investment etc by 31st August 2006
- Final selection of financial asset management company by 31st August 2006
- Finalization of funding swaps with agreement by Parks and approval of auditor September 2006
- Euro 1.89 million placed on the Trust Fund before the end of the year.

Reporting
The TF Committee will report to the DCNA Board at their upcoming Board meetings (including May 2nd – 4th 2006) or, if circumstances so dictate, will report electronically.

Following written (electronic) agreement by a majority of DCNA Board members the TF Committee was duly amended this _______ July 2006.

SIGNED: _______________________________ Nicole Esteban. Chairperson DCNA
Terms of Reference: Trust Fund Committee

DCNA DE LANDSCHAPPEN Committee

TERMS OF REFERENCE

Background
Discussions with the Dutch Postcode Lottery indicate that in order for DPL to feed institutional funding to DCNA they would like to see DCNA partner with an existing beneficiary, by preference De Landschappen. For this and other reasons preliminary meetings have been held with Executive Director and Board members of De Landschappen to explore this possibility. There is every indication that the Unie De Landschappen may be willing to enter into a strategic partnership with DCNA in support of nature conservation in the Dutch Caribbean.

In accordance of Article 15 Sections 1 and 4, the Board of the Dutch Caribbean Nature Alliance hereby creates an ad hoc committee to be called 'DE LANDSCHAPPEN Committee'.

Purpose and mandate
The purpose of the DE LANDSCHAPPEN Committee will be to explore with De Landschappen and any other relevant third parties the possibilities for building a strategic partnership which will result in a productive and mutually beneficial relationship between these two organisations and to take any necessary legal, financial and governance steps to formalize such a partnership.

DE LANDSCHAPPEN Committee will provide co-ordination and leadership throughout this process, which will include discussions, meetings and the exchange of information, evaluation of alternatives, strategic decisions about the best kind of partnership, establishment of any necessary procedures and protocols, terms and conditions, the preparation and review of all necessary documentation, ensuring at all times, that DCNA and its interests are best represented.

The DE LANDSCHAPPEN Committee will be at liberty to agree terms and conditions and will undertake to ensure these are as equitable and agreeable as possible.

The DE LANDSCHAPPEN Committee will be dissolved upon completion of this mandate.

Membership
The DE LANDSCHAPPEN Committee will consist of the following members:

- Nicole Esteban: DCNA Board member and Board Chairperson, manager of the Statia Parks
- Erik van Zadelhof: DCNA Board member
- Letitia Buth: DCNA alternate Board member (for Paul Hoetjes), Head of MINA
- Kalli De Meyer: DCNA Executive Director

Additionally the DE LANDSCHAPPEN Committee is at liberty to seek advice from any third party experts.

Authority and limitations
The DE LANDSCHAPPEN Committee is answerable to the DCNA Board but is empowered to act on behalf of DCNA in accordance with Article 7 Section 3 and Article 11 Section as set forth below. The DE LANDSCHAPPEN Committee is empowered to:

- Enter into negotiation with third parties
- Secure an agreement with De Landschappen
- Finalize an agreement in accordance with Article 7 Section 3 with the Chairperson and Executive Director empowered with signing authority on behalf of DCNA in this regard
- Report to the Board of DCNA at each Board meeting and by email before any final agreements are signed including all terms and conditions as well as any constraints and burdens
Ensure the strategic partnership is built on the most equitable and agreeable terms and conditions possible
Act at all times in the best long term interests of DCNA

Activities and logistics
The DE LANDSCHAPPEN Committee accepts the following timeframe for their work:
- Meeting with De Landschappen representatives Sept 2006
- Update and draft partnership agreement by December 2006
- Finalization by June 2007

Reporting
The DE LANDSCHAPPEN Committee will report to the DCNA Board at each Board meetings or, if circumstances so dictate, will report electronically.

Following written (electronic) agreement by a majority of DCNA Board members the DE LANDSCHAPPEN Committee was duly established this _______ July 2006

SIGNED: _______________________________ Nicole Esteban. Chairperson DCNA
DCNA Board decisions taken at Board meetings

DECISIONS: DCNA board meeting May 2006 held on Curacao

Present
Board members: Nicole Esteban (NE), Woti Bakhuis (WB), Andy Caballero (AC), Elsmarie Beukenboom (EB), Janine le Sueur (JLS), Roy Croes (RC), Willem Ferwerda (WF), Leendert van Driel (LvD), Frensel Mercelina (FM) and Paul Hoetjes (PH).

DECISIONS
DCNA book/film
Both options will be pursued and a final decision will be made once negotiations have been held with NPL

Aruba and the Trust Fund
Aruba is welcomed into the Trust Fund initiative on the same terms and conditions as the islands of the Netherlands Antilles

Trust Fund Committee
Trust Fund Committee is authorized to open a bank account for the Trust fund, to select a Financial Asset Management company and to engage them and to develop investment guidelines

Funds from the Ministry of the Interior must be swapped into the Trust Fund (locked endowment fund)

The Board agreed to adopt the principle that the Ministry of the Interior funds will be swapped by the Parks into an endowment fund and supplemented such that a total of Euro 1.89 million is placed on the Trust Fund before the end of 2006.

Special purpose funds can be set up where either:
- disbursement requires a unanimous vote of the Board (excluding any materially effected parties)
- Finance Committee accepts all decisions of the Board where there is unanimous agreement and a quorum
- If there is not unanimous decision then the Finance Committee decides about disbursements.

This decision will be reviewed at the next Board meeting

Audit 2006
How DCNA and Park audits will be conducted for the financial year 2006 will be discussed at the next Board meeting and the decision will be fine tuned to suit individual organizations if necessary.

The Board ratified the advice of the Finance Committee to engage Ernst and Young for a period of three years to conduct audits for DCNA and for the Parks

The Board agreed to undergo pre-audits in the mid year 2006 with Ernst and Young

Fund raising strategy
Whether or not to accept funds from corporate sponsors will be evaluated by the Board on a case by case basis, but the Board will not accept funds from companies or corporations which have a controversial background.

The Trust Fund Committee will notify the Board of its fundraising activities

Agreements should be reached with potential donors that their funds can go into the Trust Fund

De Landschappen Committee
De Landschappen Committee will be established. Following deliberations the Executive Committee nominate the following members: Letitia Buth, Erik van Zadelhoff, Nicole Esteban, Kalli De Meyer. De Landschappen committee is charged with the following:
- Collect information on De Landschappen
- Establish their objectives, mission and goals and year plan
- Look into their governance structure
- Develop policy paper
- Research, evaluate and discuss options with their Board
- Establish reporting requirements

IUCN NL will follow up with the Dutch Postcode Lottery to explore all the options for beneficiary status and as well as the option of receiving funding via IUCN NL.

Projects: Management plans
DCNA will provide technical and financial support as necessary to SXM in the development of their management plan

Projects: PR campaign
Board members are strongly encouraged to promote DCNA internationally and locally whenever the opportunity arises, to arrange for meetings with relevant persons/organizations/Government

Projects: Management Success
Board decided to continue with this project.

Land purchase fund (IUCN NL)
Board agreed that proposals for IUCN NL’s small grants programme should be submitted via DCNA and that the Board should agree on a prioritization.

Board membership
Board accepted Erik van Zadelhoff (EvZ) as the new IUCN NL representative on the DCNA Board and agreed that EvZ will replace WF on the Trust Fund, BZK and De Landschappen Committees. A new alternate Board member will be nominated at a later date.

Board seat for representative of international NGO will be discussed at the next Board meeting.
DCNA Board decisions taken at Board meetings

DECISIONS: DCNA board meeting November 2005 held on Saba

Present
Board members: Nicole Esteban (NE), Woti Bakhuis (WB), Andy Caballero (AC), Elsmarie Beukenboom (EB), Janine le Sueur (JLS), Roy Croes (RC), Willem Ferwerda (WF), Leendert van Driel (LvD), Frensel Mercelina (FM) and Paul Hoetjes (PH).

Observers: None

Staff: Elsmarie Marchena (EM)

DECISIONS
Finance Committee
The Board recognized the Finance Committee consisting of Elsmarie Beukenboom and Leendert van Driel. Any new Board members selected for their financial expertise will automatically join the Finance Committee.

BZK funding: professionalization
The Board decided, in light of the BZK funding, that reporting and administration are extremely important and professional standards are essential. Board agreed with all necessary steps to professionalize both the park management organizations and DCNA to include:
- Annual financial audits
- Standardized reporting
- Strict reporting schedule

BZK funding: reporting cycle
Board approved the following reporting cycles:
- Reporting IUCN to BZK
  - Annual report by 15th August [BZK to respond with any comments or concerns by 1st October]
  - Budget for coming year to be prepared by 1st November (IUCN or BZK funds for following year to be transferred before December 31)

- Reporting DCNA and Parks to IUCN NL
  - 1st April no later than 1st May: technical and financial report for previous calendar year
  - 30th June: annual financial audits for previous year
  - 1st October: half year technical and financial reporting (Jan-Jun)

Board meeting cycle
Board meetings will be held twice in 2006 in order to synchronize with the bi-annual reporting to IUCN NL

Board recognized the need for timely reporting and auditing and wishes to select one auditing company.

Restrictions on accepting funds
No funds will be accepted from oil companies or corporate businesses that have controversial background/history. DCNA should seek to align with ‘green’ investment.

Funding swaps: park self generated income
For the year 2006 the following Park management organizations agreed to swap the following amounts of self generated income into the Trust Fund (note: neither the Nature
Foundation St Maarten nor the Parke Nacional Arikok will swap funds into the Trust Fund in 2006):  

- Saba Conservation Foundation € 83,250  
- STENAPA € 20,250  
- Carmabi € 112,500  
- Stinapa Bonaire € 180,000  
- Parke Nationale Arikok € 0  
- St Maarten Nature Foundation € 0  

**Use of revenues from Trust Fund**  
Revenues from the Trust Fund will not be used for the duration of the funding from BZK (i.e. until post 2015)  

**Professionalization: funding**  
If no alternate funding has been found by the 31st December 2005, NPL2 funding can be used to pay for DCNA professionalization  

**Annual audits: Parks and DCNA**  
Parks and DCNA agree to perform annual audits and to focus in the coming year on improving their financial administration and transparency. Audit will be conducted as if one company with six locations rather than as seven separate entities.  

Finance Committee must nominate the auditing company under advice from Leendert van Driel  

**Standard reporting formats for annual and financial reports**  
Standardized reporting formats need to be introduced  

**DCNA book**  
DCNA must produce a book. The proposed book should be a coffee table style book to showcase DCNA. The primary audience should be current and future donors, investors, politicians and the traveling public. It should contain good maps, geopolitical information as well as scientific information (not just pretty pictures) and should focus on the Parks and ecosystems as well as threats, success stories and vision. The suggested name: Dutch Caribbean Nature. Language: English.  

**Administration: standardization**  
Administration and financial administration practices must be standardized as much as possible with the use of templates and standard procedures  

**Budget 2006 approved with two contingency funds**  
Board recognized that the DCNA budget is restrictive and that it is necessary to fast track DCNA development. Board therefore took the decision to include two contingencies within the budget which would be funded (if necessary) from NPL2 funds  
- US$ 50,000 for projects (capacity building/conservation)  
- US$ 100,000 for DCNA operational costs  

**Projects: standard contracts for Parks**  
Standard contract is approved for all DCNA projects involving pre payment of funds.  

**Projects: documentation**  
All project documentation (such as project proposal, TOR and contract) must be initialed on each page by both parties and signed. Documentation must then be faxed to DCNA and an original sent by post to be held at DCNA headquarters.
DECISIONS: DCNA Board meeting June 2005 held on St Eustatius

Present
Board members: Nicole Esteban (NE), Andy Caballero (AC), Elsmarie Beukenboom (EB), Janine LeSueur (JLS), Paul Hoetjes (PH),

Alternate Board members: Erik van Zadelhoff, (EvZ)

Observers: Egbert Boerstra (EBO), Frederik Winkel (FW), Johan van der Perk (JP), David Kooistra (DK), Gershon Lopes (GL), Duncan MacRae (DMR)

Staff: Kalli De Meyer (KDM), Sharon Bol (SB)

Project:: Management success
- Data to be verified every six months and updated annually (end of July = verification; end of January = annual update)
- Updated reports will be returned to Parks within three months of data collection / verification deadlines
- The option for collecting and storing data on line via the DCNA website should be explored

Voting: closed ballot
When voting by closed ballot votes will be counted by the Secretary and confirmed by the Chair before the result is announced to the meeting.

Voting: by absentee Board members
The Chair decides on a case by case basis whether or not it is appropriate for absent Board members to vote remotely taking into account the issue at hand and the circumstances. Any remote votes need to be given in writing at the time of the vote.

Observer status: Conservation International
Conservation International will continue to be invited to attend Board meetings as an Observer

Patrons
The appointment of both Jaime Saleh and Nico Visser’s as DCNA first Patrons was ratified by the Board and letters will be presented to them at a meeting to formally confirm this.

Meeting minutes: approval
The draft meeting minutes will be sent out by the Secretariat not later than the 23rd June 2005 for comment and ratified at the next meeting

Trust Fund: Park contribution
Parks agreed in principle to a one for one swap of self generated income for BZK funding

DCNA budget and action plan 2005-6
Board agreed that the action plan and budget run from June 2005 to the end of June 2006. Since DCNA Board meetings will be held in June of each year using a calendar year for the action plan and budget would always leave the organization without approved documents for the first six months of the year.

Action points: follow up
When the Secretariat needs to follow up on action points the following strategy will be used:
1. Personal reminder will be sent out
2. Personal warning will be sent out that the item is due
3. Personal final warning will be sent out at the deadline
4. Public notice will be sent out stating what has not be submitted and by whom
Budget: Executive Director authority
The Executive Director has the flexibility to move monies between budget lines within the same budget section. To move monies between budget lines across sections Executive Committee approval is required.

Budget: income vs expenditure
The Executive Director is required to give an overview of the budget vs. income and expenditure at each Board meeting.

DCNA budget and action plan 2005-06: approval and prioritization
The action plan and budget 2005 – 06 were approved unanimously. The Secretariat was recommended to prioritize the work as agreed at the meeting with the following work/projects identified as high priority:
- Communication
- Fund Raising
- Management Success
- Trust Fund
- Monitoring and Evaluation
- Basic information collection (phase 1)
- Sea Turtle Tracking (phase 1)
A portion of the earmarked project funding must be re-allocated to strengthening the Secretariat.

Project management training
Prince 2 project management training should be scheduled for September 2005.

Board member absence
As long as a quorum is present, the absence of one or more Board members cannot be allowed to hold up the decision making process.

DCNA logo and look
The DCNA logo will consist of lettering only (DCNA Dutch Caribbean Nature Alliance). The look should include the photo style used on the website.

Support Group meeting
KDM with one or more Board members should attend a Support Group meeting in the coming year to give a presentation on DCNA.
DECISIONS: DCNA Board meeting February 2005 held on Bonaire

Present:
Board members: Nicole Esteban (NE), Woti Bakhuis (WB), Elsmarie Beukenboom (EB), Paul Hoetjes (PH), Willem Ferwerda (WF), Janine LeSueur (JLS), Andy Caballero (AC)
Staff: Kalli De Meyer (KDM).
Observers: Erik van Zadelhoff (EVZ), Carel Drijver (CD), Barry Spergel (BS), Letitia Buth (LB).

Alternate Board members
Nomination of alternate board members approved by the Chair

Project: funding administration
The US $50,000 project funding available under NPL2 funding contract to each management organization per year will be pooled and will be administered by the DCNA Secretariat.

Pooled funding totaling US$ 250,000 per annum will be used to fund the following priority projects selected from the list developed at the June 2004 on St Maarten:

- Management Plan/Case Statement Study (Project Leader: NE)
- Invasive Species Control (terrestrial) (Project Leader: WB)
- Monitoring Program Protocols (Project Leader: DK)
- Economic valuations of MPA’s (Project Leader: EB)
- Turtle Tracking/Tagging Project (Project Leader: KDM)
- Public Relations Campaign (Strategy and institutional support) (Project Leader: AC)
- School Outreach Program (Project Leader: WB)
- Measuring PA Success (Project Leader: KDM)
- Basic Information gathering for all PA’s (Project Leader: JLS)

DCNA list
The DCNA-List (not DCNA Board list) will be used for any project-related discussions. David Kooistra will be added to the DCNA-List. WF will propose other Support Group members for inclusion on the DCNA-List at the June 2005 Board meeting.

Project: portfolios
The content of project portfolios was agreed (description, goal, rationale, activities, staff time/project time, timeframe, project costs, overhead costs).

Project portfolios will be completed by lead persons on or before the end of March 2005 except JLS who will submit a project portfolio by the end of April 2005.

Project portfolios will be evaluated at the DCNA Board meeting in June 2005.

Project management
KDM will take the lead on providing standardized contracts, disbursement of funds and developing a reporting protocol for review at that time.

Minutes of the DCNA project meeting (including project list) will be circulated to Support Group members and completed project portfolios will be provided to Support Group members by WF once they have been approved at the June 2005 Board meeting.

Minutes: approval process
In the meantime, in addition to the hard copy of meeting minutes distributed at the meeting, DCNA Board Members agree that minutes will be sent to Board members electronically for comment (deadline for comments 8th March 2005). A final draft will be circulated to the Board and the Board will be given one week to request any final changes before the minutes are distributed.
02. Administration

Executive Director: job description and work contract

Labour Agreement – Arbeidsovereenkomst

Free from any stamps
according to article
1613 W of the Civil Code
of the Netherlands Antilles

Today, 29th March 2005, the Dutch Caribbean Nature Alliance (DCNA), as “Employer”, being represented by its Executive Board,

And

Mrs Joan Alison De Meyer Whenman, born 15th July 1960 in Dartford, Kent, United Kingdom, known as ‘Kalli De Meyer’ hereafter referred to as “Employee”, have entered into the following labour agreement to the Civil Code.

Article 1: Position title and description

The Employee’s position with DCNA shall be that of Executive Director. The official job description of the Executive Director accompanies this Labour Agreement.

As Executive Director, the Employee will work independently within the framework of the Foundation’s Articles of Incorporation, Bylaws, Operational Manual, annual and strategic plans and budgets to achieve the organisation’s mission and goals.

Article 2: Employment status

The Employee is employed full time and reports to the Board of DCNA.

Article 3: Employment duration

This contract is of indefinite length. The Employee can choose to terminate her employment with DCNA at any time providing that she gives four months’ notice in writing to the Executive Committee. The Employer can terminate her employment at any time in accordance with the rules and regulations laid down by Antillean Law and the Antillean Labour Board. Where there are no grounds for dismissal, the Employer will then pay the employee an amount equivalent of four months gross salary.

Article 4: Evaluation

The Employee’s performance will be evaluated by the Board on an annual basis. Criteria for evaluation will be agreed by the Board and set out in the Operational Manual. Failure of the employee to perform adequately in accordance with these criteria will constitute grounds for dismissal.

Article 5: Employment start date

The Employee will start working for the Employer as Executive Director on the 1st April 2005.

Article 6: Working hours

Normal working days are Monday to Friday and the Employee will work a minimum of 40 hours per working week.
Article 7: Compensation

The Employee will be compensated for her employment with the Employer at the rate of US$ 3,700.00 (three thousand, seven hundred 00/00 US dollars) gross per month, the equivalent of Naf 6,586.00 (six thousand, five hundred and eight six 00/00 Antillean guildens) gross per month payable on the last working day of the month in arrears. Additionally the employee will receive the following benefits:

- Health insurance (2\textsuperscript{nd} class) (sickness and long term illness) including any medical expenses not covered by the health insurance plan up to a maximum of US$ 5,000.00 per annum.
- 20 vacation days per year with an accrual rate of one additional vacation day per annum for each subsequent year up to a maximum of 30 days.
- All other benefit as outlined in DCNA’s Employee Handbook

Article 8: Overtime

Due to the seniority of this position and commensurate salary, the Employee will not be entitled to overtime.

Article 9: Sickness

Should the employee be unable to work due to sickness or industrial injury, the Employer will continue to pay her full salary for a period of no more than twelve months.

Article 10: Office space and equipment

The Employee will find and equip suitable office space from which to carry out her duties.

Article 11: Ongoing commitments

The Employer agrees that the Employee is entitled to continue her work for other philanthropic conservation projects and activities such as those of Coral Resource Management and Aliansa Naturalesa di Boneiru, providing that such activities do not conflict with her work for the Employer, that DCNA’s activities and work are given priority at all times and that the work is conducted in her own time.

Article 12: Review of Labour Agreement

This Labour Agreement will be reviewed by the Employer and Employee at the June 2005 Board meeting and thereafter on an annual basis. Changes must be agreed in writing by both parties.

Article 13

This Labour Agreement is subject to the local regime of the Netherlands Antilles.

Article 14

a) The Employee declares to accept employment on the aforementioned conditions.
b) The Employer declares to take the Employee into services on the aforementioned conditions.

Herewith made in duplicate and signed on 29\textsuperscript{th} March 2005.

The Employee, For the Employer, DCNA Foundation
Joan Alison De Meyer Whenman Nicole Pozas Esteban
Bara di Karta z/n Chairperson
Bonaire DCNA Foundation
Netherlands Antilles

03 November 2007
Executive Director, DCNA

Position summary

The Executive Director works independently within the framework of the Foundation’s Articles of Incorporation, Bylaws, Operational Manual and annual and strategic plans and budgets to achieve the organisation’s mission.

The Executive Director is responsible for day to day management of the Foundation; the implementation of action plans, work plans and budgets that have been approved by the Board of Directors; the proper maintenance of the Foundation’s financial books and records; the supervision of the staff of the Foundation; administering and monitoring grants; representation and promotion of the Foundation in dealings with government and the media; fundraising; and otherwise assisting the Board.

GOVERNANCE

Board administration and Support
The Executive Director is responsible for maintaining good relations and reporting to the Board. The Executive Director actively participates in Board meetings, including preparing the agenda and content for agenda items, guiding policy decisions, leading discussion, acting as a source of information, stating her/his opinions and giving advice on any matters relating to the Foundation, whether asked for or not.

The Executive Director is responsible for promptly, regularly and fully informing the Chairperson of the Executive Committee about the current affairs, activities and finances of the Foundation, and for obtaining the Chairperson’s advice and approval in all cases where this may be required by the Foundation’s Articles of Incorporation, Bylaws or Operational Manual. The Executive Director is responsible for ensuring regular and frequent communication between the Financial Asset Manager and the Finance Committee.

Planning and Budgeting
The Executive Director develops policy, prepares long-term strategic plans, annual operating plans, and annual budgets for consideration and approval by the Board, and prepares requests for proposals (RFPs) based on those Board-approved plans, strategies and budgets.

FINANCIAL MANAGEMENT

Signing authority
The Executive Director prepares and signs contracts, leases, tax returns, grant agreements, applications for permits and registrations, and all other written documents on behalf of the Foundation, provided that any resulting financial expenditures, obligations or liabilities are covered by a budget approved by the Board.
Record keeping and finances
The Executive Director ensures the proper maintenance of financial records and accounts of the Foundation, either directly or by supervising other staff who are given this responsibility in their Terms of Reference or by outsourcing to a recognised accounting office. The Executive Director ensures that annual audits are conducted in accordance with recognised standards.

Projects and grant administration
The Executive Director develops and implements projects for DCNA as well as administering grants; monitoring and evaluating the performance of grantees, resolving any issues involving a grantee’s failure to perform as agreed or failure to report in a proper and timely manner as required; and reporting to the Board on all of the preceding.

Financial Asset Management
Executive Director assists the Board in hiring a professional financial asset manager (FAM). The Executive Director acts as the point contact between the FAM, Treasurer and Finance Committee. The Executive Director ensures that reports and updates are submitted and distributed in a timely manner and that any significant developments relating to the Foundation’s investments are promptly brought to the attention of the Treasurer and members of the Finance Committee.

REPRESENTATION
The Executive Director represents and promotes the Foundation’s interests in day-to-day dealings and on-going liaison with representatives of the central government, island governments, local communities, local and international non-governmental organizations, local and international businesses that impact biodiversity or are potential donors to DCNA, multilateral and bilateral international donor agencies, foundations and wealthy individuals who are potential donors to DCNA, local and international scientific and educational institutions/ associations/individuals, and local and international media.

External Co-ordination
The Executive Director promotes DCNA within the international conservation community by attending appropriate venues and wherever possible making presentations. The Executive Director coordinates with other initiatives and government in order to avoid duplication of efforts, achieve greater efficiencies and synergies, access additional potential sources of funding, and raise awareness of any potential negative impacts on biodiversity that could result from proposed initiatives.

FUNDRAISING
The Executive Director collaborates with members of the Board, the Support Group in the Netherlands and others to develop a fundraising strategy for DCNA and for the Trust Fund, researches and identifies potential donors, makes presentations to potential donors, prepares grant applications to potential donors and negotiates the terms of grant agreements with donors, prepares reports to donors and resolves any issues raised by donors, and travels within and outside the Netherlands Antilles for any of the foregoing purposes.

COMMUNICATION
The Executive Director collaborates with members of the Board, the Support Group in the Netherlands and others to develop a communication strategy for DCNA, develops objectives, identifies target audiences, develops key messages and strategies and their implementation for audiences within and outside of the Netherlands Antilles.

HUMAN RESOURCE MANAGEMENT
The Executive Director hires staff of the Foundation based on Board-approved budgets and authorization. The Executive Director is guided at all times in personnel matters such as hiring, dismissal, disciplinary procedures and conflict resolution by the relevant sections of the Operational Manual and Antillean Labour Law.

The Executive Director prepares work-plans for staff, supervises the proper performance of their duties, evaluates and, if necessary, terminates staff.

Outsourcing
Executive Director out sources work to appropriate organisations and individuals and is responsible for developing Terms of Reference and overseeing the efficient and successful execution of the work.

Organisational Management and Development
The Executive Director is responsible for the overall efficient functioning of the DCNA Secretariat and the building of an effective organisation, the development of a dynamic institutional culture, providing leadership and team building as well as ensuring high performance and productivity. It is expected that the Executive Director will set a new standard in non-governmental organisation management culture.
Office Assistant: job description and work contract

Labour Agreement – Arbeidsovereenkomst

Free from any stamps according to article 1613 W of the Civil Code of the Netherlands Antilles

Today, 27th October 2006, Dutch Caribbean Nature Alliance (DCNA), established on St Maarten and head quartered on the island of Bonaire, hereafter referred to as the “Employer”, being represented by its Executive Director, Kalli De Meyer

and

Jacqueline Tsarina Elizé Craane, born 11th June 1980 on Bonaire, known as Elizé Craane, residing on the island of Bonaire, hereafter referred to as “Employee”, have entered into the following labour agreement in accordance with the Civil Code.

Article 1: Position title and description

The Employee’s position with DCNA shall be that of Office Assistant. The official job description accompanies this Labour Agreement. The Office Assistant reports to the Executive Director.

Article 2: Employment

The Employee will start working as Office Assistant on the 1st November 2006. This position is for 40 hours per week and is considered a full time position. Normal working hours are 8.00am to 12.00, 1.00pm to 5.00pm Monday to Friday.

Article 3: Employment duration

The Employee has a probationary period of two months during which time either party can choose to terminate the contract without notice.

Upon completion of the probationary period the contract will be extended to one year i.e. until 31st October 2007.

Thereafter either party can choose to terminate the contract by giving one months’ notice in writing. Where there are no grounds for dismissal, the Employer will then pay the employee an amount equivalent of one month gross salary.

Article 4: Evaluation

Performance evaluations will be conducted annually after the first year of employment no later than the 31st December.

Article 5: Compensation

The Employee will be compensated for her employment with the Employer at the rate of Naf 2.350.00 per month gross payable on the last working day of the month in arrears. Additionally the employee will receive the following benefits:

- Health insurance (SVB)
- 15 vacation days per year with an accrual rate of one additional vacation day every three years up to a maximum of 21 days.

Article 6: Overtime
All overtime must be approved in advance in writing with the Executive Director. In case the Employee is required to work overtime, in consultation with the Executive Director, compensation will be agreed in accordance with the Labour Law. Normal compensation will be time back in lieu for any time worked in excess of two hours per day and this cannot be accumulated and must be taken within two months.

Article 7: Sickness

Should the employee be unable to work due to sickness or industrial injury, the Employer will continue to supplement the reimbursement provided by SVB up to her full salary for a period of no more than twelve months.

This Labour Agreement is subject to the local regime of the Netherlands Antilles.

Signed in duplicate, on 27th October 2006.

The Employee, For the Employer, DCNA

Elizé Craane Kalli De Meyer
Executive Director
JOB DESCRIPTION

Position Name: OFFICE ASSISTANT
Position number: DCNA 2006-001
Implemented on: 1st November 2006
Revised on:

PLACE IN THE ORGANIZATION
Reports to: Executive Director
Subordinates: Cleaning staff

CONTEXT
The position forms part of a non-profit organization registered on St Maarten and headquartered on Bonaire, with up to 4 permanent employees. The organization’s main goal is to support the nature conservation organizations on the 6 island of the Dutch Caribbean with fundraising, promotion, capacity building and education in order to better enable the respective islands to safeguard their unique natural resources. The organization manages an overall budget of about Naf 2,2 million guilders per year.

PURPOSE
Performing secretarial duties within the DCNA office in such a way that optimal support is given to the Executive Director and Project Manager and that optimal communication is achieved between DCNA partners, DCNA funders and relevant organizations on the respective islands.

RESPONSIBILITIES/CORE TASKS

Handling correspondence in such a way that documents are sent out in a correct and timely manner according to established guidelines for external correspondence. This includes:
• Drafting of documents according to general or limited instructions;
• Presenting draft documents, making corrections and presenting (adapted) documents for final approval/signing;
• Applying procedures with regards to the (electronic) saving and filing of correspondence (hard copies) according to established procedures.

Processing internal and external correspondence in such a way they are dealt with in a timely and efficient manner. This includes:
• Opening of mail, checking e-mail and/or faxes; organizing same according to date of receipt and/or order of importance;
• Sending out replies after receiving instruction on how to reply to incoming correspondence;
• Ensuring that mail is actually sent out.

Handling an (electronic) agenda in such a way that an overview exists of appointments and that all staff members are aware of obligations and time schedules. This includes:
• Planning and recording of appointments;
• Making preparations for appointments or meetings.

Answering, screening and transferring calls to the correct person. If within own competence, resolving/handling requests or questions from callers.

Organizing (board) meetings in such a way that all logistical arrangements are made and meetings can proceed effectively and efficiently. This includes:
• Inviting attendees in a timely fashion, distributing agenda and other relevant documents for the meeting;
• Reviewing of possible venues for the meeting to be held, making reservations after approval by Executive Director;
• Taking care of all logistical details on site; including information and material needs, copying, preparing and handing out of materials, collecting documents presented by attendees;
• Resolving practical issues as they arise, both concerning the meeting itself as well all matters surrounding the meetings (lodging, food & beverage arrangements, transfers, flight arrangements etc.);
• Taking notes, drafting minutes and distributing of same after approval by Executive Director.

Organizing travel and reservations in such a way that arrangements are made in a (cost) efficient manner, within established guidelines and according to expected comfort levels. This includes:
• Communicating about travel plans;
• Making travel arrangements with travel agents or through the internet;
• Preparation and handing over of travel documents to persons/organizations in question.

Execution of administrative tasks in such a way that relevant information is available, easy to retrieve and can be handed over in an orderly fashion. This includes:
• Sorting and filing of documents;
• Entering data in spreadsheet or other automated system and performing quick checks for correctness (numerical or alphabetical order, missing documents, adding up of figures to what they are supposed to be);
• Sorting of invoices to be paid, generating cheques or payment instructions to banks for signing by Executive Director, thereby ensuring that invoices are paid in a timely fashion;
• Paying of invoices, either in the office, at banks or at service providers;
• Making manager aware of problems or possible irregularities.

Other:
• Assisting with (statistical) information gathering and data processing;
• Organizing and keeping up to date the office filing system;
• Ensuring that the office is clean, organized and presentable to visitors at all times.

SOCIAL INTERACTION
Determining priorities as far as having documents available in a timely manner and so that appointments made can be met. Drafting of documents, taking notes and writing out minutes in Dutch or English. Gathering information and giving out of same to the general public, sponsored organizations, sponsors and visitors in Papiamentu, Dutch or English.

SPECIAL REQUIREMENTS
Use of office equipment (mainly keyboard).
Having attention to detail and working in a focused manner when processing documents, filing and writing out minutes.

UNFAVOURABLE WORKING CONDITIONS
One sided physical position when typing (about 2 hours per day).
MANDATE: Kalli De Meyer

15th April 2005

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF EMPOWERMENT
DUTCH CARIBBEAN NATURE ALLIANCE FOUNDATION (DCNA)

As the Chair Person of the Dutch Caribbean Nature Alliance Foundation (DCNA), I hereby confirm that Mrs Joan Alison De Meyer Whenman (also known as Mrs Kalli de Meyer), born 15th July 1960 in Dartford, Kent, United Kingdom, and residing at Bara di Karta z/n in Bonaire, Netherlands Antilles is employed as Executive Director of the DCNA.

The Executive Director has the authority to sign all documents and contracts on behalf of the DCNA.

Thank you for your assistance.

Yours faithfully,

Nicole Esteban
Chair Person
Dutch Caribbean Nature Alliance Foundation (DCNA)
MANDATE: Letitia Buth

15th January 2006

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF EMPOWERMENT
DUTCH CARIBBEAN NATURE ALLIANCE FOUNDATION (DCNA)

As the Chair Person of the Dutch Caribbean Nature Alliance Foundation (DCNA), I hereby confirm that Mrs Letitia Buth, Head of the Central Government Department of Nature and the Environment for the Netherlands Antilles, as an alternate Board member of the Dutch Caribbean Nature Alliance, is hereby empowered to represent and act on behalf of our organisation at the upcoming meeting with the European Parliament in Strasbourg on the 17th January 2006. The goal of this meeting is to raise awareness of the importance of biodiversity in the outermost regions of France and the overseas countries and territories of France, UK and the Netherlands.

Furthermore within the context of this meeting and the proposed co-operation between outermost regions of France and the overseas countries and territories, Letitia Buth, has the authority, at her discretion, to sign all documents and contracts for and on behalf of the DCNA which she feels to be in the best interests of DCNA and the conservation organisations of the Dutch Caribbean.

Thank you for your assistance.

Yours faithfully,

Nicole Esteban
Chair Person
Dutch Caribbean Nature Alliance Foundation (DCNA)
MANDATE: Leendert van Driel

9th December 2005

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF EMPOWERMENT
DUTCH CARIBBEAN NATURE ALLIANCE FOUNDATION (DCNA)

As the Chair Person of the Dutch Caribbean Nature Alliance Foundation (DCNA), I hereby confirm that Mr Leendert van Driel, of Dutch nationality and residing at Utrechtsedwarsstraat 11, Amsterdam is a full Board member of the Dutch Caribbean Nature Alliance, a member of the Finance Committee and Chair of the Trust Fund Committee.

As such Mr Leendert van Driel has the authority to sign documents and contracts and to open bank accounts on behalf of the DCNA.

Thank you for your assistance.

Yours faithfully,

Nicole Esteban
Chair Person
Dutch Caribbean Nature Alliance Foundation (DCNA)
# DCNA ACTION PLAN 2006-04-25

**Budget line item**

## FUNDRAISING

<table>
<thead>
<tr>
<th>Action plan 2006</th>
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<tbody>
<tr>
<td><strong>Donor familiarization visits</strong>: none planned at this time.</td>
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<tr>
<td><strong>Project proposals</strong>: funding applications will be submitted to NOAA, NFWF, WWF and AMFO in 2006</td>
</tr>
</tbody>
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## SUPPORT AND NETWORKING

| Networking - exchange of expertise
| Auditing and financial management
<table>
<thead>
<tr>
<th>Capacity building (professionalization)</th>
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<tbody>
<tr>
<td><strong>Networking</strong>: DCNA will facilitate site exchanges between parks in 2006 including Parke Nacional Arikok – STINAPA Bonaire staff exchanges.</td>
</tr>
<tr>
<td><strong>Auditing and financial management</strong>: DCNA will facilitate operational and financial pre audits (or similar). This is a high priority item.</td>
</tr>
<tr>
<td><strong>Capacity building</strong>: An application has already been submitted to AMFO for funding (see project proposals for detailed project plan) Project goal: develop a system and advice model for Foundation professionalization using DCNA and the Parks of the Dutch Caribbean. This is a high priority item.</td>
</tr>
</tbody>
</table>

## INFORMATION CENTRE

| Basic information collection
<table>
<thead>
<tr>
<th>Onsite information development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Basic information collection</strong>: projects are underway (see Project Management) to collect basic information on islands, parks and natural resources.</td>
</tr>
<tr>
<td><strong>Onsite information development</strong>: DCNA will create an information centre and make it available via their website <a href="http://www.DCNAnature.org">www.DCNAnature.org</a> under sections Nature and Conservation including</td>
</tr>
<tr>
<td>- baseline information on each island</td>
</tr>
<tr>
<td>- baseline information on parks</td>
</tr>
<tr>
<td>- on line species database</td>
</tr>
<tr>
<td>- detailed information on ecosystems, threatened and endangered species</td>
</tr>
</tbody>
</table>

## FINANCIAL ASSET MANAGEMENT

| Collect information on asset management
| Liase with other Trust Funds
| Develop TOR for asset management
| Search for financial asset company and financial experts
| Advisory meetings with trust fund experts
<table>
<thead>
<tr>
<th>Financial system analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Asset Management</strong>:</td>
</tr>
<tr>
<td>A Trust Fund Committee has already been established by the Board of DCNA to lead and guide the process of setting up a Trust Fund (see Trust Fund Committee TOR). The Committee is chaired by financial expert Leendert van Driel who will take the lead on all of these items</td>
</tr>
</tbody>
</table>

## MONITORING AND EVALUATION

<table>
<thead>
<tr>
<th>Develop M+E framework (Support Group TA)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Develop M+E framework</strong>: DCNA is seeking support from the Support Group to develop an M+E framework (see Support Group matrix)</td>
</tr>
</tbody>
</table>

## MATERIALS

<table>
<thead>
<tr>
<th>Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material development</td>
</tr>
<tr>
<td>-----------------------</td>
</tr>
<tr>
<td>Glossy brochure development</td>
</tr>
<tr>
<td>Magazine articles, pamphlets, case statement, press kit</td>
</tr>
<tr>
<td>Press releases</td>
</tr>
<tr>
<td>Bylaws, operational manual and board book production</td>
</tr>
<tr>
<td>DCNA newsletter (quarterly)</td>
</tr>
<tr>
<td>DCNA design look and logo</td>
</tr>
<tr>
<td>Development of annual reports (2005)</td>
</tr>
<tr>
<td>DCNA annual reports (2005) production costs</td>
</tr>
<tr>
<td>Production of materials</td>
</tr>
</tbody>
</table>

Two consultants are being hired to assist in the development of attractive and informative materials for DCNA.
Steve Tooze ([see project proposals for detailed project plan](#)) will provide content.
RJ van Oosten ([see project proposals for detailed project plan](#)) will provide graphic design services.

DCNA will continue to develop an internal guiding document (Operational Manual) and Board Book.

These are high priority items.

<table>
<thead>
<tr>
<th>TRAVEL FUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings with patrons</td>
</tr>
<tr>
<td>Support group meeting attendance by DCNA/staff</td>
</tr>
<tr>
<td>DCNA Board member attendance at Board meetings</td>
</tr>
<tr>
<td>DCNA staff attendance at Board meetings</td>
</tr>
</tbody>
</table>

Meeting with Patrons/Support Group: have been allocated to meet with Patrons and Support Group although no trips have been planned to date.

DCNA Board meetings: funds will cover the costs of DCNA staff and Board member attendance at Board meetings. DCNA’s next Board meeting will be held in May 2006 on Curaçao. A second meeting will be held in October/November 2006.

<table>
<thead>
<tr>
<th>PROJECT MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turtle Outreach</td>
</tr>
<tr>
<td>Management plans, case studies</td>
</tr>
<tr>
<td>Invasive species</td>
</tr>
<tr>
<td>Standardized monitoring protocols</td>
</tr>
<tr>
<td>Economic valuations</td>
</tr>
<tr>
<td>Turtle tagging and tracking</td>
</tr>
<tr>
<td>PR campaign to support management organisations</td>
</tr>
<tr>
<td>School programme</td>
</tr>
<tr>
<td>Measuring management success</td>
</tr>
</tbody>
</table>

Turtle outreach: project will be completed early in 2006. See website for full project details: [http://www.dcnanature.org/activities/project5.html](http://www.dcnanature.org/activities/project5.html)

Management plans: projects are underway on Saba and Bonaire. The stakeholder input into the management plan on Bonaire will be facilitated by DCNA.

Invasive species: St Eustatia Parks have a project underway to look at the impacts of an invasive vine *Coralita* sp with the assistance of Dr Pieter Ketner.

Standardized monitoring protocols: are being developed by a consultant, Kenny Buchan, for the Marine Parks of the Dutch Caribbean and will be completed by the mid year.

Turtle tagging: projects are underway on St Eustatius and St Maarten to tag nesting turtles in order to determine their range state. Consultant on the project is Dr Robert van Dam. Three more turtles will be tagged on St Eustatius, St Maarten, tracked and their range state determined. The report of phase one will be finalized and made available via the website and WIDECAST.

Measuring Management Success: will finalize Land and Marine Park Mini Reports in Jan/Feb 2006 and conduct two more data collections. Report of phase one will be finalized and sent for possible journal publication. ([see project proposal for detailed project plan](#))
**Baseline information:** Three projects are underway
1. Baseline data collection Aruba, Bonaire, Curacao
2. Baseline data collection Saba St Eustatius, St Maarten
3. Species database
(see project proposals for detailed project plan)

<table>
<thead>
<tr>
<th>COMMUNICATION, REPRESENTATION, PROMOTION</th>
<th>Communication strategy: will be finalized and implemented in 2006 (see draft communication strategy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of communication strategy with partners</td>
<td></td>
</tr>
<tr>
<td>Island level (5 islands/6 days)</td>
<td></td>
</tr>
<tr>
<td>Curacao - Central Government (6 trips)</td>
<td></td>
</tr>
<tr>
<td>Dutch Government, public, conservation organisations</td>
<td></td>
</tr>
<tr>
<td>Promotion of DCNA on the international arena</td>
<td></td>
</tr>
<tr>
<td>Island level/Central Government, Netherlands: DCNA will visit and give presentations on each island, will liaise with MINA (Central Government Department of Nature and the Environment) and will give presentations in the Netherlands</td>
<td></td>
</tr>
<tr>
<td>Promotion: consultant Steve Tooze will plan and execute a media campaign, build a database of media contacts and train DCAN staff in media relations during the first half of 2006 (see project proposals for detailed project plan)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WEBSITE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domain name registration and activation</td>
</tr>
<tr>
<td>Website hosting</td>
</tr>
<tr>
<td>Website maintenance</td>
</tr>
<tr>
<td>Secure site construction for database</td>
</tr>
<tr>
<td>DCNA will have the website hosted by CuraNet, Curacao and will contract other service providers for media services (promotion of the website and media releases). Website will be updated monthly (or more)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
</tr>
<tr>
<td>Office Manager</td>
</tr>
<tr>
<td>Communication officer</td>
</tr>
<tr>
<td>Project officer</td>
</tr>
<tr>
<td>Pension</td>
</tr>
<tr>
<td>Wage tax, AOV, AVBZ, Health insurance</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>DCNA will increase its staffing level from two to four full time personnel in 2006. Job descriptions to be developed for Communication Officer and Project Officer.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTSOURCING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting services</td>
</tr>
<tr>
<td>Auditing services</td>
</tr>
<tr>
<td>DCNA will continue to outsource accounting and auditing</td>
</tr>
<tr>
<td>Other professional services (e.g. automation)</td>
</tr>
<tr>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>OFFICE OVERHEADS</td>
</tr>
<tr>
<td>Rent</td>
</tr>
<tr>
<td>Telephone (fixed phone/cell phone)</td>
</tr>
<tr>
<td>WEB (electricity/water)</td>
</tr>
<tr>
<td>Internet (dialup/wireless)</td>
</tr>
<tr>
<td>Maintenance</td>
</tr>
<tr>
<td>Office supplies</td>
</tr>
<tr>
<td>Transportation</td>
</tr>
<tr>
<td>Postage/FedEx</td>
</tr>
</tbody>
</table>

Office overheads cover costs of running of a small office at Kaya Grandi #20, Bonaire. See website: http://www.dcnanature.org/contact/index.html
## Output Caribbean Nature Alliance
### Proposed Action Plan and Budget 2006

<table>
<thead>
<tr>
<th>Activity</th>
<th>Sub-total</th>
<th>Total</th>
<th>Sub-total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$</td>
<td>US$</td>
<td></td>
<td>US$</td>
<td>Euro</td>
</tr>
<tr>
<td><strong>1. PARCS (Funding swaps)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nature Foundation St Maarten</td>
<td></td>
<td></td>
<td>90,000</td>
<td></td>
</tr>
<tr>
<td>Sabal Conservation Foundation</td>
<td></td>
<td></td>
<td>85,000</td>
<td></td>
</tr>
<tr>
<td>STENAPA Staats</td>
<td></td>
<td></td>
<td>105,000</td>
<td></td>
</tr>
<tr>
<td>CARMABI Curacoa</td>
<td></td>
<td></td>
<td>115,000</td>
<td></td>
</tr>
<tr>
<td>STINAPA Bonaire</td>
<td></td>
<td></td>
<td>180,000</td>
<td></td>
</tr>
<tr>
<td>Fundación Parque Nacional Aruba, Aruba</td>
<td></td>
<td></td>
<td>5,000</td>
<td></td>
</tr>
</tbody>
</table>

### INTERISLAND PROJECTS
#### CAPACITY BUILDING + INSTITUTIONAL DEVELOPMENT

**Fundraising**
- Donor familiarisation visits: 5,000
- Project proposals: NOAA, AMFO, WWF: 0

**Support and Networking**
- Networking - exchange of expertise: 10,000
- Project proposals: NOAA, AMFO, WWF: 0
- Auditing and financial management: 30,000
- Capacity building (professionalization): 30,000

**Information Centre**
- Basic information collection (3 months at $25/hr): 0
- Online information development (6 months at $25/hr): 0

**Financial Asset Management (Trust Fund)**
- Collect information on asset management: 0
- Liaise with other Trust Funds: 10,000
- Develop TOR for asset management: 0
- Search for financial asset company and financial experts: 6,000
- Advisory meetings with trust fund experts: 10,000
- Financial system analysis: 3,000

**Monitoring and Evaluation**
- Develop M&E framework (Support Group TA): 10,000

**Materials**
- Material development: 10,000
- Glossy brochure development: 5,000
- Magazine articles, pamphlets, case statement, press kit: 20,000
- Press releases: 1,200
- Bylaws, operational manual and board book production: 250
- DCNA newsletter (quarterly): 3,500
- DCNA design look and logo: 1,000
- Development of annual reports (2005): 2,000
- DCNA annual reports (2005) production costs: 7,000
- Production of materials: 5,000

**Travel Funds**
- Meetings with patrons: 1,600
- Support group meeting attendance by DCNA/staff: 6,000
- DCNA Board member attendance at Board meetings: 13,800
- DCNA staff attendance at Board meetings: 5,500

**Biodiversity Conservation**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Sub-total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>Turtle Outreach</td>
<td>0</td>
</tr>
<tr>
<td>1</td>
<td>Management plans, case studies</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>Invasive species</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>Standardized monitoring protocols</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td>Economic valuations</td>
<td>0</td>
</tr>
<tr>
<td>5</td>
<td>Turtle tagging and tracking</td>
<td>17,000</td>
</tr>
<tr>
<td>6</td>
<td>PR campaign in support of management organisations</td>
<td>0</td>
</tr>
<tr>
<td>7</td>
<td>School programme</td>
<td>0</td>
</tr>
<tr>
<td>8</td>
<td>Measuring management success</td>
<td>0</td>
</tr>
<tr>
<td>9</td>
<td>Baseline information on nature, parks, organisations</td>
<td>25,000</td>
</tr>
<tr>
<td></td>
<td>Contingency</td>
<td>3,960</td>
</tr>
</tbody>
</table>

**Total Interisland Projects**
- 170,000

**Promotion - Representation - Outreach (Communication)**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Sub-total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development of communication strategy with partners</strong></td>
<td>3,500</td>
<td></td>
</tr>
<tr>
<td><strong>Island level (5 staff=5 days)</strong></td>
<td>10,500</td>
<td></td>
</tr>
</tbody>
</table>
07. Trust Fund

Trust Fund: division of revenues (verdeelsluiting)

ORIGINAL division of funds approved by the Board of DCNA

- Figures are taken directly from the Trust Fund study

<table>
<thead>
<tr>
<th>Island</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonaire</td>
<td>21.4</td>
</tr>
<tr>
<td>Curaçao</td>
<td>21.4</td>
</tr>
<tr>
<td>Saba</td>
<td>17.3</td>
</tr>
<tr>
<td>Statia</td>
<td>17.3</td>
</tr>
<tr>
<td>SXM</td>
<td>11.3</td>
</tr>
<tr>
<td>DCNA</td>
<td>11.3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100.0</td>
</tr>
</tbody>
</table>

NEW division of funds including Aruba

- DCNA allocation increased from 5 to 6 islands
- Aruba’s allocation is 65% of total allocation for the island (cf St Maarten)

<table>
<thead>
<tr>
<th>Island</th>
<th>Original</th>
<th>Adjusted to 100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aruba</td>
<td>13.9</td>
<td>12.0</td>
</tr>
<tr>
<td>Bonaire</td>
<td>21.4</td>
<td>18.4</td>
</tr>
<tr>
<td>Curaçao</td>
<td>21.4</td>
<td>18.4</td>
</tr>
<tr>
<td>Saba</td>
<td>17.3</td>
<td>14.9</td>
</tr>
<tr>
<td>Statia</td>
<td>17.3</td>
<td>14.9</td>
</tr>
<tr>
<td>SXM</td>
<td>11.3</td>
<td>9.7</td>
</tr>
<tr>
<td>DCNA</td>
<td>13.6</td>
<td>11.7</td>
</tr>
<tr>
<td>TOTAL</td>
<td>116.2</td>
<td>100</td>
</tr>
</tbody>
</table>
09. Project management

DCNA PROJECTS: OVERVIEW
This section was last updated April 2006

Project management training

| Rationale: | One of the most immediate needs identified in 2005 was that of providing standardized training in project management. Since most projects are run remotely it is essential that DCNA has a standard language and way of managing its projects. DCNA is also keen to ensure that projects are managed and run in the most effective and cost efficient way. |
| Goal: | To provide the parks with a standardized, streamlined and efficient system to manage and oversee projects. Training is based on the industry standard Prince2 (Projects in Controlled Environments) project management system which has been modified and adapted to suit the needs of DCNA. |
| Lead: | Kalli De Meyer |
| Contractor: | Galan Group: Robbert Kroon |
| Status: | A two day training workshop was held on Curaçao in September 2005 to introduce participants to the concepts behind project management. Galan Group’s Robbert Kroon will be working with the Park management organizations and with DCNA staff for six months to help them apply this new project management system to their projects. |
| Funder: | AMFO |

Baseline information on island and parks

| Rationale: | Background information on the protected areas and protected area management organizations needs to be available and will be used on the website, in outreach and other publication and can be said to increase the credibility of DCNA in the wider world. This project aims to consolidate existing information and to provide it in a standardized, easy to use format. |
| Goal: | To collect and collate information on terrestrial and marine ecosystems, species and protected areas of Aruba, Bonaire, Curaçao, St Maarten, Saba and St Eustatius as well as conservation management organizations in a standard, easy to access format. |
| Islands: | Aruba, Bonaire, Curaçao, Saba, St Eustatius, St Maarten |
| Lead: | Kalli De Meyer |
| Contractor: | Joanne White MSc |
| Status: | Detailed information has been collected each of the Windward Islands and half of the information has been prepared for the Leeward Islands. Some of it is already available on the DCNA website. It has been used to produce Fact Sheets on each island for promotional purposes. The project is scheduled for completion during the first half of 2006 |
| Funder: | DCNA |

Species Database for the Dutch Caribbean

| Rationale: | In order to build a strong case in support of the protected areas of the Dutch Caribbean and to increase their profile and credibility, it is necessary to establish their biological conservation value. The information will be made available to the widest possible audience including the parks staff themselves, |
scientists and conservationists as well as visiting tourists.

Goal: This project aims to consolidate the existing information on the biodiversity (particularly the species richness along with the number of threatened, endangered, endemic and keystone species) of the islands into an easy to use database.

Islands: Aruba, Bonaire, Curacao, Saba, St Eustatius, St Maarten

Lead: Kalli De Meyer

Contractor: Alice Ramsay MSc

Status: The first phase of data collection has been completed with high quality lists obtained covering the terrestrial flora of the windward islands and Aruba as well as the marine fauna of the leeward islands. A skeleton FileMaker database has been build to accommodate the information. This needs to be completed, tested and the species lists then need to be imported into the database. Once this has been done the next phase of the project will include data verification and trying to fill any obvious gaps in the dataset. The database will then be made publicly available via the DCNA website for which DCNA will have to purchase extra server space and a copy of FileMaker Server which will allow multiple controllable access to the data.

Funder: DCNA

Turtle outreach

Rationale: DCNA designed and funded a turtle outreach project which was run simultaneously on Saba, St. Maarten, St Eustatius and Bonaire and implemented by local Education Outreach officers. This project is based on the enormously successful RARE Pride Programme which has been run throughout the Caribbean and Pacific islands using an endemic bird, to engender national pride in nature and the environment. Here the programme has been adapted to a marine context using turtles as the flagship species. On Curacao turtle outreach materials were printed and a radio programme ‘Redu Mondi’ designed and aired.

Goal: Increase awareness of sea turtles and sea turtle conservation amongst local communities in order to build pride in locally endangered species.

Lead: Kalli De Meyer

Islands: Saba, St Eustatius, St Maarten, Bonaire, Curacao

Counterparts: Dominique Vissenberg (St Maarten Nature Foundation) 
Debby Wauben / Crisanta Martha (STINAPA Bonaire) 
Leon Pors (CARMABI Curacao)

Status: The project was completed in December 2006. As a direct result of this project an Education Officer is now working full time for the Windward island Parks. Both on the Windward islands and on Bonaire the project was tremendously successful and generated considerable interest within local communities. A variety of beautiful materials were produced including stickers, badges, posters and jingles on all islands. Final project reporting is due in April 2006

Weblink: http://www.dcnanature.org/activities/project5.html

Funder: Truus and Gerrit van Riemst djik Foundation

Management plans

Rationale: The Protected Area management organisations have been required (by Island Ordinance, through policy plans their legal mandate) to produce a Management Plan for the Protected Areas in their care. Not all parks currently have a Management Plan and for those that do, these are typically out of date. Management plans are an essential planning tool for all protected areas which allow them to make strategic and effective use of their limited resource.
**Goal:** Develop or update Management Plans for all the protected areas in the Dutch Caribbean (except the Washington Slagbaai National Park) to address operational needs and economic sustainability of the management organization.

**Islands:** Bonaire, Curaçao, Saba, St Eustatius, St Maarten

**Lead:** Nicole Esteban

**Contractor:** Duncan MacRae (for Bonaire National Marine Park)  
Jan Blok (under negotiation with STENAPA, St Eustatius)

**Status:** Bonaire National Marine Park has contracted Duncan MacRae to write a management plan for the park with funding from WWF NL. DCNA wrote the draft project proposal and TOR between Duncan MacRae and STINAPA Bonaire as well as drafting the Management Plan outline and reviewing content.

---

### Invasive species

**Rationale:** No project outline developed

**Lead:** Woti Bakhuis

**Status:** St Eustatius initiated a year long programme in November 2005 headed by Dr Pieter Kettner to investigate Coralita and to determine control mechanisms for this invasive species. This is funded by AMFO.

---

### Standardized monitoring protocols

**Rationale:** Monitoring of the natural and cultural resources plays a crucial role in evaluating the effectiveness of protected areas and is an important tool for improving the principles of reserve design and management. For this reason monitoring protocols should be developed for both terrestrial and marine ecosystems using standard biophysical and socio-economic criteria so that a regional picture of the state of the resources and user perceptions of them can be built.

**Goal:** Phase 1: Gather and review information on the monitoring methods currently being employed by the marine parks in the Dutch Caribbean and make recommendations for a standardized system of monitoring for all parks based on current best practices and park resources and needs

**Islands:** Aruba, Bonaire, Curaçao, Saba, St Eustatius, St Maarten

**Lead:** David Kooistra for Saba Conservation Foundation

**Contractor:** Dr Kenneth Buchan

**Status:** Phase 1 of the project is underway and scheduled for completion in the first half of 2006.

---

### Economic valuations

**Rationale:** No project outline developed

**Lead:** Elsmarie Beukenboom

**Status:** No progress to date.

---

### Turtle tracking

**Rationale:** Throughout their life cycle, marine turtles live in a variety of habitats encompassing several different nations or territories. Adult turtles typically make long-range migrations between breeding and foraging grounds, presenting great challenges to conservation efforts. Understanding the extent of breeding turtle migration is critical for the identification and protection of foraging grounds and migratory pathways within the Dutch Caribbean and beyond.
Goal: The goal of this project is to learn the geographical range of marine turtles which breed on islands of the Dutch Caribbean using advanced satellite telemetry techniques. Satellite transmitters will be attached to a total of five breeding sea turtles on the windward islands of St Eustatius and St Maarten. This satellite tracking work is used to engage the public in turtle conservation issues by showcasing the turtles’ migratory behaviour, and to build local capabilities for performing advanced sea turtle conservation projects.

Islands: St Eustatius, St Maarten

Lead: Kalli De Meyer

Contractor: Dr Robert van Dam

Status: Project was completed in September 2005. On St Eustatius a huge green female turtle named “Miss Shellie” was tagged followed by a female hawksbill “Archy” on St Maarten in September 2005. Miss Shellie was particularly important as, despite travelling thousands of miles she never left the island of St Eustatius thereby throwing into confusion widely held views on turtle migration. The project will be continued (and possibly expanded) in 2006.

Weblink: http://www.seaturtle.org/tracking/?project_id=97
http://www.dcnanature.org/activities/project6.html

Funder: DCNA

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**PR campaign**

**Rationale:** Protected area management organisations are frequently not well regarded on their own islands and their work protecting nature is often not highly valued. This would seem to indicate that better results might be obtained if adequate information concerning the importance and need for nature conservation and the roles, missions and visions of relevant management organisations were better known. Park management organisations therefore wish to find ways to improve their profile on island and to take better advantage of positive public relations opportunities.

**Goal:** Improve the image of protected area management organisations locally

**Islands:** Aruba, Bonaire, Curaçao, Saba, St Eustatius, St Maarten

**Lead:** Andy Caballero

**Status:** Project outline needed to be refined.

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**School programme**

**Rationale:** Currently, environmental education and/or nature education is not part of the official school curricula, although the newly adopted foundation based curriculum framework offers better opportunities for inclusion of these much-needed educational elements. Several organizations offer educational programs on a more or less structural basis, and some of these organizations are even subsidized by Island governments or outside financial parties. All of these programs, however, offer environmental education in a “simple”, non-confrontational manner, avoiding complicated socio-economic questions. Although most of these programs aim to infuse information with the hope on more “sustainable behaviour” later on in the children’s lives, no evaluations of effectiveness exist.

**Goal:** The project aims to develop and implement a standardized educational program focusing on "sustainable development" on all islands.

**Islands:** Bonaire, Curaçao, Saba, St Eustatius, St Maarten

**Lead:** Woti Bakhuis

**Status:** The project outline needs to be presented to the Board for evaluation.
### Measuring management success

<table>
<thead>
<tr>
<th>Rationale:</th>
<th>The need for adaptive management and accountability are being recognised as critical components of successful management and fund raising strategies. DCNA is acutely aware of the need for Dutch Caribbean Protected Areas to be able to demonstrate their management success to donors and the community at large.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal:</td>
<td>Phase I developed a data collection framework, questionnaires, help sheets and basic data analysis tools. Whilst preliminary data were collected, no complete data sets exist for the protected areas and the methodology still needs to be reviewed and refined. Phase 2: Provide processed baseline data on each of the Parks of the Dutch Caribbean, including both context and operational management and finalize the process for capturing and analysing data on an ongoing basis.</td>
</tr>
<tr>
<td>Islands:</td>
<td>Aruba, Bonaire, Curaçao, Saba, St Eustatius, St Maarten</td>
</tr>
<tr>
<td>Lead:</td>
<td>Kalli De Meyer</td>
</tr>
<tr>
<td>Contractor:</td>
<td>Duncan MacRae MSc</td>
</tr>
<tr>
<td>Status:</td>
<td>Phase 1 of the project was successfully completed January - June 2005 including the first round of data collection and data compilation. This resulted in a draft first report and mini reports for each of the island’s protected areas. During phase two of the projects the mini reports were refined, based on feedback from the Parks themselves. They will be made available on the DCNA website by May 2006.</td>
</tr>
</tbody>
</table>
| Funder:                    | Phase 1: Central Government Department of Nature and Environment  
Phase 2: DCNA |
11. Other

IUCN Protected Area Management Categories

[For further information see: http://www.unep-wcmc.org/protected_areas/categories/eng/index.html~main]

CATEGORY Ia: Strict Nature Reserve: protected area managed mainly for science

Definition Area of land and/or sea possessing some outstanding or representative ecosystems, geological or physiological features and/or species, available primarily for scientific research and/or environmental monitoring.

CATEGORY Ib: Wilderness Area: protected area managed mainly for wilderness protection

Definition Large area of unmodified or slightly modified land, and/or sea, retaining its natural character and influence, without permanent or significant habitation, which is protected and managed so as to preserve its natural condition.

CATEGORY II: National Park: protected area managed mainly for ecosystem protection and recreation

Definition Natural area of land and/or sea, designated to (a) protect the ecological integrity of one or more ecosystems for present and future generations, (b) exclude exploitation or occupation inimical to the purposes of designation of the area and (c) provide a foundation for spiritual, scientific, educational, recreational and visitor opportunities, all of which must be environmentally and culturally compatible.

CATEGORY III: Natural Monument: protected area managed mainly for conservation of specific natural features

Definition Area containing one, or more, specific natural or natural/cultural feature which is of outstanding or unique value because of its inherent rarity, representative or aesthetic qualities or cultural significance.

CATEGORY IV: Habitat/Species Management Area: protected area managed mainly for conservation through management intervention

Definition Area of land and/or sea subject to active intervention for management purposes so as to ensure the maintenance of habitats and/or to meet the requirements of specific species.

CATEGORY V: Protected Landscape/Seascape: protected area managed mainly for landscape/seascape conservation and recreation

Definition Area of land, with coast and sea as appropriate, where the interaction of people and nature over time has produced an area of distinct character with significant aesthetic, ecological and/or cultural value, and often with high biological diversity. Safeguarding the integrity of this traditional interaction is vital to the protection, maintenance and evolution of such an area.

CATEGORY VI: Managed Resource Protected Area: protected area managed mainly for the sustainable use of natural ecosystems

Definition Area containing predominantly unmodified natural systems, managed to ensure long term protection and maintenance of biological diversity, while providing at the same time a sustainable flow of natural products and services to meet community needs.