



EVALUATION STRATEGIC PLAN 2004-2006

November 2006

Executive Summary

The past three years have seen monumental achievements for STINAPA. We have gone from being a partially subsidized foundation to being almost totally self-supporting. As seen in the following report, we still have more work to do, but our goals are well within reach.

We have successfully adhered to our mission by addressing nine (9) areas each with different actions. We were able to add staff to fill key positions and make headway in fulfilling our strategic plan of the past 3 years. Our greatest successes have been in the areas of law enforcement, public relations and communications as outlined in the report.

We still need to concentrate more in the areas of infrastructure and nature management. In regard to infrastructure, by relocating our offices to a more visible location, we would be more accessible and help us to bring our message closer to the public.

One of the most important areas of our accomplishments has been the investment in Human Resources. Our team, from top to bottom is dedicated to meeting the challenges we face and are performing well.

The following Strategic Evaluation serves not only a report on STINAPA's progress to date; it also becomes a benchmark to set the bar even higher for the next period. We committed to fulfilling our goals and also establishing new programs for our team so that Bonaire will always be protected and the island will remain the haven its people and visitors have come to expect.

Appendix: Strategic Plan 2004-2006

The foundation

STINAPA Bonaire is the non profit foundation that manages the Bonaire National Marine Park and the Washington Slagbaai National Park for the island government of Bonaire.

The mission of the foundation is the conservation of Bonaire's natural and historical heritage through the sustainable use of its resources.

The goals are:

1. The protection, conservation and restoration of the natural resources of Bonaire for future generations;
2. To ensure that the conservation of natural resources is given the highest priority in all public decision making processes;
3. To ensure that the residents and visitors of Bonaire receive high-quality information and education about the protection of the natural environment;
4. To ensure that the natural and historical resources of Bonaire are used in a sustainable manner.

The foundation is managed by a management team which consists of the Managing Director, the Manager of the Bonaire National Marine Park, the Manager of the Washington Slagbaai National Park, the Nature Environment Education Coordinator, the Accounting Manager and the Communication Coordinator.

The board of directors of STINAPA Bonaire provided the Strategic Plan 2004-2006 as support to the management team, and to ensure that they are working towards realization of the goals of the foundation. The managing director guides and supervises the management team so that the actions of the strategic plan are followed.

At the close of the year each member evaluates the work accomplished according to the plan they created at the start of the year.

The results of the evaluation are the basis for the yearly performance evaluation of each management team member.

EVALUATION OF THE STINAPA STRATEGIC PLAN ACTIONS

The objectives, needs and the actions of the foundation were stated in the strategic plan 2004-2006. Also stated were the conditions or considerations that needed to be taken into account, and the rationale for the objectives.

The strategic plan consisted of nine (9) areas and each area called for different actions based on needs.

The strategic plan was a living document used through out the past three years (3) by the members of the management team to make the yearly plan and budget. It served as a tool for management and a guide in planning.

After evaluating the accomplishment of the actions of the strategic plan, achievement was determined to be as follows:

1. Human resources	90%
2. Equipment	66%
3. Infrastructure	46%
4. Law enforcement	96%
5. Nature management	56%
6. Education	80%
7. Public relations and communication	96%
8. Finance	94%
9. Relationship with stakeholders	79%

The total percentage of achievement was 78%. The actions for law enforcement, public relations and communications were 96% attained.

The Nature Ordinance has been written and approved by the government and is awaiting approval of the Island Council.

10 employees of the foundation have been sworn in as 'extra ordinary police officers' and a total of 12 citations have already been written.

We are part of the environment police group installed in 2006 working in cooperation with the island police corps, the government security officers and the environmental police.

With more presence in the press and by giving out more information and explanation on our projects the public has better understanding of our actions. The bad image that the public had on the foundation is slowly changing into understanding of nature conservation. The communication campaign to start next year should improve the image of the foundation even further.

A Communication Coordinator was hired: A Communication Strategy has been developed and a Communication Plan has been written. The execution of the plan is in full swing and an island wide communication campaign is ready to start next year. All the brochures have been redesigned.

The areas where we have achieved the least are in infrastructure 46% and in nature management 56%.

Lack of manpower and funds are the reasons why the achievements in infrastructure and nature management were so low.

Additionally, we are still waiting for the government's reply to our request for a piece of property to relocate the STINAPA headquarters to town.

The achievements of the financial actions are to be applauded; after more than 5 years of negotiations finally all parties agreed upon raising the dive fee and charging all users to the Marine Park. The law passed on March 31 2005. Financial sustainability has not been reached as yet since it is a new regulation for non-divers to also pay for entry to the Marine Park. SCUBA divers have been paying since 1991. We decided that we will give it one year to let the information spread through all the channels and by the end of 2006 to start enforcing the new part of law.

The subsidies received over the past three years from: WWF NL, AMFO, Baum Foundation, CORAL Reef Alliance, Aliansa Naturalesa Bonaire, Stichting DOEN, MINA, NGO Plataforma Bonaire, PBCF, Support Bonaire, PCL and private donors assisted us in achieving our projects.

The education unit continues with its vision; to provide Bonaire's educators with tools to give better education on nature and environment in the schools. In the strategic plan 80% of the actions were achieved.

The school teachers of the new school system, 'enseñansa pa fundeshi' are using the school materials provided by us with more regularity now, as 'nature and environment' have become part of the officially adopted school curriculum. We have improved communication with the government education department, resulting in a better school program for the students.

The snorkel program, 'Turtuganan di Boneiru' was restructured; one theory lesson was added to each week of this five weeks program in addition to the weekly snorkel lessons. This contributed to an increased awareness of marine environment by the participating elementary school children.

Also the new project of 'Junior Ranger', in participation with Stichting Project and Jong Bonaire, was an innovative idea used to get teenagers involved with marine environment protection.

Although we did not achieve all the actions in Human Resources, it is important to note that we now have a team of employees who are passionate about nature protection.

By the closing of this year all employees who have the title of Assistant Ranger will be promoted to Ranger. With exception of one who was hired this year.

The achievements of the three years of this strategic plan were possible due to the dedication and commitment of the rangers, the management team members and the board of directors.

On the following pages are the descriptions of the actions achieved, as well as more information on what was not achieved and why not.

List of acronyms and words in other languages:

BNMP	Bonaire National Marine Park
WSNP	Washington Slagbaai National Park
SSV	Servisio di Seguridat i Vigilansia (government security unit)
AMFO	Antiliaanse Mede Financiering Organisatie (Antillean funding agency)
USONA	Uitvoeringsorganisatie Stichting Ontwikkeling N.A. (Antillean funding agency)
FORMA	Fundashon Formashon pa Mayan (NGO for adult education)
NGO Plataforma Bonaire	
SGB	Scholen Gemeenschap Bonaire (Local high school)
Jong Bonaire	After school center for teenagers
Polis Ambiental	Environmental Police
Enseñansa pa fundeshi	New school system for elementary school
WWF NL	World Wildlife fund Netherlands
WWF NL/AVGN	Small grant fund of WWF NL
Stichting DOEN	Dutch funding agency
PBCF	Prins Bernhard Culture Fonds (Antillean funding agency)
PCL	Postcode Lotterij (Dutch funding agency)
MINA	Milieu en Natuur (Antillean funding agency)
Stichting Project	Foundation to (re) educate drop outs

RESULT: PERCENTAGE OF ACHIEVEMENT IS 78%

	ACTIONS	% OF ACCOMPLISHMENT	WHAT IS NOT DONE AND WHY NOT:
HUMAN RESOURCES	<ul style="list-style-type: none"> Have achieved optimal staffing: STINAPA Unit, 5 staff members; BNMP Unit, 10 staff members; WSNP Unit, 10 staff members; Education Unit, 2 staff members. 	100% 70% 70% 100%	We could not hiring more staff since actual income could not be predicted: The raising of the fee only became effective in March 2005 and we could not predict very well how it would be accepted by the stakeholders.
	<ul style="list-style-type: none"> Have finished the Ranger Training Manual. 	100%	
	<ul style="list-style-type: none"> Have participated in trainings. 	90% (rangers)	There was not much training for the higher level employees offered on Bonaire.
	<ul style="list-style-type: none"> Employees hired have love and passion for nature protection. 	100%	
		% of accomplishment: 90%	
EQUIPMENT	<ul style="list-style-type: none"> Have all units equipped with adequate equipment: 		
	Office equipment;	85%	The furniture in foyer of the STINAPA headquarter still needs to be upgraded and the Communication Coordinator's chair to be replaced.
	Research and monitoring;	20%	BNMP: had some equipment already and bought some others for monitoring purposes. Since we did not reach the optimal staffing in this unit yet we are not doing all the monitoring that needs to be done. We have decided to leave research to the visiting scientists. WSNP: Since the law did not change yet to use the income of the MP for the WP also, we did not have the financial resources to purchase equipment for monitoring. Besides, we did not reach the optimal staffing in this unit yet.
	Equipment for road maintenance for the WSNP;		We decided that we would be better off to rent equipment to fix the roads rather than to own the equipment.
	Equipment for park maintenance for the WSNP;	100%	
Evaluation Strategic Plan STINAPA Bonaire 2004-2006	Vehicles for patrolling the Marine Park;	80%	We have changed the cars as per the schedule we agreed on. One of the inflatable boats broke and this was not expected nor budgeted for.
	Vehicles for maintenance of the WSNP;	0%	The WSNP is scheduled to have a new car in 2007.
	Communication devices;	80%	The repeater that is needed in the WSNP for

			better reception was not purchased due to high cost. We did not find a sponsor and we had other priorities. The BNMP boats have radios and the radios in the cars were serviced as well as a new receiver antenna place at the head office.
	Equipment for maintenance of the buildings.	100%	
		% of accomplishment: 66%	
INFRASTRUCTURE	<ul style="list-style-type: none"> Have established a committee to plan and to make the feasibility study for a STINAPA Visitor's Center in town 	50%	The committee has been established and submitted a request to the government for the lease of land. To date the land has not been secured for us.
	<ul style="list-style-type: none"> Infrastructure for the WSNP: 		
	New roads to new historical or cultural points;	0%	Due to lack of funding.
	Fencing the Slagbaai area;	50%	5 km remains unfinished due to lack of funding.
	Build a locker room;	100%	
	Construct a building to accommodate scientists/volunteers;	100%	
	Rent the buildings of Slagbaai to a third party;	30%	No board decision on this yet.
	Negotiate transfer of ownership of Slagbaai;	20%	In progress.
	Renovate the roads.	15%	The grant requested from AMFO was denied. Grant possibilities from USONA: the budget for the island of Bonaire for 2006/2007 is already committed.
	<ul style="list-style-type: none"> Infrastructure for the BNMP: 		
	Have established a committee to plan and make the feasibility plan for a marine research center with accommodation for researchers.		We decided that it is better to leave this up to private investors.
		% of accomplishment: 46%	
LAW ENFORCEMENT	<ul style="list-style-type: none"> Have personnel with commitment to law enforcement. 	100%	
	<ul style="list-style-type: none"> Have an Environment Police Corps established in cooperation with, SSV, Police, Polis Ambiental and us. 	100%	
	<ul style="list-style-type: none"> Have achieved Extraordinary Police Powers. 	100%	
	<ul style="list-style-type: none"> Have finalized the Nature Ordinance. 	100%	
	<ul style="list-style-type: none"> Have presented the management plans of the parks to the government for approval. 	80%	The management plan of the BNMP is written and has been sent to experts to give critique on it. The management plan of Lac is still in draft

			format.
		% of accomplishment: 96%	
NATURE MANAGEMENT	<ul style="list-style-type: none"> WSNP: 		
	Have finalized the management plan;	100%	
	Start implementation of the management plan;	100%	
	Have monitoring protocols in place;		This is scheduled to start 2007/2008 according to the management plan.
	Have removed the grazers from Slagbaai.	25%	The fence is not fully closed off.
	<ul style="list-style-type: none"> BNMP: 		
	Have finalized the management plans of Lac, Klein B, and the Marine Park;	80%	Management Plan of Lac is in draft form and needs to be finalized.
	Start implementation of the management plans;	40%	Although the management plan of Lac is in draft form we have started implementing several recommendations as called for in the plan.
	Introduced fish protected areas;	80%	We are awaiting the introduction of the legislation to proceed.
	Have participated in the progress of the waste water treatment project;	90%	Participated fully but is still in progress.
	Have participated in the lobby work for the financing of a tertiary treatment to the sewage project;	100%	
	Have lobbied with hotels to participate in a sort of 'Green Hotel' program;	0%	Lack of personnel to work on this.
	Have introduced the Coastal Development Guidelines;	0%	Lack of personnel to work on this.
	Have been participating in the efforts to get the Marine Park on the World Heritage list.	100%	The progress is slow since Venezuela did not commit yet.
		% of accomplishment: 56%	
EDUCATION	<ul style="list-style-type: none"> Have the school teachers use the education materials with more regularity now that Nature has become a subject on the curriculum in the new school system. 	100%	
	<ul style="list-style-type: none"> Have SGB students participate in education programs. 	20%	We used "the side door" by going through Jong Bonaire and Stichting Project.
	<ul style="list-style-type: none"> Have assisted both the parks with education related issues. 	100%	
	<ul style="list-style-type: none"> Have produced awareness programs. 	100%	
		% of accomplishment: 80%	

PUBLIC RELATIONS & INFORMATION	<ul style="list-style-type: none"> Have created/upgraded tools to inform our stakeholders on our achievements: 		Communication Coordinator was hired in March 2006. New brochures were created, a communication strategy was developed and the execution of the communication plan has started.
	Have press releases sent to the local media;	100%	
	Have newsletters distributed to the local households;		In the planning for 2007.
	Have created a database from the information on the MP vouchers;	100%	on going
	Sent electronic news/messages to contacts in the database;		The Communication Coordinator hired this year is concentrating on the planning of the communication campaign.
	Sent news to the international media;	100%	
	Have updated all the websites;	80%	New website not launched yet.
	Placed all press releases on the website.	95%	Revised websites are not uploaded yet.
	<ul style="list-style-type: none"> Hired a Communication Coordinator. 	100%	
		% of accomplishment: 96%	
FINANCE	<ul style="list-style-type: none"> Have reached self sustainability. 	75%	We lost the income of the WSNP and still no board decision on renting out of the Slagbaai buildings.
	<ul style="list-style-type: none"> Have submitted grant requests. 	100%	
	<ul style="list-style-type: none"> Have the major donor system in place. 		Cancelled. With the introduction of the Nature Fee this project became obsolete. WWF agreed to cancel it and allocated the funding for the Communication Plan.
	<ul style="list-style-type: none"> Have increased the diver's fee and charge all users to the Marine Park. 	100%	
	<ul style="list-style-type: none"> Have improved the financial administration. 	100%	
		% of accomplishment: 94%	
RELATIONSHIP	<ul style="list-style-type: none"> Have a good relationship with all stakeholders: 		
	Local & international nature and environment NGO's;	100%	
	Potential donors locally and abroad;	100%	
	Government;	30%	Have been asking the government for a meeting for 2 years with no response, this year we finally got to meet with them.
	Dive schools and others using the Marine Park	100%	

	commercially;		
	Schools	90%	Did not succeed to get SGB involved.
	Fishermen	60%	More information is needed.
	General Public	30%	More information is needed.
	Press	100%	
	Volunteers	100%	
		% of accomplishment: 79%	

STRATEGIC PLAN FOR 2004-2006

INTRODUCTION

Thanks to the initiative of the Board of STINAPA, we have reorganized and professionalized the function the Management and personnel of the park systems.

This process continued through 2001 and concluded at the end of 2002 with the hiring of a Director. For the next three years the Strategic Plan 2004-2006 will serve as a guide to further professionalize the foundation and the task of managing the protected areas of Bonaire.

For 2004 and beyond the following are important in order to execute the Strategic Plan and to reach the goals of STINAPA Bonaire:

- Good communications with our stakeholders; the government, the private sector, the international visitors, the press and the local inhabitants
- Strengthening of the Board of Directors
- Adequately equipping the units; STINAPA office, Washington Slagbaai National Park (WSNP), Bonaire National Marine Park (BNMP) and Nature and Environmental Education (NME)
- Implementation of the management plans of the protected areas
- Financial sustainability

The Board, Director and the managers must support the initiatives; World Heritage Nomination, the wastewater sewage treatment plant and Nature Ordinance. The progress of these initiatives should be observed closely. Therefore, a plan to monitor the progress is imperative.

1. HUMAN RESOURCES

To be part of this organization those involved need to be committed to the objectives of STINAPA-Bonaire; "The protection, conservation and revalidation of the land and waters on or, where appropriate, around Bonaire, which are of common interest either for their natural beauty, or for their scientific and historical value, or for their overall natural value in the broadest sense of the word, in order to make them appropriately subservient to the general benefit of all the inhabitants or visitors of Bonaire".

Everybody who works for this organization, Board members, employees or volunteers needs to have passion and love for nature and the desire to contribute to its well-being. Part of our work is to manage the National Parks; to protect them from abuse caused by humans, out of ignorance or deliberately. At the same time, good service and information needs to be provided to the visitors contributing to the income of the parks.

Good verbal communication skills, together with love and passion for the nature and the willingness to protect it should be requirements in recruitment of new employees, besides the skills needed to qualify for the position.

Specifically the employees to be hired for law enforcement should have diplomatic skills as well as commitment.

The Ranger Training Manual should be finalized by the first quarter of this year. Each ranger that currently works for STINAPA will follow the Ranger course and pass the exams of all the components. The number of components that one passes will be taken into consideration during the yearly evaluations. All new employees to be hired will enter in the position of Assistant Ranger. The ones that pass all the components and have a good job performance will be the promoted to Ranger.

It is vital that the professionals who work in the Park Systems maintain their skills and knowledge as it relates to their responsibilities. The managers and the Director should strive to broaden their know-how by attending trainings and or by other educational means.

The units, STINAPA BNMP, WSNP and MNE are slated to reach optimal staffing by the end of 2006; The STINAPA office should have 5 employees, the BNMP 10 employees, the WSNP 10 employees and the NME 2 employees. The goal for managers of each unit together with the Director should be to increase the number of visitors to the parks in order to cover the cost of personnel.

2. EQUIPMENT

Adequate equipment and funds to maintain and service them are needed in order to manage the units and to implement the Management Plans:

- Office equipment
- Research and monitoring
- Road maintenance for the WSNP
- Vehicles for patrolling by land and sea.
- Vehicles for maintenance of the land park
- Maintenance of the buildings
- Communication devices

In the process of achieving financial sustainability, where needed, grant proposals will be submitted to donors in order to acquire the necessary equipment. Each manager together with the Director will take the responsibility to increase the income to the parks in order to cover the costs of maintenance and servicing the equipment.

3. INFRASTRUCTURE

Being able to raise awareness and be more visible to the public, stimulate sales, provide the public with better education and information tools, the plan should be to move the STINAPA headquarters to town and create a STINAPA Visitors Center.

The STINAPA Visitors Center should encompass:

- A souvenir shop: Research has shown that the tourists are inclined to purchase souvenirs of which the revenue is used towards nature conservation. Therefore, the location should be within walking distance from the center of Kralendijk at the waterfront. The shop should also sell merchandise from other nature protection non-profit organizations
- An information Center: The center should be equipped with a library that people can use for studies, research, reference or for other purposes
- Offices: The organization should be managed out of this building, with exception of the WSNP. Therefore, the building should be located at the waterfront in order for the BNMP rangers to have proper access to their boats. Having the boats in the water on the waterfront close to town can also serve as a tool used to raise awareness.
- An exhibition area: The center should have section in which the areas and animals protected are exhibited. The exhibition area should also have exhibits from other nature protection non-profit organizations
- A conference Room: School children or groups of adults should be able to attend a lecture before entering the Exhibition area or as part of a lesson or any other kind of field trip

- A wet storage area for storage of diving and other type of equipment.

In the WSNP the plan should call for:

- Maintenance of the newly renovated roads
- Create new roads that lead to historical or cultural points of interest
- Fencing the park
- Build a locker room
- Build a research and interns accommodation center including a study area
- Outsource the management of the Slagbaai buildings and supervise the tenants

For this strategic period it should be the objective to have started negotiations with CARMABI, which should conclude with the transfer of the land of Slagbaai to STINAPA Bonaire.

The BNMP and Bonaire are in serious need of a research center including accommodations for researchers and interns. This need should be accessed; a committee needs to be formed to make a plan with the goal to reach the objective of creation of a research center including accommodations for researchers and interns.

For the STINAPA Visitors Center, as well as the BNMP Research Center a committee is needed to make a plan that will result with the construction of these buildings. The infrastructure plan for the WSNP, only grant proposals should be submitted since we already control the use of the land. Each manager, together with the Director, will take the responsibility to increase the income to the parks in order to cover the maintenance cost of the infrastructure when achieved.

4. LAW and ENFORCEMENT

Law enforcement should be one of the top priorities and the goal should be to have enough trained and skilled personnel with the commitment to handle enforcement.

The good relationship we have with the DA, Polis Ambiental, SSV and the local police should continue and communication enhanced. STINAPA should lobby with the Governor for appointment of a dedicated Environmental police officer within SSV and the local police. These dedicated officers will then become our consultants and advisors. In order for them to assist better us they should learn the Marine Ordinance.

Before the end of 2004 all employees of STINAPA should have completed the course of "Buitengewone Opsporings Agent".

Many clauses concerning nature laws and the fines are antiquated. These articles need to be re-written and the fine system adjusted to modern times. Good communication needs to be kept with the Environmental Department of the government to assist and suggest in the transfer of the Marine Ordinance into the Nature Ordinance.

The Management Plans of WSNP, BNMP and Lac Bay need to be handed over to the government for it to go through the bureaucratic process and to become approved by the Island Council. Lobby work needs to be done to push the government officers for this process not to become unnecessarily long. After they have been accepted by the Island Counsel the lobby work needs to continue until the Ordinance has been adapted and the EBHAM's (EilandsBesluit Houdende Algemene Maatregelen) written.

It should be the responsibility of the Director and the managers to inform the public about the nature laws.

In order to achieve the status of “Buitengewone Opsporings Agent” a course is to be made and directed by the Landelijke Politie Opleidings Instituut (LPO). Grant proposals will be submitted to be able to finance this course.

Each manager together with the Director should take the responsibility to increase the income to the parks to be able to cover the upgrading of the personnel and to have them equipped with the proper tools to conduct law enforcement.

5. NATURE MANAGEMENT

By the end of 2006, the WSNP and the BNMP should have protocols in place and should have started with the monitoring of the nature on land as well as under water. By the end of 2004 BNMP should have its management plan finalized.

Additionally, the following are goals that are important to have been reached by the end of the period.

- Remove all goats and donkeys from the Slagbaai area
- Implement the re-forestation plan
- Monitor the areas of Washington and Slagbaai
- Introduce Fish Protected Areas and monitor them
- Implement the management Plans of WSNP, BNMP, Klein Bonaire and Lac Bay
- Continue to support the initiative of the World Heritage nomination
- Encourage the government to speed up the process of the wastewater treatment facility
- Lobby with donors or the ones that can get to the donors for financing of the tertiary stage of the waste water treatment facility
- Encourage the hotels to implement the ‘Green Hotel’ system
- Introduce the Coastal Development Guidelines
- Work closely with other organizations like the STCB, FTBL, Amigu di Tera and NGO Platform Boneiru

To reach these goals, where applicable, grant proposals will be submitted. Each manager together with the Director will take the responsibility to increase the income to the parks enabling them to cover the cost of the personnel, have them equipped with the proper tools to conduct the tasks needed for the above mentioned points and to supervise the work.

6. EDUCATION

For our work of today to have results and continuity tomorrow, education should be one of our priorities. The education in school conducted by the NME Coordinator should continue and be intensified. In the new education system recently introduced, nature and environment has become part of the curriculum for the primary schools. Advantage should be taken of this introduction; the NME Coordinator should motivate the schoolteachers to comply with the new regulation and should lobby with the Educational Board to have NME introduced into the curriculum of the secondary school as well.

Awareness programs should be produced and lectures should be given in community centers or other places where adults gather. The media should be used as a medium to transmit awareness information to the local public.

The NME coordinator should be a good team player and assist both the BNMP and the WSNP with nature and environment education related issues.

Grant proposals will be produced, when needed to gain support for the educational programs and activities.

7. PUBLIC RELATIONS AND INFORMATION

Our stakeholders should be well informed on the developments of the organization and of the parks. The tools to reach this goal will be acquired or upgraded.

A good relationship will be maintained with the local press; media should be the vehicle used to reach local population. Newsletters should be produced to inform the local public of the accomplishments of the organization and of the parks.

The tourists are the biggest contributors to the income of both the BNMP and the WSNP. Good communications should be kept with them; they will be informed of the news of the parks and the organization. The information derived from the Marine Park fee registration forms, should be kept up to date and added to our database. The WSNP should also design a system where it can receive information about the visitor to the park and have it included in a database.

International media should be reached through press releases and short news briefs, using the same information that is supplied to our visitors.

All the websites will be updated and made more interactive and the information more be directed to the consumer. The organization will use the websites as a tool to inform the consumer of their work. All press releases and newsletter should be linked to the website. Ideally the organization should have a Communication Officer on the payroll; this person should be capable of doing update of the web pages, creation of newsletters, write press releases and keep contact with the press and other creative work.

To be able to achieve the mentioned actions, where needed, grant proposals should be submitted. Each manager together with the Director will take the responsibility to increase the income to the parks enabling them to cover the cost of the personnel, have them equipped with the proper tools to conduct the tasks needed for the abovementioned points and to supervise the work.

8. FINANCE

By the end of this strategic period the organization should have:

- Reached the goal of self-sustainability or has the tools in place to reach it.
- Explored grant possibilities and submitted proposals, when and where need, to cover the finances for the goals in this strategic plan
- The major donor system, sponsored by WNF working
- Started charging all users and have raised the entrance fee to the BNMP

- Improve the financial administration
- Made all improvements of the WSNP known to the public

