

## **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