Share the values of nature
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Introduction

This Strategic Plan reflects the ambitions and goals of STINAPA, the nature conservation foundation of Bonaire, for the period of 2015 until 2020.

During the past eight years STINAPA has worked within the framework of the Strategic Plan 2004-2006 and its evaluation of November, 2006. Focused on the parks, conservation and management, STINAPA has also worked within the framework of the Management Plans for Marine Park and Washington-Slagbaai Park.

The Board of Directors of STINAPA decided in 2014 to begin an assessment, evaluation and possibly renewal of the existing Strategic Plan of 2004-2006. Since the Evaluation of 2006 states that an average of 75% of all actions to achieve the goals of the 2004-2006 plan had been completed, it was clear that a renewed Strategic Plan had to be developed. This has resulted in the underlying document.

Purpose

The Strategic Plan 2015-2020 aims to set ambitions for STINAPA overall, as well as goals and focus for several primary areas of attention. It defines principal actions and priorities for the realization of the goals, including an implementation framework.

The Strategic Plan proposes important, urgent, and sometimes radical change for the foundation and its executive organization. The plan provides the frame and foundation for discussion and decision making by board and management on STINAPA’s future. All proposals of this plan are subject to approval by the board of STINAPA. Radical change may be important and urgent, if STINAPA continues to adhere to her fundamental reason of being, which is to conserve Bonaire’s nature and share its values.
Approach

Central questions
The Strategic Plan provides answers to the following questions:
1. What is STINAPA’s reason for being?
2. Where is STINAPA now?
3. Where does STINAPA want to be?
4. How will STINAPA get there?

The mission and vision statements, as well as the organization’s values, describe STINAPA’s reason for existence, its aspiration for its future, and the drives and attitudes of its team. The actual capabilities and challenges of STINAPA are described in a current context paragraph and in SWOT statements, as well as in summarized descriptions of achievements. The strategic five-year aspirations are illustrated and translated into goals to be pursued for primary areas of attention. Finally a portfolio of actions and priorities, and an implementation framework including safeguards for realization of the plan and its goals are proposed.

Definition and position in the planning process
The purpose, its scope and limitations, of the Strategic Plan can be illustrated with a reference definition:

A strategic plan is a broadly defined plan aimed at creating a desired future. It is an internal document that:
1. outlines an organization’s overall direction, philosophy, and purpose,
2. examines its current status in terms of its strengths, weaknesses, opportunities, and threats,
3. sets long-term objectives, and
4. formulates short-term tactics to reach them.

The Strategic Plan is part of the formal responsibilities of the Board of Directors. The Strategy Committee of the Board of Directors has taken the lead in overseeing the development of the plan. Director and managers of the foundation have been involved via interviews. The board and employees of STINAPA, after approval by the board, are entrusted with the execution of the plan, while the board remains formally responsible for the realization of its goals.

The Strategic Plan is a (first) product, a milestone, of a planning process. This process includes stages of both tactical and operational planning as well as the implementation upon decision. As soon as the board of STINAPA approves the Strategic Plan, the more detailed planning of the implementation can be realized at department and key management levels.
Planning and implementation process
The next illustration visualizes the process of planning and implementation:

1. The desired future state of STINAPA is taken as the starting point for the strategic planning process.
2. The Strategic Plan is the first milestone, providing a broadly defined plan of goals and priorities.
3. The board ratifies the plan, including decisions on implementation, governance and budget.
4. Implementation plans are the next milestones in the process, providing detailed (project) plans for achieving STINAPA’s strategic goals.
5. The current state of STINAPA is dynamic, it changes and improves while the implementation is proceeding.
6. The implementation stage should bring the actualization of strategic goals and thus an improvement of the current state.

Scope and detail
The Strategic Plan covers the most important aspects of the foundation of STINAPA. It has a wider scope than the management plans for the parks, which are more detailed and focused on park management and nature conservation. The Strategic Plan is less detailed and in addition provides goals and ambitions of amongst others governance and organization, finance and education.

The Strategic Plan provides to the board and management a set of goals and a portfolio of actions and priorities. The plan provides the critical success factors for STINAPA to focus upon in the next five years.

The next stage of implementation requires a more detailed analysis on each separate prioritized action. These project plans describe, amongst others, the SMART project objectives, the resources and governance.
The Strategic Plan is a living document. While implementing it and deciding upon priorities and execution, new insights or internal or external challenges may make it necessary to adjust or amend the plan, its goals, or its actions and priorities. It is therefore important that progress and performance of the implementation is monitored, governed and evaluated by a steering committee and the board.

**Interviews and desk study**

All board members and managers have been interviewed and been given the opportunity to provide their input to the plan. Initial results were challenged with the board and the management team via presentations and drafts.

External stakeholders and experts on the matter have also been given the opportunity to contribute to the plan. Interviews were conducted with amongst others:

- Government, public entity and ministries
- Tourism branch organizations and operators
- Nature conservation organizations
- Education and youth organizations
- Funding organizations

Furthermore desk research of public information and of internal archives of STINAPA has provided valuable information.
Current Context

STINAPA is an early demonstration site of successful nature management and conservation in the Caribbean region. Its public-private-partnership with government and tourism branch has long been seen as a strong innovative approach to successfully advocate and secure the interests of nature conservation.

It resulted in legislation on nature management, including the Nature Fee. This assisted in organizing structural funding for education and opened doors to funding of marine and terrestrial research activities.

This private-public-partnership, which was probably always difficult to hold together, has fallen apart. External partners have noticed it and are worried of the consequences. STINAPA is perceived as isolated, which has deteriorated STINAPA’s position and authority to promote and advocate the interests of Bonaire’s nature. It worries internal stakeholders as well, board members and employees. Moreover, STINAPA’s image is seen to have shifted from cooperative and solution finding to activist and opposing, from active and involved presence, and taking the lead in initiatives, towards bureaucracy, indecision and stagnation.

Bonaire’s conservation success is still in the stage of preparing basic conditions for improvement of habitats and regaining biodiversity. STINAPA is struggling with important conditioning projects, such as the removal of goats from the parks and the strategic environmental assessment of the government. STINAPA is successful, however, with lionfish removal and monitoring of species. Other foundations on Bonaire have successes with parrots, turtles and coral restoration. The cooperation of STINAPA and these organizations, should improve to support and share successes.

STINAPA’s activities for nature education at elementary schools and creating nature awareness by organizing after-school activities and the Junior Ranger program receives positive compliments. This activity is successful in acquiring funding and is for almost 100% financed by governmental subsidy and external funding. It is a strength that STINAPA should further improve.

The basis and foundation of STINAPA is strong. It is at this moment that STINAPA needs to focus on building and improving on that basis and foundation. Stakeholders, both internally and externally, are asking for it. The team is demotivated and is falling apart. Change is necessary to re-enter the path of successes and to abandon the path of retrogression. Change will probably be more successful if it is radical and visible. Change is necessary for STINAPA to regain its influential position in nature conservation and promoting, advocating and sharing the values of nature, which is also necessary to improve its income position and resources to properly fulfill its tasks and responsibilities.

STINAPA has the choice. STINAPA needs to commit herself to achieving her aspirations for nature conservation on Bonaire, regaining and improving its cooperative and influential position and negotiating for adequate (financial) resources, or STINAPA confines its activities to park management and discharges itself of all non-legislative tasks. An ambition and position half-way may be seen as “stuck in the middle.” A halfway position is not easy explainable and will result in permanent questioning of STINAPA’s responsibilities and functioning. This plan proposes to choose for ambition. Nature and Bonaire deserve it. Stakeholders, internal and external, encourage STINAPA to choose for clear ambition. STINAPA has the obligation to do so based on the foundation’s reason for existing, i.e. its statutes.
The 25 interviews which were held to develop the Strategic Plan provided many statements on possibilities and necessities to improve the performance of STINAPA. They are summarized and listed below, clustered in primary areas of attention.

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Strengths and Weaknesses, Opportunities and Threats

The internal strengths and weaknesses of STINAPA, and the external opportunities and threats, i.e. the SWOT statements, provide an overview of points of attention for both ambition and implementation. They add to the description of the current context and the interview statements. Together they provide an overview of the organization at present, its internal and external challenges. Both provide direction and set limitations to the implementation capacity and priorities.

**Strengths**
The strengths of STINAPA are internal positive qualities, tangible and intangible. They can be seen from an internal perspective and from the point of view of external stakeholders.

Typical questions to formulate strengths are:
- What advantages does STINAPA have?
- What does STINAPA do well?
- What unique or strong internal resources does STINAPA have?
- What are the strong capabilities of STINAPA? What do external stakeholders see as STINAPA’s strengths?

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<td>o Mature and experienced organization</td>
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<td>o Traditionally well-known brand</td>
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<td>o Sustainable income basis</td>
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<td>o Strong financial reserves position</td>
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<td>o International recognition</td>
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The strengths can be used to maximize the opportunities and to minimize the threats. It is in STINAPA’s control to further improve its strengths.
Weaknesses

The weaknesses of STINAPA are internal aspects that detract from the stakeholder value STINAPA offers and create disadvantages in its relationship to its stakeholders. These can be seen from an internal perspective and from the point of view of external stakeholders.

Typical questions to formulate weaknesses are:

- What factors detract STINAPA from its ability to obtain or maintain its reason for being?
- What areas need improvement to accomplish STINAPA’s objectives?
- What does STINAPA lack?
- Where does STINAPA have limited resources?
- What kind of disadvantages does STINAPA have?
- What makes STINAPA lose position, influence or authority?
- What do external stakeholders see as STINAPA’s weaknesses?

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STINAPA needs to work on improving its weaknesses in order to maintain or improve its stakeholder value.
Opportunities
Opportunities are external attractive factors that represent reasons for STINAPA to prosper and help to achieve its objectives.

Typical questions to formulate opportunities are:
- What opportunities exist in the outside environment that STINAPA can benefit from?
- How can the perception of STINAPA be managed?
- Have there been changes or trends in the environment and community that create an opportunity?
- Are there changes in government policy that create an opportunity?
- Are there changes or trends in visitor and stakeholder profiles and requests that create an opportunity?
- Is the opportunity ongoing, or is there a window for it, i.e. is timing critical?

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Internal strengths can open up opportunities. Internal weaknesses, by eliminating them, have this ability as well. Opportunities can be used to minimize the weaknesses or avoid the threats.

Threats
Threats are external factors beyond STINAPA’s control that could place the objectives or STINAPA itself at risk.

Typical questions to formulate threats are:
- What factors beyond STINAPA’s control could place STINAPA at risk?
- What obstacles does STINAPA face?
- Are there challenges created by an unfavorable trend of development that may lead to a deteriorating position or influence of STINAPA?
- Are there changes in government regulations that threaten STINAPA?
- What external situations might threaten STINAPA’s efforts?
• What about shifts in community behavior, economy or government regulations that threaten STINAPA and its objectives?
• Are alternative organizations thinkable to fill STINAPA’s position and services?

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<th>Threats</th>
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<tr>
<td>o Lack of local partnerships</td>
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<td>o Lack of government engagement</td>
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<td>o Reallocation of legal tasks since 10-10-10</td>
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<td>o Changes in local nature legislation</td>
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<td>o Economic development ambitions</td>
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<td>o Social development and poverty</td>
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STINAPA has no control over these threats, but STINAPA may benefit by having contingency plans to address them if they occur.
Mission, Vision and the Organization’s Values

The mission and vision statements, and the organization’s values description determine the identity and ambition of STINAPA. They help to guide the decision making about priorities, actions and responsibilities. They should be stable and not be changed easily.

Existing statements
On the website of STINAPA three mission statements are published:

STINAPA:  *STINAPA Bonaire is dedicated to the conservation of Bonaire’s natural and historical heritage through the sustainable use of its resources.*

BNMP:  *The mission of the Bonaire National Marine Park (BNMP) is to protect and manage the island’s natural, cultural and historical resources, while allowing ecologically sustainable use, for the benefit of future generations.*

WSNP:  *To protect and manage its natural, cultural and historical resources, while allowing ecologically sustainable use for the benefit of future generations.*

The mission statements provide information on the reason for being of STINAPA, its identity and added value. The lack of not having a vision means that STINAPA does not express her commitment towards the future, its ambition. The lack of not having a set of organization’s value statements means that STINAPA does not express its drives and attitudes towards its decision making and actions.

A vision statement and set of organization’s values will be added to this plan.

The existing mission statements are important references. Only if necessary, based on valid and important arguments, the mission statement of STINAPA should be renewed. The main question to be asked: Is the mission still relevant and realistic?

Mission
The mission statement describes the reason for STINAPA to exist, its identity and added value to its internal and external stakeholders. It is clear and simple. It can be easily explained to others. It is recognizably STINAPA. It describes an intended reality.

The present position and activities of STINAPA provide the following arguments to renew the existing mission statement of STINAPA:

- Besides conservation, protection and management, STINAPA has taken responsibilities for promotion, education and sharing.
- Instead of allowing the (ecological) sustainable use, STINAPA more actively promotes, connects and shares the values of Bonaire’s nature.
- Instead of only focusing on the resources, STINAPA also takes the values of nature as its basis. These trends can be seen in many other organizations active in nature management and conservation. They are increasingly seen as important to keep up respect, commitment and involvement of visitors, partners and stakeholders with the work of nature organizations.
In formulating a renewed mission statement the following more generic requirements are important:

- Capture unambiguously and recognizably the fundamental purpose and reason of existence of STINAPA.
- Provide a practical and tangible tool to make decisions about priorities, actions and responsibilities.
- Describe the work in the broadest way.
- Be clear and simple, and do not use elaborate language and buzz words.
- Be easily explained to others.

It results in the following renewed mission statement:

**Mission**

*STINAPA is dedicated to manage and share, protect and restore, promote and educate the resources, biodiversity and values of Bonaire’s nature.*

The identity and stakeholder value of STINAPA:

- STINAPA sees anyone interested in the nature of Bonaire, not restricted to Bonaire’s community and visitors, as its stakeholder.
- STINAPA is dedicated to fulfill its tasks, which includes more than doing it alone. STINAPA initiates, listens, advises, organizes, coordinates, acts and supports.
- STINAPA manages and shares. STINAPA maintains and enforces. STINAPA allows access and actively attracts visitors.
- STINAPA protects and restores. STINAPA organizes and supports monitoring, research and interventions. STINAPA listens, gives advice and advocates.
- STINAPA promotes and educates. STINAPA organizes and supports. STINAPA gives lectures and provides information.
- STINAPA treasures the resources, biodiversity and values of Bonaire’s nature, which are multiple and above all qualitative, within the parks as well as in other parts of Bonaire.

**Vision**

The vision statement describes the long-term ambition of STINAPA. It is inspirational. It is clear and memorable. It is concise. It describes a desired future.

With no vision statement available, it is important to formulate one. Without a vision statement an organization often shows confusion in its decision making and actions, because of the lack of an agreed description of its ambition and desired future.

In formulating the vision statement the following more generic requirements were applied:

- Describe a clear and inspirational long term change, resulting from STINAPA’s work.
- Provide a practical and tangible tool to lead STINAPA in achieving quality results.
- Be clear and simple, and do not use elaborate language and buzz words.
- Be easily explained to others.
It results in the following vision statement:

**Vision**

*Nature is recognized and treasured as the main resource of Bonaire’s existence and sustainable development.*

The ambition and desired future of STINAPA:

- STINAPA focuses on the resources, biodiversity and values of nature. STINAPA's focus includes the historical heritage of the community of Bonaire and of its nature.
- STINAPA aspires to having Bonaire's nature recognized as a cornerstone of the community, providing economic value to all. STINAPA does support sustained and responsible development, but values Bonaire's nature first and foremost.

**The organization’s values**

The set of organization’s values describes the drives and attitudes of STINAPA towards its tasks and responsibilities, its decision making and actions. It makes clear what STINAPA expects from its board members and employees. It describes culture, drives and motives. STINAPA upholds them in good and difficult situations.

It is important to formulate the values of STINAPA’s team, board members and employees. With agreed-upon organizational values, the drives and attitudes of STINAPA’s team towards decision making and actions are more predictable, more effective and focused. The values create a reference for the functioning of the team and for recruitment. It makes clear what STINAPA expects from its board members and employees.

The following set of five organization’s values is formulated:

| **Integrity** | STINAPA acts with honesty and integrity. The interests of nature are STINAPA’s focus and guideline. STINAPA does not compromise toward individual or group interests. |
| **Accountability** | STINAPA acts transparently and meets its commitments. STINAPA accepts responsibility for its actions, individually and as organization. STINAPA bases its decisions upon good governance principles and verifiable arguments. |
| **Passion** | STINAPA acts with pride, enthusiasm and dedication. STINAPA is committed to deliver high quality work, products, services and results. |
| **Teamwork** | STINAPA acts with respect and care. STINAPA does this internally towards its employees and board members and externally to its stakeholders, visitors and partners. STINAPA celebrates successes and rewards, achievements of individuals and teams, internally and externally. |
| **Leadership** | STINAPA acts with recognized authority and as reliable partner. STINAPA inspires its stakeholders and fosters respect for nature and strives to incorporate all viewpoints in its decision making. |
Natural Resources, Biodiversity and Nature’s Values

STINAPA, Bonaire’s nature conservation organization, strives to protect and conserve the island’s natural resources. Resources, including renewable ones, are vulnerable to depletion and extinction primarily because of human interference. The disturbance and loss of biodiversity as a result hereof, disrupts the functioning of an ecosystem, such as the Bonaire Marine Park, making it more vulnerable and less able to supply its services, amongst others to the community of Bonaire.

STINAPA will continue to focus on ensuring the health of Bonaire’s ecosystems and takes conserving of biodiversity as primary focal point.

In its efforts to underline the importance of biodiversity, STINAPA will involve the community by providing information of measures taken to intervene against invasive species, and initiatives and projects to protect and restore endangered species and their habitats. By recognizing, advocating and sharing nature’s values it becomes evident that nature deserves attention and protection of especially decision makers to help protect these nature values even in the face of a community in need of basic necessities of life and opposing interests of welfare.

The values of nature are multiple. Above all, these values are qualitative. Some nature values are:

* **Cultural**
  Many inhabitants of Bonaire feel nature as part of the islands identity, its cultural heritage.

* **Recreation and Travel**
  Bonaire’s nature and ecosystems are the main reason for tourists to choose Bonaire as their vacation destination. Locals enjoy nature walks, the beaches and fishing.

* **Food**
  The nature of Bonaire is important for producing and providing a variety of food. Fish, meat and vegetables, depend on nature and its health.

* **Knowledge**
  The nature of Bonaire is an important subject for research. International and highly qualified institutions are inspired by the ecosystems of Bonaire. Their researches often deliver results which are important for Bonaire’s and worldwide ecosystem protection and improvement.

* **Employment**
  The tourism branch, which for the most part depends on the quality of our nature, is one of the largest employers of Bonaire.

In many studies all over the world these qualitative values of nature have been quantified in economic and financial terms. This is not a goal in itself. It has proven to be an additional instrument for decision makers in their weighing of economic development and possible negative impacts upon the values of nature and the impact thereof upon the welfare and wellbeing of the community.

Valuing nature, above all qualitatively, is important to STINAPA to create public awareness, generate political will, and mobilize and increase income and funding to protect and improve Bonaire’s nature, its biodiversity and the health of its ecosystems. It is an instrument for STINAPA to achieve its fundamental goal: nature conservation.
Strategic Results in 2020

Summarizing the former chapter, the mission, vision and value statements describe the strategic ambition of STINAPA. This chapter elaborates on the strategic results STINAPA aspires to have achieved by the end of 2020.

The work of nature conservation of STINAPA must, as guiding principle, have added value to the community of Bonaire as well as to the international community. The importance of especially Bonaire’s Marine Park is worldwide. Its conservation success has international meaning and impact.

The strategic added value of STINAPA, in other words its stakeholder value, to be achieved in 2020 is clustered in four groups:

Park Management
The Marine Park and the Washington Slagbaai Park are properly managed based on formalized management contracts with the government. Visitors and professional partners experience and acknowledge the quality of STINAPA’s management. Operations, where efficient, are combined and interchangeable between terrestrial and marine management. STINAPA has accepted responsibility for more terrestrial nature areas and products, not only protected parks but also public nature zoning areas. The cooperation with government at all levels is frequent and effective, the division of responsibilities is clear. Permitting and control and enforcement processes are transparent and well accepted by community and professional partners.

Nature Conservation
Nature conservation, monitoring, research and interventions are based on broadly adopted priorities and standards. Nature conservation projects are based on approved project plans. The results are publicly accessible. The complexity and multiyear horizon of conservation projects is accepted and understood in decision making. The cooperation with research institutions, colleague conservation organizations, government and funding organizations is frequent and effective. Conservation projects serve primarily the interests of Bonaire and secondarily the interests of the international community. STINAPA has the authority and is accepted to be able to oversee, facilitate and coordinate the nature conservation activities on Bonaire.

Education and Awareness
Nature education and awareness with up-to-date content and tools is a permanent subject and part of the programs of all schools and after-school organizations. The Junior Ranger program is brought to maturity, open for all interested and more independent and self-supporting organized. STINAPA has included a workforce of volunteers in its activities, which is well appreciated and properly managed. Advocating and creating awareness for nature, biodiversity and the vulnerability of Bonaire’s ecosystems is a prioritized important and respected activity. Lectures, information sessions and communication items for the local community, for professional partners and decision makers, and – last but not least – for tourists are effective and all around. Awareness of the values of nature is widely spread and has visibly impact on opinion making and decision making.
Nature and Economy
Nature and its values for the community of Bonaire and internationally are weighed appropriately in decision making on (economic) development and tourism products. Interests need to be properly weighed before conclusions are made and actions taken. Where negative impact to nature is an issue, real compensation is part of the decision. The tourism branch, government and STINAPA are a three-party unity, have frequent and effective communication, and actively encourage and support cooperative and well-balanced decision making. STINAPA advocates and defends the interests of nature and biodiversity, which are important for the welfare and well-being of Bonaire’s community. STINAPA understands and supports the governmental democratically approved ambitions for (sustainable) economic development taking into consideration the welfare and well-being of Bonaire’s community as a whole. STINAPA actively takes responsibility to support the tourism branch in optimizing the portfolio and quality of tourism products and operators, which are related to nature.

To maximize the success rate of STINAPA’s aspired results on its stakeholder value it is necessary to strengthen and secure resources, organization and performance of the foundation of STINAPA.

The internal strategic results of STINAPA to be achieved in 2020 are clustered in four groups:

Finance
STINAPA is a financially healthy organization. Its reserve and liquidity position is adequate to withstand unforeseen risks. The income from the Nature Fee is indexed and suffices to cover costs and investments to achieve and maintain STINAPA’s aspired results and approved and legal tasks. The income collecting processes are up to date, efficient and effective for STINAPA and its collecting partners. Coverage of collection of the Nature Fee to all visitors and locals obliged to contribute is maximized. Income from funding organizations on project basis is a significant proportion of STINAPA’s total income and covers largely the conservation and education activities. The internal planning and control processes are up-to-date, efficient and effective.

Governance and organization
The board, in line with its renewed statutes and bylaws, functions at policy, control, plan and guidance level. The management has a clear mandate and is fully responsible for the execution of the decisions and approved plans of the board. The board is effective and efficient in size, competencies, meetings, and in balancing the nature and business responsibilities of STINAPA. This balance is reflected in the structure of STINAPA’s executive organization and in the profiles of the management positions. Communication and reporting within the executive organization and between board and management is effective and efficient. Housing will be improved.

Team
The team is committed to achieve the aspired results and ambitions of STINAPA. The team is respected and properly rewarded. The team and especially the management are stable. Personnel changes and absenteeism are at acceptable level. Career and development are encouraged. Exchange programs of staff, local and international, is implemented.

Marketing instruments
STINAPA’s responsibilities, activities and ambitions are respected and supported. STINAPA supports, facilitates and coordinates the organization of important seminars and events on nature on Bonaire. STINAPA has access to stakeholders at decision making level locally, in the
Netherlands, regionally and internationally. Stakeholders are advised, whether requested for or not, regarding the decision-making concerning nature and environmental issues. The client base of STINAPA is actively informed and encouraged to (financially) support the work of STINAPA.

Some will see these aspired results not ambitious enough. Others will judge them as unrealistic. In any way STINAPA has to decide to take action and to believe in the chosen direction. During implementation the level of ambition will be evaluated and where necessary adjusted. Change will sometimes need to be radical and visible. The pressure to improve, by both internal and external stakeholder, is large. In the next chapter and in the annexes goals and priorities are proposed. This provides tools to prepare and start the implementation.
Goals and Focus

STINAPA is a forty-five year mature organization and has a track record of many achievements. Many goals towards a next level of aspiration have already been discussed in the past. The Strategic Plan provides a platform, bringing all goals, old and new, side-by-side on the agenda for decision making and approval, postponement or rejection. The set of goals for the next five years, 2015 to 2020, outlines the ambitions of STINAPA. They are organized towards eight clusters of attention. They are the next steps of aspiration to be built upon the achievements of today.

The goals are organized and clustered as follows:

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<th>Organization and resources:</th>
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<td>• Finance</td>
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<td>• Nature Conservation</td>
<td>• Governance and Organization</td>
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<td>• Education and Awareness</td>
<td>• Team</td>
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<tr>
<td>• Nature and the Economics That Are Derived From Nature</td>
<td>• Marketing Instruments</td>
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Strategy map

A more formal illustration of the interactions and the interdependencies of the strategic goals towards achieving the ambitions of mission, vision and organization’s values is shown here:\(^1\):

Adequate resources are ‘basic’ requirements, a.o. finance and equipment. Then both an adequate organization and team, and adequate operations and processes are required to deliver maximal stakeholder value. Those stakeholder values are grouped in four clusters: park management, nature conservation, education and awareness, nature and its economics. Improvement of the stakeholder

\(^1\) See Annex A for a diagram with more information included.
values of these clusters results in achieving the ambitions of STINAPA’s mission, vision and organization’s values.

The goals for improvement of operations and processes are described specifically for each of the four product clusters of STINAPA. The goals for improvement of organization and team and for enhancement of resources are described for STINAPA overall.

The goals for improvement have many mutual relations. These will be points of attention when translating the goals towards project plans.

**Improvement of operations and processes**

**Park Management**

**STINAPA’s achievements on park management:**
For several decades, both Marine Park and Washington-Slagbaai Park have been examples of successful nature conservation and park management. The Marine Park has received international recognition and the status and protection of a UNEP/ICRAN demonstration site for the Caribbean. Furthermore Bonaire has five areas which are protected under the international Ramsar treaty: Klein Bonaire, Pekelmeer, Lac, Gotomeer and Slagbaai. The existence of the Nature Fee as well as dedicated management have been important fundament under the successes until present.

**STINAPA’s 5-year aspiration on park management:**
Park management is, based on legislation, the core responsibility and task of STINAPA. It is of highest importance to fulfill this task conforming to all obligations and expectations. Expansion of the nature park areas is a statutory goal. The former Labra and Brasil plantations are identified and management plans have been prepared for these areas. Zoning areas with nature nomination, for example the central terraces, are also of interest to STINAPA. Formalization and legalization of management contracts are important to stabilize and strengthen the position of STINAPA towards competing interests and for negotiations on the Nature Fee. It is also a condition to obtain stronger support and involvement from the Ministry of Economic Affairs and other influential conservation and funding organizations. The park management plans of 2006 need to be reviewed and possibly updated to restore the position of these documents as guidelines for the next five years. An important aim will be to increase the number of the landparks with the area around Lacbay, Fontein, Labra/Brazil area, parts of Bolivia and the caves. The procedure of permits, for example for research and constructions, needs to be more transparent in order to recover the position of reliable partner. The archiving of permits needs to improve to better support enforcement procedures and possible disputes. Significant improvement in operations of rangers and maintenance is required for reasons of cost-efficiency, flexibility, image recovery, absenteeism, pride, stability of team, etc. Subjects of attention and training will be a.o. enforcement and prevention, reporting of offenses, hospitality and information, involvement in conservation, interchangeability between parks, career options.
**STINAPA’s park management goals of 2015-2020:**

1. Significant improvement of effectiveness and efficiency of ranger operations.
2. Transparent and effective procedures of (dis)approval of permits.
3. Formalization of management contracts and expansions of parks.
4. Significant improvement of effectiveness and efficiency of maintenance operations.
5. Review and update of park management plans.

### Nature Conservation

**STINAPA’s achievements on nature conservation:**

Bonaire is an important location for nature research and monitoring since decades. This applies for the Marine Park and also for the arid specific nature of the island itself. It has resulted in many valuable reports and has given arguments for successful interventions to conserve and improve the biodiversity of Bonaire and its surrounding seas and underwater nature. In many projects STINAPA has had a coordinating role. Many projects were coordinated by colleagues, nature and research organizations, on Bonaire, in the Netherlands and elsewhere.

**STINAPA’s 5-year aspiration on nature conservation:**

Research, monitoring and interventions are inextricable conditions to park and nature management. Reforestation and other interventions realize restoration and protection of biodiversity. Research and monitoring provide the necessary facts and figures for decision making on interventions and funding proposals as for example the construction of the tern islands in the Cargill area.

Nature conservation has a multiyear horizon; the same applies for funding. It is therefore that the horizon of the operational year-budgets is not sufficient to reach the level of aspiration STINAPA will go for. A multiyear program of projects and commitment of budget is imperative to be successful.

Nature is complex and the interests of research institutes and conservation organizations are not always aligned with the general interests of the nature of Bonaire. Examples are differences in counts of species, priorities, non-disclosure of reports and project proposals without added-value to Bonaire. Implementation of a more or less informal consultation network of institutes and NGO’s, both international and on Bonaire, provides opportunities to improve alignment. Collecting, disclosure and publication of reports and results add to this, as well as development and adoption of agreed priorities and research and monitoring standards.

It all starts with high-level performance of STINAPA’s research and monitoring activities and interventions. That provides the basis for authority and influence. It is therefore that all running projects are to be audited and dedicated project management is proposed.

**STINAPA’s nature conservation goals for 2015-2020:**

1. Evaluation of plans and management of running projects.
2. Increasing the number of landparks.
3. Startup of an informal network of institutes, nature organizations and professionals.
4. Disclosure and publication of all reports and information for public and professionals.
5. Development of a widely adopted set of priorities and standards for nature projects.
6. Establishment of a multiyear program of research, monitoring and intervention projects.

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2 See Annex B for suggestions of improvements.

3 See Annex C for an analysis of criteria for prioritizing.
**Education and Awareness**

**STINAPA’s achievements on education and awareness:**
Education, building awareness and providing information on nature and environment is since more than ten years one of the most successful activities of STINAPA. Not only has it focused on Bonaire’s youth but also on community-wide awareness with the campaign of “Nature is our Livelihood.” STINAPA coordinates nature programs in schools, provides youth activities after school and runs a Junior Ranger scouts program. Education and awareness are essential conditions for nature conservation and sustainable development.

**STINAPA’s 5-year aspiration on education and awareness:**
Education and awareness activities are strong image builders for STINAPA. They aim primarily at the local community of Bonaire, especially its youth. It enhances the understanding of nature, its beauty, its vulnerability, its complexity, its economic interest and its qualitative values. The feeling must be that nature is there for all of us. The activities should also be targeted at the tourism branch, operators and visitors to improve awareness. The giving of information must be the strength of STINAPA.

The activities largely depend upon funding. Funding has a low guarantee of continuity. It is necessary to prepare and maintain interesting multiyear programs. Those provide data and argument for funding organization and government to budget and approve sustainable relations and finance. With campaigns and events STINAPA strives to broadly enhance nature awareness. Lectures and information sessions may be added to the portfolio for professionals, for example tour operators, and for public, visitors and local community. Including the tourism branch aims at restoring and improving awareness of nature from existing and new sport and leisure activities in the parks and outside.

Nature organizations frequently have volunteers at work. The work of volunteers must also be properly organized. By implementing and improving the management of volunteers, STINAPA will be able to include volunteer work in a more successful way and in more operational and project tasks. This has positive effects on the budget and adds to the image of STINAPA, as volunteers will act as ambassadors for STINAPA.

Although the existing programs of Junior Rangers and youth nature programs are successful, improvement and development is important. Further growth and success requires a second phase and type of management. Implementing this will make further growth possible and allow more youth to participate.

The success of the education and awareness activities has resulted in an overload of operational tasks and a low priority for management, planning and improvement. To continue and increase the successes of education and awareness it is necessary to improve the efficiency of the operations and create additional skills and time for management.

**STINAPA’s education and awareness goals of 2015-2020:**
1. Significant improvement of effectiveness and efficiency of education operations.
2. Junior Ranger program brought to second phase of growth and professionalism.
3. Significant improvement of volunteer involvement and organization.
4. Multiyear program of lectures, information sessions and media for public and professionals.
5. Multiyear program of awareness campaigns and events.
Nature and Economy

STINAPA’s achievements on nature and economy:
Nature, especially but not only underwater, is a main resource and value for tourism, development and the economy of Bonaire. The value of nature for tourism alone is estimated at US$ 50 million per year. STINAPA has taken its responsibility to advocate the interests of nature to maintain and improve its values for the economy of Bonaire. Development of, also economically relevant, infrastructure and business endangers the fragile balance towards nature. STINAPA is improving its product to connect and promote the values of nature with the visitors, tourists and locals. Stakeholders, tourism branch and government welcome more cooperation to integrate the values of nature in their decision making.

STINAPA’s 5-year aspiration on nature and economy:
Nature and economy on Bonaire have strong interdependencies. Neglecting nature has the risk of severe impacts on Bonaire’s economy, especially its competitive tourism position. Nature and tranquility are the unique selling points of Bonaire’s tourism branch. The income of STINAPA depends largely on the number of tourists and connecting visitors with nature is a primary condition to acquire funding for conservation. It makes supporting and innovating visitor products an important activity for STINAPA. It improves its authority and influence to mitigate negative impacts and address conservation. Certification courses and update lectures for guides and operators, quality of signs, explaining and illustrating information at location are important to improve the nature product for visitors and to enhance the awareness of the values of nature. This also counts for maintenance of attractions, caves, hiking and biking tours, beaches, facilities, etc. STINAPA should strive for (co)responsibility and be visibly committed to the quality of Bonaire’s nature products. Although STINAPA’s position of advocating the defense of nature has met with success, it has also created a situation of caution by external stakeholders. As the government continues to try to diminish protected nature legislation, there will be, by default, conflicts which arise. STINAPA should strive to create the best relationship it can with external stakeholders in government and tourism to assist with its efforts to continue nature protection legislation.

It all starts with STINAPA’s portfolio of visitor products. Ideas are many, implementation is ongoing, but could accelerate and be widened to new products, both terrestrial and marine. A more direct involvement in the tourism branch by applying by example for a board seat in the branch organizations may be helpful as well.

STINAPA’s nature and economy goals of 2015-2020:
1. Improving STINAPA’s portfolio of nature related visitor products.
2. Closer involvement with tourism branch by becoming board member in branch organizations.
3. Responsibility for maintenance of nature related tourism products and facilities.
4. Involved and cooperative partner in matching the interests of nature and development.
5. Responsibility for quality of information and guiding for nature related tourism products.

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4 See Annex D for suggestions of nature related visitor products and suggestions of STINAPA’s responsibilities.
Improvement of organization and team and enhancement of resources

Finance

**STINAPA’s achievements on finance:**
The financial position of STINAPA has improved strongly since an almost ‘paper park’ situation of some twenty years ago. The legally imposed Nature Fee is an international demonstration concept for sustainable financing of nature parks. STINAPA has its finance solidly organized. It provides a healthy basis for implementation of ambitions.

**STINAPA’s 5-year aspiration on finance:**
Improvement of income of STINAPA is an essential precondition for achievement of its ambitions. On the other hand, results on improved operations and projects are preconditions to regain the influential position towards government and funding organizations and pledge for income improvement. This balance is a most important aspect in prioritization of the implementation of STINAPA’s goals and actions.

Improvement of the financial information for decision making and the cost efficiency of the administrative processes is necessary to strengthen the decisiveness and implementation of goals and actions.

Less than 10% of STINAPA’s income consists of project funding and subsidies. The nature-money projects realize an increase of funding income of 20% until 2017. Additional funding is necessary for actions of nature conservation, education and awareness, and nature and economy. Good results, cooperation and professional proposals will enhance the successes of applications. Combining requests for funding with additional in-house finance will further improve the rate of success.

The operational income of STINAPA from Nature Fee and some other legal sources has been unchanged for more than five years. Indexation of income is not included in the applicable legislation. Approximately 65% of STINAPA’s income is spent on personnel costs, putting operational results and improvement under pressure. STINAPA must strive for closer relationships with external stakeholders so as to assist with any negotiations to improve operational income and funding.

The operational processes of collecting the Nature Fee are inefficient, insecure and outdated. Although some 60-65% of all tourists pay for a tag, strong indications are that STINAPA is missing income. Cooperation with the collecting agents is poor amongst others by reason of the inefficient process. STINAPA has to implement improvements in order to maximize income and minimize non-payers.

The strong financial reserves position of STINAPA makes in-house investment into goals and actions possible. It is an important resource to accelerate and start delivering results, moreover if combined with external funding and subsidies.

**STINAPA’s finance goals for 2015-2020:**
1. Solid balance with an adequate operational resistance reserve.
2. Significant improvement on efficiency and effectiveness of income processes.$^5$
3. Significant increase and indexation of income for operational tasks.$^6$
4. Significant funded project income on top of yearly operational income.
5. Improvement on efficiency and effectiveness of administration and planning & control processes.

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$^5$ See Annex E for an analysis of the Nature Fee income.

$^6$ See Annex F for an analysis of income break-down.


**Governance and Organization**

**STINAPA’s achievements on governance and organization:**
The foundation and organization of STINAPA has grown significantly in the past decades. The governance statutes and structure has remained unchanged for fifteen years. The ambitions of the next five years can have a strong positive impulse with a renewal of both governance and management structure.

**STINAPA’s 5-year aspiration on governance and organization:**
Adjustment of the governance structure of STINAPA has been recommended by external stakeholders which should then result in a clearer separation and assignment of responsibilities of board and management. A redesign of the reporting and communication structure is a necessary consequence of the proposed changes in structures. Adjustment of the profile descriptions of board members and management are also necessary consequences. The management will be fully responsible for STINAPA’s operations. The board will need more explicit nature expertise. The housing of the organization must be more adequate.

**STINAPA’s governance and organization goals for 2015-2020:**
1. Renewal of the statutes and bylaws towards a board-management model.
2. Adjustment of management profiles towards new structure and responsibilities.
3. Alignment of profiles of board members with the renewed statutes.
4. Redesign of reporting and communication structure of board and management.

**Team**

**STINAPA’s achievements on the team:**
Both board and employees of STINAPA are experienced and strongly involved individuals. The performance of STINAPA’s team is an essential basis for the future of STINAPA.

**STINAPA’s 5-year aspirations on the team:**
The team of STINAPA is the core resource for success and realization of its aspirations. At this moment the team shows wounds from the past and lacks motivation and engagement. It is necessary to achieve improvements on these aspects.
To widen the experience of STINAPA’s employees and to generate a platform for new ideas staff exchanges are to be organized, on Bonaire itself but also internationally.
Training and coaching on several aspects of personal and professional skills will improve the performance and perspectives of employees.
A program of team building, probably as part of the personal and professional trainings, is necessary to strengthen internal collegial cooperation.

**STINAPA’s team goals for 2015-2020:**
1. Development and implementation of a structured program for team building.
2. Execution of a testing program for all employees in key positions.
3. Development and implementation of a training program on personal and professional skills.
4. Investigation and implementation of staff exchange options.
Marketing Instruments

STINAPA’s achievements on marketing instruments:
The brand of STINAPA has been strong for many years, on Bonaire, in the Netherlands and internationally. A wide range of publications, media attention, promotion films, and events has contributed to the present status. Marketing is important for the organization’s image, and to communicate the ambitions and results of STINAPA. The implementation of the strategic goals for the next five years provides many opportunities.

STINAPA’s 5-year aspirations on marketing instruments:
Further improvement of marketing and branding is necessary for income improvements and achieving STINAPA’s aspirations. Marketing is supportive to the results of actions and projects, but marketing also has the possibility of tuning activities to make these more interesting for image building of STINAPA. The advising part of Stinapa will be intensified.

STINAPA has a strong client base. Keeping this client base informed on a regular basis will keep them connected. A membership program may add this source as a generator of income. It may also generate funding for specific activities or projects. Presence of STINAPA on the internet and mobile social media is important. The website is outdated and information on social media should be more aligned to maximize the possibility for STINAPA to reach its goals through them.

Nature conservation is often seen as a subject mostly for immigrant Bonaireans. Connecting nature and STINAPA with the local community and native Bonaireans is an important condition to achieve STINAPA’s aspirations. Marketing can help to make this possible.

STINAPA’s marketing instruments goals for 2015-2020:
1. Improvement of STINAPA’s image and authority in local and international communities.
2. Evaluation and improvement of website and functioning and impact of social media.
3. Marketing of STINAPA’s successes and marketing to enable successes.
4. Investigation and implementation of a membership program.

Actions and priorities
The above goals have to be translated into project plans with actions and priorities when preparing for doable and successful implementation. Annex G provides an initial overview.
## Roadmap

A provisional roadmap of the actions and applied priorities is shown here:

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<tbody>
<tr>
<td></td>
<td>H2</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>H1</td>
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</table>

### Park Management
- Significant improvement of effectiveness and efficiency of ranger operations.
- Transparent and effective procedures of (dis)approval of permits.
- Formalization of management contracts and expansions of parks.
- Significant improvement of effectiveness and efficiency of maintenance operations.
- Review and update of park management plans.

### Nature Conservation
- Evaluation of plans and management of running projects.
- Startup of an informal network of institutes, nature organizations and professionals.
- Disclosure and publication of all reports and information for public and professionals.
- Promotion of a widely adopted set of priorities and standards for nature projects and programs.
- Establishment of a multiyear program of research, monitoring and intervention projects.

### Education and Awareness
- Significant improvement of effectiveness and efficiency of education operations.
- Junior Ranger program brought to second phase of growth and professionalism.
- Significant improvement of volunteer involvement and organization.
- Multiyear program of lectures, information sessions and media for public and professionals.
- Multiyear program of awareness campaigns and events.
<table>
<thead>
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<tbody>
<tr>
<td><strong>H1</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>H2</strong></td>
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</tr>
</tbody>
</table>

**Nature and Economy**

- Improving STINAPA’s portfolio of nature related visitor products.
- Closer involvement with tourism branch by becoming board member in branch organizations.
- Responsibility for maintenance of nature related tourism products and facilities.
- Involved and cooperative partner in matching the interests of nature and development.
- Responsibility for quality of information and guiding for nature related tourism products.

**Finance**

- Solid balance with an adequate operational resistance reserve.
- Significant improvement on efficiency and effectiveness of income processes.
- Significant increase and indexation of income for operational tasks.
- Significant funded project income on top of yearly operational income.
- Improvement on efficiency and effectiveness of administration and planning and control processes.

**Governance and Organization**

- Renewal of the statutes and bylaws towards a board-management model.
- Revision of the organizational structure to better balance nature and business responsibilities.
- Adjustment of management profiles towards new structure and responsibilities.
- Alignment of profiles of board members with the renewed statutes.
- Redesign of reporting and communication structure of board and management.
Strategic Plan STINAPA
2015 - 2020

Team
Development and implementation of a structured program of team building.
Execution of a testing program for all employees in key positions.
Recruitment and selection of a permanent director.
Development and implementation of a training program on personal and professional skills.
Investigation and implementation of staff exchange options.

Marketing Instruments
Improvement of STINAPA’s image and authority in local community.
Evaluation and improvement of website and functioning and impact of social media.
Organization of an (international) seminar on nature conservation projects in spring 2015.
Marketing of STINAPA’s successes and marketing to enable successes.
Investigation and implementation of a membership program.

Implementation windows
Important events in future can act as deadlines or initiators for actions towards achieving STINAPA’s aspirations:
1. Renewal of priorities and earmarked funds of World Wildlife Fund – Mid 2016
2. Deadline for completion of nature-money projects 2014-2017 – Mid 2017
3. STINAPA 50-year jubilee – June 2019

Milestones
In Annex H an initial set of milestones for H2 2015 and Q1 2016 is provided.
Implementation

The success of the Strategic Plan is its implementation. Implementation is a core component of the plan. The plan, its goals, actions and priorities, are not orders, they are options and, if approved, commitments of board and executive organization. They must be challenged and adjusted to make them work for the organization. The Strategic Plan is a living document with regular updates. Plan, do, check, and adjust.

Board approval
Before starting implementation the board of STINAPA has decide upon:
1. The Strategic Plan approval.
2. The implementation management.
3. The initial implementation budget and teams.
4. The initial implementation priorities.
5. The implementation reporting and evaluation.

Approval of Strategic Plan
Either STINAPA commits itself to achieve its aspirations for nature conservation on Bonaire, regains and improves its cooperative and influential position and negotiates for adequate (financial) resources. Or STINAPA confines its activities to park management and discharges itself of all non-legislative tasks⁷. An ambition and position half-way may be seen as “stuck in the middle.” A halfway position is not easy explainable and will result in permanent questioning of STINAPA’s responsibilities and functioning. This plan proposes to choose for ambition. Nature and Bonaire deserve it. Stakeholders encourage it. STINAPA has the obligation based on the foundation’s reason for existing.

Implementation management
A Steering Committee is advised to manage and monitor the implementation of the Strategic Plan. The Committee should consist of assigned board members, director(s) and possibly an executive (part time) program manager. The progress and critical issues have to be reported to the full board. The program manager will advise on priorities, roadmap and budget allocation. The implementation teams will have clear responsibilities for the necessary activities and output, celebrate successes and evaluate non-compliance and poor implementations. They will organize communication to STINAPA’s stakeholders. The director(s), program manager and management team will be responsible for execution of the projects.

Implementation budget
The implementation of the Strategic Plan needs a budget. Several sources are foreseen to provide the, at the start, necessary finance:
1. Application for WNF earmarked funds.
   WNF has earmarked € 15,000 in its 2014-2015 budgets to support STINAPA with her its strategic and organizational transition processes.

⁷ See Annex I for an analysis of the “park-management” scenario.
2. Allocation of non-earmarked reserves.
   From STINAPA’s reserves approximately US$ 300,000 (June 2014) is estimated to be non-earmarked and available for implementations. It is expected that external funds will more easily be granted if a – for instance – 50/50 balance with in house finance is proposed.

3. Reallocation of ‘flexible’ operational budgets.
   A (small) part of the operational budget is allocated to, not mandatory, activities. These activities and their priorities should be reviewed and weighed against priorities of the Strategic Plan.

**Implementation teams**

It is advisable to organize the implementation as dedicated projects. Projects and their management will be assigned with clear responsibilities, set deadlines, allocated resources and budget through the director and the management team. Where necessary, external sourcing is an option and may be desired.

**Implementation priorities**

The plan has set priorities for its actions. The Steering Committee will refine these priorities, taking urgency and importance into consideration, in order to keep them balanced with budget, capacity constraints, necessary sequencing, and implementation windows. It is advisable to also incorporate an effective mix of quick-wins and long-runs. This will improve the provisional roadmap.

The following set of urgent and important actions are advised to start the implementation with, as they are essential preconditions for the successful implementation of further goals:

1. Renewal of the statutes and bylaws towards a board-management model.
2. Development and implementation of a structured plan for team building.

**Reporting and evaluation**

The Steering Committee will report on progress and deviations at least on a quarterly basis. At yearly intervals the implementation of the Strategic Plan, its progress and successes, should be formally evaluated. Changes in the Strategic Plan will be applied, when significant changes in goals or direction, delays, budget and preconditions, or external factors make this necessary.

The evaluation will give specific attention to the results and successes, such as:
- Improvement of added value of STINAPA’s products to stakeholders.
- Improvement of effectiveness and efficiency of internal work processes and operations.
- Improvement of organization and team.
- Enhancement of resources.
ANNEX A: Strategy map
ANNEX B: Suggestions of ranger operations improvements

Improvement of ranger operations will be a multiyear program. It will aim at improving efficiency and effectiveness, but also at image and pride, at flexibility, and specializing on personal competencies. This annex illustrates some suggestions not necessarily in sequence of priority and also not limitative.

- Specialize on tasks of informing, enforcing, conservation and maintenance.
- Reduce on tasks of postman, ticketing.
- Organize ranger exchange opportunities regional and in the Netherlands.
- Organize regular exchange of WSNP and BNMP ranger.
- Introduce volunteer or flexible of temporary contract ranger assists.
- Organize more visibility by patrolling on feet instead of in the car, by joining on dive trips, by giving informal lectures on ranger work.
- Organize maintenance of dive sites, shade parasols.
- Show STINAPA’s logo on moorings and dive sites.
- Organize programmed enforcement, where profitable in cooperation with public entity, police and prosecutors.
- Organize flexible shifts not only between 5AM and 9PM.
- Organize 7x24 answering service of tip-line 9292.
- Improve logo visibility on cars and add text ‘if you see ... call 9292’.

Improvement should be implemented in close consultation with the rangers. It will need coaching, team building and training. It is suggested to invite experienced rangers from the region or from the Netherlands to exchange expertise and suggestions for improvement.
ANNEX C: Nature conservation priorities

This annex provides a provisional analysis of criteria and procedures to decide on priorities for nature conservation projects of research, monitoring and interventions.

In prioritizing many organizations are involved, such as:

- Conservation organizations international: IUCN, RAMSAR, SPAW, DCNA.
- Funding organizations: WNF, Prins Bernhard Fund, Disney.
- Universities and research institutions: WUR, CIEE, CARMABI, IMARES, ALterra, CNSI, CIEE.
- Conservation organization local: STCB, Echo, CRF-Bonaire.

Cooperation and improving partnerships is strongly advised. It will strengthen the position, influence and authority of all organizations involved in and committed to the nature conservation of Bonaire. It will align and improve funding applications and enhance their success rate. It will bring nature in a better balanced position towards competing and endangering development interests.

Prioritizing of conservation projects, both terrestrial and marine, can take the angle of protecting and restoring habitats or species. Interventions on invasive species create conditions for conservation activities on habitats and species. Habitat conservation sets conditions for conservation activities aimed at species.

Bonaire shows many successful conservation activities aimed at habitats and species. On the other hand, many projects to manage and reduce the negative impacts of invasive species are less successful and are confronted with strong resistances.

Invasive species are amongst others:

- Donkeys
- Goats
- Lionfish
- Pigs
- Cats
- Dogs
- Feral chickens
- Invasive seagrass
- Neem tree
- Rubber vine

It is of strategic interest that running projects aimed at eradication or reduction of invasive species, a.o. donkeys, goats and lionfish, are successful. Funding organizations closely follow the results of these projects. It is the proof of the commitment of Bonaire to conserve, protect and restore its nature. It is an important argument in their decision making on future funding applications.

Bonaire has successful projects aiming at the quality of nature habitats, such as:

- Wastewater collection and treatment.
- Hydrology improvement of the mangrove area.
- Reforestation of Klein Bonaire.

And, of course, the zoning of Bonaire with its nature areas, STINAPA’s parks and the RAMSAR areas has strong safeguards to protect these as nature habitats.
The projects aimed at the eradication of invasive species are also of importance for the nature habitats, as for example they reduce erosion (goats and donkeys), or reduce predation of small fish (lionfish).

Economic development activities are a permanent risk for the quality of Bonaire’s nature habitats. It is therefore important to cooperate with government and other stakeholders, to advocate and promote that development should and can be sustainable, minimize its impact on habitats and mitigate its remaining impact with compensating measures.

It is worthwhile to validate the actual importance of habitats, their condition and reduced biodiversity, and to develop a ranked reference-base for prioritizing and promoting protection and restoration measures and projects.

Prioritizing conservation of species can be seen from four different angles:

- **The red list of endangered species of IUCN.**
  The red list of IUCN is internationally recognized and a strong argument to receive funding from international organizations. Bonaire has five species of highest ranking (critical) on this list:
  - Elkhorn Coral
  - Staghorn Coral
  - Goliath Grouper (Djukfes)
  - Hawksbill Turtle (Karèt)
  - Leatherback Turtle (Drikil)

- **Bonaire’s additional list of local endangered species.**
  The following species are probably on this list:
  - Lesser long-nosed bat
  - Yellow-shouldered Amazon (Lora)

- **Keystone species.**
  Keystone species have a disproportional large effect and meaning for their environment. They play a critical role in maintaining the structure of an ecological community. Probable examples are:
  - Lesser long-nosed bat (important to cactus)
  - Seagrass (important to turtles)

- **Flagship species.**
  Flagship species are important because by raising the profile of these particular species, a successfully leverage of more support for biodiversity conservation at large can be expected. An example is:
  - Flamingo (Chogogo)

Prioritizing of conservation activities is complex. The Ministry of Economic Affairs and DCNA strive to realize cooperation and develop one agreed list of priorities. STINAPA can take initiative to help and develop, together with other organizations, this list for Bonaire. It will improve the position of Bonaire and its nature organization in applying for funding.
ANNEX D: Suggestions of visitor products and responsibilities

STINAPA’s responsibility to initiate, support and maintain visitor products is restricted but also important. It is one of STINAPA’s aspirations to connect nature to visitors. It will help to create and improve understanding, and to enhance the position of nature conservation and STINAPA towards achieving funds.

Tourists and local visitors of our parks generate approximately US$ 1,3 million of income yearly for STINAPA, 80-90% of STINAPA’s total income. The value of nature to tourism is estimated in studies at approximately US$ 50 million, 40% of all expenditures of tourists yearly. Nature and tourism on Bonaire have strong interdependencies. Bonaire’s economy consists for approximately 80% of tourism expenditures.

STINAPA is active in creating, maintaining and improving tourist products especially in WSNP park, such as:
- Guiding tours.
- Improvement of the museum.
- Kids trail.
- Food and beverage at the entrance.
- Reopening of the shop.
- Short route for cruise tourists.
- Slagbaai restaurant and lodging.

And more ideas have already been discussed, such as:
- Tented camp in the park for two day hiking.
- Watchtower and sliding cable.
- Nature experience, an interactive nature education tunnel.
- Enhance the use of Kas Sientifiko for schools and excursions.

Also for the marine park several suggestions are available, such as:
- Sinking an interesting wreck.
- Underwater restaurant.
- More coral nursery activity.
- More cleanup activities.

More ideas are available for outside the parks. This could be initiated or supported in cooperation with tourism branch and OLB. Examples are:
- Nature hiking and biking tours (kunuku hiking tours are being developed already).
- Digital tour guides for hiking and biking.
- Nature lodging facilities to be adopted and operated by tourism branch.

STINAPA may accept – with proper conditions – responsibility for some nature visitor products and facilities. It will add to the visibility and image of STINAPA, local and international.
ANNEX E: Nature Fee income

Statistics of the number of tourists and the number of Nature tags sold (dive and other use) indicates that 58% to 68% of all tourists buy a Nature tag. A decrease in percentage is not evident. It is not clear from this table that our performance of selling tags has decreased over the last years.

<table>
<thead>
<tr>
<th>Total tags sold</th>
<th>Number of tourists</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>36049</td>
<td>62555</td>
</tr>
<tr>
<td>2006</td>
<td>41498</td>
<td>63552</td>
</tr>
<tr>
<td>2007</td>
<td>44608</td>
<td>74309</td>
</tr>
<tr>
<td>2008</td>
<td>49708</td>
<td>74342</td>
</tr>
<tr>
<td>2009</td>
<td>42880</td>
<td>64703</td>
</tr>
<tr>
<td>2010</td>
<td>44420</td>
<td>68086</td>
</tr>
<tr>
<td>2011</td>
<td>42319</td>
<td>70821</td>
</tr>
<tr>
<td>2012</td>
<td>48913</td>
<td>71823</td>
</tr>
<tr>
<td>2013</td>
<td>49932</td>
<td>75000</td>
</tr>
</tbody>
</table>

However, if we look at the number of Nature tags sold at the entrance of WSNP, then an indication may be seen that the sale of tags can be improved. Most visitors visit WSNP halfway or towards the end of the stay on Bonaire. It may be expected that many of them have already entered, for example surfing, swimming snorkeling or diving, the marine park. The table below indicates that approximately 10% of Bonaire’s visitors does not buy the tag at the start of their vacation and/or entering the Marine Park.

<table>
<thead>
<tr>
<th>Total tags sold</th>
<th>Tags sold at WSNP</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>36049</td>
<td>4069</td>
</tr>
<tr>
<td>2006</td>
<td>41498</td>
<td>6776</td>
</tr>
<tr>
<td>2007</td>
<td>44608</td>
<td>7110</td>
</tr>
<tr>
<td>2008</td>
<td>49708</td>
<td>7106</td>
</tr>
<tr>
<td>2009</td>
<td>42880</td>
<td>7382</td>
</tr>
<tr>
<td>2010</td>
<td>44420</td>
<td>7080</td>
</tr>
<tr>
<td>2011</td>
<td>42319</td>
<td>2344</td>
</tr>
<tr>
<td>2012</td>
<td>48913</td>
<td>6357</td>
</tr>
<tr>
<td>2013</td>
<td>49932</td>
<td>6091</td>
</tr>
</tbody>
</table>

These statistics should have consequences for the approach of improving the sales performance for the Nature tag. There is no argument for a decreased performance. The approach should therefore be: how can we further improve the sales performance.
ANNEX F: Income break-down

The total income of STINAPA has over the last ten years developed as illustrated below:

<table>
<thead>
<tr>
<th>[x US$ 1000]</th>
<th>Total income</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$ 644</td>
<td>$ 644</td>
</tr>
<tr>
<td>2005</td>
<td>$ 837</td>
<td>$ 193</td>
</tr>
<tr>
<td></td>
<td></td>
<td>introduction of other use tag</td>
</tr>
<tr>
<td>2006</td>
<td>$ 1.180</td>
<td>$ 343</td>
</tr>
<tr>
<td>2007</td>
<td>$ 1.429</td>
<td>$ 249</td>
</tr>
<tr>
<td>2008</td>
<td>$ 1.425</td>
<td>$ -4</td>
</tr>
<tr>
<td>2009</td>
<td>$ 1.011</td>
<td>$ -414</td>
</tr>
<tr>
<td>2010</td>
<td>$ 1.098</td>
<td>$ 87</td>
</tr>
<tr>
<td>2011</td>
<td>$ 1.253</td>
<td>$ 155</td>
</tr>
<tr>
<td></td>
<td></td>
<td>entry $15 WSNP other use tag</td>
</tr>
<tr>
<td>2012</td>
<td>$ 1.330</td>
<td>$ 77</td>
</tr>
<tr>
<td>2013</td>
<td>$ 1.352</td>
<td>$ 22</td>
</tr>
<tr>
<td>2014</td>
<td>$ 1.412</td>
<td>$ 60</td>
</tr>
</tbody>
</table>

The introduction of the other use tag resulted in a sharp increase of income. Later when the entry fee of WSNP was raised a smaller increase resulted. Income seems to be stable between US$ 1,3 and 1,4 million.

The financial result of profit and loss developed as illustrated here:

<table>
<thead>
<tr>
<th>[x US$ 1000]</th>
<th>Profit / Loss</th>
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<tbody>
<tr>
<td>2004</td>
<td>$ 10</td>
</tr>
<tr>
<td>2005</td>
<td>$ 197</td>
</tr>
<tr>
<td>2006</td>
<td>$ 243</td>
</tr>
<tr>
<td>2007</td>
<td>$ 68</td>
</tr>
<tr>
<td>2008</td>
<td>$ 93</td>
</tr>
<tr>
<td>2009</td>
<td>$ 59</td>
</tr>
<tr>
<td>2010</td>
<td>$ 129</td>
</tr>
<tr>
<td>2011</td>
<td>$ 54</td>
</tr>
<tr>
<td>2012</td>
<td>$ 5</td>
</tr>
<tr>
<td>2013</td>
<td>$ -18</td>
</tr>
<tr>
<td>2014</td>
<td>$ -93</td>
</tr>
</tbody>
</table>
ANNEX G: Actions and priorities

While the goals describe the five-year ambitions of STINAPA, the listing of actions and priorities provide a first and necessary step in preparing for implementation. When starting the implementation further detailing has to provide:

- Validation of the goal and its priority.
- Addition of information, risks, interdependencies, SMART output, outcome, etc.
- Involvement of stakeholders, internal and external.
- Resources, activities, planning, milestones and budget.
- Mandate and governance.

The proposed prioritization of the goals and projected results has been based on the information collected during the development of the Strategic Plan, i.e. the achievements at present, the SWOT, the interviews and the desk research.

Improvement of operations and processes

[\(P = \text{priority}\)]

**Park Management**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Actions</th>
<th>(P)</th>
</tr>
</thead>
</table>
| Significant improvement of effectiveness and efficiency of ranger operations. | 1. Perform audit of existing work processes, a.o. informing, office support, ticket sales, monitoring, maintenance, enforcement.  
2. Design and implement improvements.  
3. Implement interchangeability of WSNP and BNMP.  
4. Consider and make use of skills exchange with other organizations. | H |
| Transparent and effective procedures of (dis)approval of permits. | 1. Perform audit of existing procedures for a.o. constructions, moorings and research.  
2. Design and implement improvements.  
3. Implement procedure and system for documentation and archiving. | H |
| Formalization of management contracts and expansions of parks. | 1. Investigate necessity to prepare and implement management contracts of STINAPA and the government.  
3. Investigate feasibility and conditions of acquiring management for Labra and Brazil plantations.  
4. Implement acquisition of management when feasible. | M |
| Significant improvement of effectiveness and efficiency of maintenance operations. | 1. Perform audit of existing work processes.  
2. Investigate possibilities of exchangeability of WSNP and BNMP.  
3. Design and implement improvements. | M |
| Review and update of park management plans. | 1. Perform audit of status of management plans of BNMP and WSNP.  
2. Update plans.  
3. Implement actions of updated management plans. | L |
## Nature Conservation

<table>
<thead>
<tr>
<th>Goal</th>
<th>Actions</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation of plans and management of running projects.</td>
<td>1. Perform audit of all running and starting projects.</td>
<td>H</td>
</tr>
<tr>
<td></td>
<td>2. Update project plans, include a.o. objectives, planning, organization, budget and reporting.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Align project execution with renewed project plans.</td>
<td></td>
</tr>
<tr>
<td>Startup of an informal network of institutes, nature organizations and professionals.</td>
<td>1. Investigate a low-profile frame and conditions of a win-win network of institutes, nature organizations and professionals.</td>
<td>H</td>
</tr>
<tr>
<td></td>
<td>2. Promote, implement and nourish the network.</td>
<td></td>
</tr>
<tr>
<td>Disclosure and publication of all reports and information for public and professionals.</td>
<td>1. Investigate restrictions of publications of data, reports and publications.</td>
<td>M</td>
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<tr>
<td></td>
<td>2. Design a procedure and channels for the disclosure of reports and information.</td>
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<td></td>
<td>3. Implement and maintain the procedure of disclosure.</td>
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<tr>
<td>Development of a widely adopted set of priorities and standards for nature projects.</td>
<td>1. Evaluate criteria for prioritizing nature projects.</td>
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<td></td>
<td>2. Implement new criteria.</td>
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<td></td>
<td>3. Evaluate generic standards for research and monitoring.</td>
<td>L</td>
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<td></td>
<td>4. Implement new standards.</td>
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<tr>
<td>Establishment of a multiyear program of research, monitoring and intervention projects.</td>
<td>1. Design, implement and advocate a multiyear program of research, monitoring and intervention projects.</td>
<td>L</td>
</tr>
</tbody>
</table>

## Education and Awareness

<table>
<thead>
<tr>
<th>Goal</th>
<th>Actions</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant improvement of effectiveness and efficiency of education operations.</td>
<td>1. Perform audit of existing work processes.</td>
<td>H</td>
</tr>
<tr>
<td></td>
<td>2. Investigate possibilities of improvement.</td>
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<td>3. Implement improvements.</td>
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<tr>
<td>Junior Ranger program brought to second phase of growth and professionalism.</td>
<td>1. Audit existing functioning of Junior Ranger program, a.o. number of scouts, attendance, ages, cost sharing.</td>
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<tr>
<td></td>
<td>2. Implement cost sharing.</td>
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<td></td>
<td>3. Implement improvements in program and organization.</td>
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<tr>
<td>Significant improvement of volunteer involvement and organization.</td>
<td>1. Perform audit of existing volunteer work and organization.</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>2. Investigate possibilities of exchangeability improvement.</td>
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<td></td>
<td>3. Implement improvements.</td>
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</tr>
<tr>
<td>Multiyear program of lectures, information sessions and media for public and professionals.</td>
<td>1. Evaluate existing program of a.o. lectures, information sessions and workshops.</td>
<td>M</td>
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<tr>
<td></td>
<td>2. Design and implement a multiyear comprehensive program.</td>
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<tr>
<td>Multiyear program of awareness campaigns and events.</td>
<td>1. Evaluate existing program of a.o. awareness campaigns and events.</td>
<td>L</td>
</tr>
<tr>
<td></td>
<td>2. Design and implement a multiyear comprehensive program.</td>
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</tbody>
</table>
## Nature and Economy

<table>
<thead>
<tr>
<th>Goal</th>
<th>Actions</th>
<th>P</th>
</tr>
</thead>
</table>
| Improving STINAPA’s portfolio of nature related visitor products.    | 1. Improve existing nature related products and their promotion for visitors, tourists and locals.  
2. Design and develop new nature related products for visitors, tourists and locals. | H  |
| Closer involvement with tourism branch by becoming board member in branch organizations. | 1. Request for a board seat in BONHATA and/or TCB.                                                                                                                                             | H  |
| Responsibility for maintenance of nature related tourism products and facilities. | 1. Investigate feasibility and conditions to accept responsibility for maintenance of nature related tourism products outside the parks.  
2. Implement maintenance responsibilities when feasible. | M  |
| Involved and cooperative partner in matching the interests of nature and development. | 1. Investigate possibilities to mitigate the seemingly conflicting interests of nature conservation and (tourism) development.  
2. Promote and implement improvements in cooperation with partners, stakeholders and authorities. | M  |
| Responsibility for quality of information and guiding for nature related tourism products. | 1. Perform audit of existing quality of information and guiding for nature related visitor, tourists and local products.  
2. Design improvements, a.o. internet based information, guiding certification and training. | L  |

## Improvement of organization and team and enhancement of resources

### Finance

<table>
<thead>
<tr>
<th>Goal</th>
<th>Actions</th>
<th>P</th>
</tr>
</thead>
</table>
| Solid balance with an adequate operational resistance reserve.     | 1. Perform audit of reserve position to determine non-earmarked reserve position.  
2. Set rules for reduction of non-earmarked reserves.  
3. Implement reduction of non-earmarked reserves.                   | H  |
| Significant improvement on efficiency and effectiveness of income processes. | 1. Audit the supposed degree of missing income, a.o. from other user tag.  
2. Design and implement measures for improvement.                   | H  |
|                                                                      | 3. Investigate the effects of applying a.o. credit card for selling nature tags and the possibilities to waive cash transports.  
4. Investigate the operational burden of services for STINAPA by (dive) operators and resorts.  
5. Investigate the concept and effects of an internet based registration of nature tag holders.  
6. Investigate the concept and effects of a one-fee-tax system in cooperation with the tourism branch.  
7. Decide and, where positive, implement results of 3 to 6.         | M  |
**Significant increase and indexation of income for operational tasks.**

1. Investigate consequences of increase (or not) of entry fee of WSNP.
2. Implement increase of entry fee or alternative measures.
3. Make inventory of tasks, responsibilities and ambitions that suffer or must be abandoned as result of lack of income and quantify need to increase income.
4. Investigate options and alternatives to increase income, include consequences of (no) indexation.
5. Advocate and promote decision making on legislation to increase income.
6. Implement increase of income or alternative measures.

**Significant funded project income on top of yearly operational income.**

1. Organize and manage the nature projects of the government towards success aligned with approved plan and contract.
2. Define and prioritize projects, write project proposals.
3. Define preferred funding organizations.
4. Investigate possibility or necessity of (own) co-finance.
5. Advocate and promote approval of funding requests.

**Improvement on efficiency and effectiveness of administration and planning & control processes.**

1. Audit the processes of administration, planning and control.
2. Prioritize and implement measures for improvement.

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### Governance and Organization

<table>
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<tr>
<th>Goal</th>
<th>Actions</th>
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</table>
| Renewal of the statutes and bylaws towards a board-management model. | 1. Draft new statutes.  
2. Alignment of the goals of the foundation in the statutes with the new mission, vision and values.  
3. Draft new bylaws and if necessary a new code of conduct.  
4. Draft a plan to successfully operationalize the statutes.  
5. Implement and operationalize new statutes and bylaws. |
| Revision of the organizational structure to better balance nature and business responsibilities. | 1. Design a renewed organizational structure.  
2. Draft a plan to successfully operationalize the structure.  
3. Implement and operationalize the new structure. |
| Adjustment of management profiles towards new structure and responsibilities. | 1. Design the renewed management profiles.  
2. Test management upon a.o. skills and capabilities.  
3. Appoint employees into renewed positions.  
4. Implement trainings. |
| Alignment of the profiles of board members with the renewed statutes. | 1. Investigate and design the required profiles of Board members.  
2. Implement the new structure of profiles. |
| Redesign reporting and communication structure of board and management. | 1. Design a renewed reporting and communication structure.  
2. Implement the structure. |
### Team

<table>
<thead>
<tr>
<th>Goal</th>
<th>Actions</th>
<th>P</th>
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</table>
| Development and implementation of a structured program for team building. | 1. Develop a plan for teambuilding at employee, MT and at department level.  
2. Execute program of team building. | H |
| Execution of a testing program for all employees in key positions. | 1. Define and tender test programs for MT and key employees.  
2. Execute test program.  
3. Apply results for employee development and training | H |
| Development and implementation of a training program on personal and professional skills. | 1. Design a training program for personal and functional skills.  
2. Search and select training modules.  
3. Implement training program. | M |
| Investigation and implementation of staff exchange options. | 1. Search and investigate feasible options of staff exchange.  
2. Implement staff exchange. | M |

### Marketing Instruments

<table>
<thead>
<tr>
<th>Goal</th>
<th>Actions</th>
<th>P</th>
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</table>
| Improvement of STINAPA’s image and authority in local community. | 1. Develop a program of communication and marketing towards the local community.  
2. Execute the program. | H |
| Evaluation and improvement of website and functioning and impact of social media. | 1. Develop and implement the new website | H |
| Organization of an (international) seminar on nature conservation projects. | 1. Develop program, setting and potential invitees for a high-level seminar.  
2. Organize seminar. | M |
| Marketing of STINAPA’s successes and marketing to enable successes. | 1. Establish marketing triggers from all goals and options.  
2. Design and execute marketing activities. | M |
| Investigation and implementation of a membership program. | 1. Investigate possibilities of a membership program.  
2. Design, prepare and test program and procedures.  
3. Implement program. | L |
ANNEX H: Milestones in the roadmap

This annex provides quarterly milestones for the implementation of the Strategic Plan. These milestones can be helpful to oversee if the implementation is ‘conform plan’ and delivers its planned products, i.e. milestones.

The planning assumes the availability of an assumed amount of resources, human resources and budget. More resources can accelerate the pace of implementation. The absorption capacity of the organization will set limits to the maximum pace of the implementation. Less resources may cause delays. Here the risk of demotivation has to be monitored. The required resources have not been calculated. A calculation of required resources per project is part of the preparation of the implementation per project.

The milestones have been sorted quarterly. For project management it will be necessary to define milestones for each project from start to end as well.

The milestone inventory has been defined for two quarters, starting with quarter 4 of 2015. On the go, starting by the end of Q3 2015, the milestone inventory has to be complemented with new quarterly milestones.

Almost all projects start with delivering a project plan. Sometimes this plan will be very concise, one A4. More complex project will need a more detailed plan.

Milestones Q4 2015

*Nature Conservation*
1. Evaluation of plans and management of running projects.
   a. Project plan.
   b. Inventory of all not-completed and running projects.

*Nature and economy*
2. Improving STINAPA’s portfolio of nature related visitor products.
   a. Project plan.

*Finance*
   a. Validate draft calculation of balance reserves.

*Governance and organization*
4. Renewal of the statutes and bylaws towards a board-management model.
   a. Project plan.
   b. Validate and finalize draft statutes.
5. Revision of the organizational structure to better balance nature and business responsibilities.
   a. Project plan.
   b. Validate draft organization structure at functional impact and budgetary consequences
6. Adjustment of management profiles towards new structure and responsibilities.
   (Depends partly on delivery of result above, under 5)
   a. Describe and deliver management profiles.

*Team*
7. Development and implementation of a structured program of team building.
   a. Project plan.
b. Introductory team building sessions at department level.

8. Execution of a testing program for all employees in key positions.
   a. Define test purposes, aspects and program
   b. Tender testing execution.

**Marketing Instruments**

9. Organization of an (international) seminar on nature conservation projects.
   a. Project plan.
   b. Promote and organize STINAPA’s involvement in the organization.
   c. Draft seminar program and list of lecturers and to be invited participants.

**Milestones Q1 2016**

**Park Management:**

1. Significant improvement of effectiveness and efficiency of ranger operations.
   (Depends partly on results of 2015 Q4 7b)
   a. Project plan.
   b. Training in operations of service attitude towards public.
   c. Inventory of ranger core responsibilities and misfit of tasks.

**Nature Conservation:**

2. Evaluation of plans and management of running projects.
   (Started 2015 Q4)
   a. Improvement and completion of plans and management of running projects.
   b. Decision making and continuation of projects.
   (End of project)

3. Startup of an informal network of institutes, nature organizations and professionals.
   a. Project plan.
   b. Kick-off meeting.

**Education and awareness:**

4. Significant improvement of effectiveness and efficiency of education operations.
   a. Project plan.
   b. Improvement of balance of operational and management tasks.

**Nature and economy:**

5. Improving STINAPA’s portfolio of nature related visitor products.
   (Started 2015 Q4)
   a. Implementation of visible and low budget quick wins of marine and terrestrial products.
   b. Integration of running projects, by example Slagbaai, in total product development plan.
   c. Preparation and development of more complex and budget consuming products.

6. Closer involvement with tourism branch by becoming board member in branch organizations.
   a. Investigation of possibilities with tourism branch organizations.
   b. Decision making on membership in board or committee(s) of tourism branch.

**Finance:**

7. Solid balance with an adequate operational resistance reserve.
   (Started 2015 Q4)
   a. Decision making on operational resistance reserve and non-earmarked reserve.
   b. Decision making on conditions and criteria for investment of non-earmarked reserve.

8. Significant improvement on efficiency and effectiveness of income processes.
   a. Project plan.
   b. Inventory, analysis and definition of process improvements.
Governance and organization:
9. Renewal of statutes and bylaws towards a board-management model.
   (Started in 2015 Q4)
   a. Decision making on renewed statutes.
   b. Drafting of board bylaws.
10. Revision of the organizational structure to better balance nature and business responsibilities.
    (Started in 2015 Q4)
    a. Decision making on the organization structure.
    b. Implementation of the organization structure.
    c. Define necessary (team) actions to secure the effectiveness of the new structure.
    (End of project)
11. Adjustment of management profiles towards new structure and responsibilities.
    (Started in 2015 Q4; depends partly on results above, under 10, and below, under 13)
    a. Decision making on management profiles.
    b. Matching of profiles and employees.
    c. Define necessary training of employees to fulfill required job profiles.

Team:
12. Development and implementation of a structured program of team building.
    (Started in 2015 Q4)
    a. Second series of team building at department level on identified issues.
13. Execution of testing program for all employees in key positions.
    (Started in 2015 Q4)
    a. Execute testing program.
    b. Evaluate testing results and apply for assignments and training.
    (End of project)
14. Development and implementation of a training program on personal and professional skills.
    (Depends partly on delivery of results above, under 11, 12 and 13)
    a. Inventory of relevant training options.
    b. Tender of training programs.

Marketing Instruments:
15. Improvement of STINAPA’s image and authority in local community.
    a. Project plan.
    b. Execute first series of communication items.
16. Organization of an (international) seminar on nature conservation projects.
    (Started in 2015 Q4)
    a. (Co)-execute the preparation and organization of the seminar.
17. Marketing of STINAPA’s successes and marketing to enable successes.
    a. Project plan.
    b. Align marketing items with progress and results of projects.
    c. Execute marketing activities.
    d. Evaluate effect and results.
ANNEX I: Park management scenario

Reduction of the ambition to STINAPA’s legal responsibilities for park management is also an option.

Consequences of this perspective may be:
- If permanent, then adjustment of STINAPA’s statutory goals is necessary.
- Termination of education activities, unless fully funded including management fee.
- Termination of conservation activities, unless fully funded including management fee.
- Reduce and refocus of communication activities.
- Reduce of staffing and board members.
- Evaluation job valuation.
- Adjustment of positioning towards external stakeholders.
- Termination of investigation of significant increase of income.