

## 20th DCNA Board Meeting

17 – 19 March 2014

**Location: Flamboyant Meeting Room, St. Eustatius**

**DAY ONE: 17 March 2014**

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**Board Members present:**

Leendert van Driel	Financial expert	LvD	Vice Chair
Kerenza Rannou	STINAPA Bonaire	KR	Alt. Member
Paul Stokkermans	CARMABI, Curaçao	PS	Member
Steve Piontek	STENEPA, St. Eustatius	SP	Member
Tadzio Bervoets	St. Maarten Nature Foundation	TB	Member
Frensel Marcelina	NGO representative	FM	Member
Rueben Thompson	NGO representative	RT	Member
Glenn Thodé	Governance expert	GT	Member
Ron Gomes Casseres	Financial expert	RGC	Member

**Observers present:**

Governor Holiday	St. Maarten Governor
Lt. Governor Berkel	St. Eustatius Governor
Commissioner Tear	St. Eustatius Commissioner
Jaap Leeuwenburg	General Secretary to His Majesty King Willem-Alexander
Letita Buth	Trust Fund Committee Member
Ron van der Veer	Fundraising Committee Member
Willem van Hees	STINAPA Bonaire
Paul Hoetjes	Dutch Ministry of Economic Affairs
Baud Schoenmaeckers	Synergos
Roberto Hensen	St. Eustatius Department of Agriculture, Animal Husbandry and Fisheries
Johan Stapel	Caribbean Netherlands Science Institute
Barry Spergel	Conservation Finance Expert

**Secretariat staff present:**

Kalli De Meyer	Executive Director
Nathaniel Miller	Assistant Director
Elise Benedictus	Accounting Officer
Emeray Martha	Administrator

**Opening**

LVD declared the meeting open. Apologies for absence were received from Kai Wulf. Agenda for the meeting was approved.

**Welcome address**

Governor Berkel of St. Eustatius welcomed the DCNA board members and special guests to St. Eustatius. Governor Berkel emphasized the importance of sustainable development on our islands that balances nature conservation and economic development.

**Safeguarding nature**

Presentation of the final draft of the promo video (PSA) for STENAPA, promoting nature conservation on St. Eustatius, which is intended to be used as part of the fundraising campaign.

**Fundraising: introduction - Tadzio Bervoets (ppt)**

Presentation outlined the strategies for building fundraising capacity.

- Trust Fund
- Thematic funding
- Building capacity for fundraising

**Building capacity for fundraising: strategies - Tadzio Bervoets (ppt)**

Presentation reviewed the DCNA Board approved strategy to build capacity for fundraising through:

**1. Enhancing decision makers understanding of the need to conserve nature**

Opportunities for dialogue include:

- Development of management contracts and/or service level agreements between parks and island governments
- Development of platform for dialogue
- TEEB studies (lead by Dr Pieter van Beukering)
- Sustainable finance study (conducted by Dr Barry Spergel)
- Development of Biodiversity Strategy

**2. Assisting conservation organisations through trainings / workshops**

**3. Exploring on line fundraising opportunities - Nathaniel Miller (ppt)**

Presentation focused on three aspects:

- Crowd source funding opportunities
- Adoption programmes

- Donate now !

**4. Developing major donor programme – Kalli De Meyer (ppt)**

Explained the US model of major donor acquisition through membership programmes, types of major donors (young entrepreneur – traditional philanthropist) and the process of solicitation, welcome and engagement with major donors. Options include:

- Low touch: donate now ! with largely automated responses to donations
- High touch: more personalized, frequent and detailed reaction to donations

*Governor Berkel noted both the importance of drafting legislation to support park management including management contracts with park management organisations and the need to translate the results of the TEEB study for the local public. He also stated that we should not be thinking in terms of 'man vs nature' but finding balance.*

**Fundraising tools – Nathaniel Miller / Kalli De Meyer (ppt)**

Presentation presented an overview of the tools needed for successful fundraising:

- Database (Constituent Relationship Management)
- Payment facility (PayPal and other options)
- Design look (under development)
- Promotional materials (including promotional PSAs for each island, website enhancements and on site materials)
- Tax deductible status

**Tax deductible status: NL (ANBI)**

DCNA has already acquired tax deductible (ANBI) status with the Dutch Tax Office

**Tax deductible status: USA (501C3)**

Options include:

- Setting up charitable ("Friends of") non profit organisation in the USA and then applying for tax deductible (501c3) status with the Internal Revenue Service
- Establishing a Donor Advised Fund making use of a third party organisation with tax deductible status

**Conservation updates – Nathaniel Miller / Elise Benedictus / Emeray Martha Neuman**

Presentation included an update on projects, training and capacity building.

Focus was on Bird Conservation and changes to Management Success project (where data collection will now be done on line instead of on site), and the development of new citizen science applications.

Two workshops with park managers and administrators aimed at building the capacity of the parks to address issues related to financial administration.

Feedback was requested from parks and conservation organisations on future requirements for bird conservation activities

**Conservation Trust Fund: history – Letitia Buth (ppt)**

Presentation gave an overview of the establishment of DCNA and the Trust Fund initiative from the 1990's onwards including:

- Unstable funding situation for parks in the 1990s
- Nature Forum meetings which flagged acute financial situation of the parks

- Dutch Parliamentary motion to commission Trust Fund Study in 1998
- Central Government development of “Begroting- and Financieringsplan” in 2000
- Trust Fund study 2003-2004
- Dutch Parliamentary motion in 2004 calling for a substantial financial contribution to the Trust Fund (Dietrich motion)
- Establishment of DCNA and Trust Fund in 2005 with start up funding from the Dutch Postcode Lottery and the Ministry of the Interior
- Ministry of the Interior ten year subsidy providing Euro 1 million per year (of which Euro 750,000 is used to capitalize the Trust Fund)

### **Conservation Trust Fund: update – Leendert van Driel**

Explained that the requirements of the annual reporting to the Ministry of the Interior are onerous for the parks and that DCNA is currently not able to comply with the Ministry’s reporting requirements for annual audit letters.

The Emergency Fund was established out of DCNA reserves and has been used to provide ‘stop gap’ funding for the Nature Foundation and STENAPA

DCNA has been unable to raise additional funds to provide the necessary Euro 24 million to fully capitalize the Trust Fund as was originally planned. Current Trust Fund capital is Euro 12 million

### **Sustainable funding: initiative – Paul Hoetjes (ppt)**

Presentation provided background information on the Financial Sustainability study to be launched at the board meeting.

The project has come as a direct result of actions identified in Nature Policy Plan for the Caribbean Netherlands, which was approved in 2013 and the project is being led by Wereld Natuur Fonds, who have contracted conservation finance expert Barry Spergel to undertake the study. DCNA is a partner in the project.

The project aims to develop a roadmap for the sustainable financing and recommendations for decision makers and others.

Objectives are to:

- Reassess the financial requirements for park day to day management
- Provide a gap analysis of financial requirements vs actual income
- Assess existing and potential new sources of funding
- Include an update on the status of the Trust Fund

The importance of involving Aruba, Curaçao and St. Maarten as well as all governments was discussed.

### **Sustainable Finance: study – Dr Barry Spergel (ppt)**

Dr Spergel provided specific examples of various funding mechanisms which have been used to fund nature conservation in other countries including fines, payment for off shore oil/gas, departure taxes, fees for development, real estate taxes etc.

### **Conservation success on St. Eustatius – Hannah Madden (ppt)**

Presentation provided background information for the field trip on the status of Red-billed Tropicbird seabirds and their conservation efforts on St. Eustatius.

## DAY TWO: 18 March 2014

### Board Members Present:

Leendert van Driel	Financial expert	LvD	Vice Chair
Kerenza Rannou	STINAPA Bonaire	KR	Alt. Member
Paul Stokkermans	CARMABI, Curaçao	PS	Member
Steve Piontek	STENEPA, St. Eustatius	SP	Member
Tadzio Bervoets	St. Maarten Nature Foundation	TB	Member
Frensel Mercelina	NGO representative	FM	Member
Rueben Thompson	NGO representative	RT	Member
Glenn Thodé	Governance expert	GT	Member
Ron Gomes Casseres	Financial expert	RGC	Member

### Observers Present:

Ron van der Veer	Fundraising Committee Member
Jaap Leeuwenburg	

### Secretariat Staff Present:

Kalli De Meyer	Executive Director
Nathaniel Miller	Assistant Director
Elise Benedictus	Accounting Officer

### Meeting minutes

**Decision:** Draft meeting minutes should not be made publically available on the DCNA website.

**Decision:** October 2013 board meeting minutes approved.

### Outstanding board decisions and action points from October 2013

The following action points have not be completed:

- The workshop on Ernst and Young online accounting software workshop is still outstanding with an option to schedule at the next Board meeting
- The joint proposal from the St. Maarten Nature Foundation (SXMNF) and Emilio Wilson Estate Foundation has not been sent in to the DCNA Board.

**Action:** A separate meeting will be held to discuss the request for funding by EWEF to hire a manager. Meeting to include: Glenn Thode, Ron Gomes Casseres, Leendert van Driel, Rueben Thompson, Tadzio Bervoets

**Action:** Rueben / Tadzio to organise a meeting between their board to resolve this situation

Note: Rueben Thompson agreed to these action points only under extreme duress.

- The fundraising strategy has not been reviewed by external experts.

## **Board membership and officers**

### **Board membership**

Paul Stokkermans re-nominated and confirmed as board member.

### **Board officers**

Glenn Thode nominated and confirmed as Vice Chair.

Leendert van Driel nominated and confirmed as Chair (until October 2014).

Paul Stokkermans nominated and confirmed as Treasurer.

Executive Committee now consists of LvD, GT, KW, PS

PS also joins the Financial Committee and Trust Fund Committee.

## **Trust Fund Committee report: Leendert van Driel**

Powerpoint presentation was given on the status of the Trust Fund and investment portfolios.

## **Finance Committee report: Leendert van Driel**

The draft 2013 financial statement has been completed and will be distributed to board after it has been reviewed by the auditors. Secretariat was commended on its good work on the 2013 audit.

## **Fundraising Committee report: Tadzio Bervoets**

Fundraising Committee recommendations:

- **developing online fundraising** through a DCNA donation/join us webpage that offers donate now and up to six project campaigns. Donors will receive "low touch" membership – thank you note, enews and BioNews and will have the ability to direct their donation towards a park management/conservation organisation.
- **building capacity** within the park management/conservation organisations to undertake fundraising by executing **trainings** and developing **onsite materials** such as posters and fliers.
- **developing the following tools:** expansion of FileMaker database, using PayPal NL, pursuing a U.S. 501 (c) 3 status in the U.S. and assisting parks and conservation organisations to establish ANBI status in the Netherlands all as tools to support fundraising.

Note: It is the responsibility of each organisation's DCNA board representative to discuss and come back to the Fundraising Committee or Secretariat on the fundraising support decisions of their organisation.

**Action:** The Fundraising Committee will contact the park management and conservation organisations and ask if they would like a presentation on fundraising topics

**Action:** Fundraising Committee to investigate limitations of PayPal and connection to other organisations' websites.

**Decision:** Executive Committee to review acquisition of 501 (c) 3 status and provide the Board with recommendations

**Action:** Ron van der Veer to explore ANBI status limitations for DCNA to except donations on behalf of the park management/conservation organisations.

### **Executive Committee report**

The Executive Committee has met via teleconference several times since the last board meeting and in person on March 16<sup>th</sup>. Focus of these meeting have been on preparing for this board meeting and planning an approach for stakeholder discussion about DCNA's future beyond 2016.

In the short history of DCNA, a lot has been accomplished in terms of networking, working together, reaching decision makers and establishing the Trust Fund.

**Lessons learned** and outstanding issues include:

- It is not comfortable to have a large amount of money tied up in the Trust Fund while the conservation organisations are struggling financially. The Emergency fund has been established as an interim solution for this.
- DCNA is directly related to the parks, but the relationships with non-park conservation organisations needs clarity.
- Communication between DCNA and the Board members of the park management organisations is problematic and still needs to be improved.

**Outstanding questions** include:

Will DCNA serve as a regional body representing nature conservation on the islands or have a future role of more simply managing a fund?

What are the role and obligations of local governments and Dutch government in terms of nature conservation and their relationship with DCNA?

Since DCNA's primary stakeholders are the park management organisations discussions need to take place with each organisation to better understand how they see their own future after 2016 and within the new constitutional setting. Local governments need to be consulted in the same manner.

*Ron van der Veer added a Den Haag perspective on DCNA, which sees DCNA as:*

- Having a good track record of managing the Trust Fund*
- Being a centre of expertise and knowledge on topics as diverse as science, monitoring, fundraising and communication*
- Having the ability to (temporarily) supply capacity for the parks*
- Uniting the islands – with this as a unique selling point*

**Decision:** Glenn Thode and Ron Gomes Casseres to meet with the park management organisations, conservation organisations and government bodies to discuss the future of and current issues related to DCNA.

**Decision:** Jaap Leewenburg and Ron van der Veer will consult in the Dutch government to encourage a more kingdom oriented approach to nature and conservation.

### **Any other business**

**Action:** Board resolution to wish Kai Wulf a speedy recovery.

There is a strong concern that park management organisations within DCNA have taken too long to complete their audit and produce their financial statements for 2012. This hurts the credibility of DCNA. Parks need efficient financial administration.

**Action:** When Ron Gomes Casseres and Glenn Thode have dialogue with the boards of the park management organisations regarding the future of DCNA, they will discuss the issue of the auditing and timely delivery of financial statements

Greater awareness of DCNA and nature and conservation on the islands is essential and it has been agreed at the previous board meeting that the DCNA Secretariat would send communication to the islands as well.

**Decision:** in order to create greater awareness of nature conservation on our islands. All general newsletters and bulletins, such as for instance BioNews, in which nature conservation activities and programmes are described which are conducted on the Dutch Caribbean Islands by the national parks and other nature conservation organisations in partnership with DCNA will henceforth be distributed (digitally) to as wide a readership as possible on all six islands of the Dutch Caribbean.

To this end, Board members are requested to submit lists of email of mass media and other recipients which will immediately be included by the Secretariat in its mailing of general subjects concerning nature conservation programmes in the Dutch Caribbean, always providing credit of involvement of the national parks through inclusion of their logos or describing their specific involvement.

**Action:** DCNA Secretariat will distribute press and communication such as the contents of the BioNews to local (islands) media channels.



## DAY THREE: 19 March 2014

### Board Members Present:

Leendert van Driel	Financial expert	LvD	Vice Chair
Kerenza Rannou	STINAPA Bonaire	KR	Alt. Member
Paul Stokkermans	CARMABI, Curaçao	PS	Member
Steve Piontek	STENEPA, St. Eustatius	SP	Member
Tadzio Bervoets	St. Maarten Nature Foundation	TB	Member
Frensel Mercelina	NGO representative	FM	Member
Rueben Thompson	NGO representative	RT	Member
Glenn Thodé	Governance expert	GT	Member
Ron Gomes Casseres	Financial expert	RGC	Member

### Observers Present:

Ron van der Veer	Fundraising Committee Member
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### Secretariat Staff Present:

Kalli De Meyer	Executive Director
Nathaniel Miller	Assistant Director
Elise Benedictus	Accounting Officer

### DCNA Articles of Incorporation

A full review of the DCNA's Articles of Incorporation (article by article) was undertaken with the objective of approving text and amendments

**Decision:** Version 6 of DCNA's Articles of Incorporation, as reviewed at St. Eustatius board meeting in March of 2014, was unanimously approved by the Board.

**Action:** DCNA Secretariat to have U.S. tax lawyers review Article 4 and any U.S. fiscal aspect of the DCNA's Articles of Incorporation relevant to the future establishment of a 501c3.

**Action:** Executive Committee to have Dutch ANBI experts review Article 4 and any Dutch fiscal aspects of DCNA's Articles of Incorporation.

**Decision:** Board mandates Executive Committee to edit Article 4 (if necessary) based on input from U.S. tax lawyers and ANBI experts.

**Decision:** Create a log of Board decisions with a policy of delegation, posted quarterly by the Secretariat

**Action:** DCNA's Accounting Procedures Manual to be updated by March 2015 (PS)

**Action:** GT and Ron van der Veer to review board membership pledge required of all members and where necessary propose changes to conform with amended statutes.

**Action:** The DCNA Bylaws are to be reviewed and where necessary amended in accordance with 2014 amended Articles of Incorporation by March 2015.

Regarding the failure of the Parke Nacional Arikok to nominate representative the Board agreed to continue to encourage them to join the Board and to try to establish and address their concerns. Take further decisions about the amendment of the Articles of Incorporation at the next Board meeting or not before December 2014.

#### **Any other business**

**Decision:** DCNA board will continue work towards a mutual agreement with Fundacion Parke Nacional Arikok (FPNA) to bring them back into DCNA. FPNA will be invited to the next DCNA board meeting on Aruba.

**Decision:** DCNA will financially support the establishment of the Emilio Wilson Estate as a fully protected nature area on St. Maarten up to \$3,000 per month for up to 12 months. An *ad hoc* committee of Ron Van der Veer will work with stakeholders and Executive Committee to decide upon approach.

DCNA's next board meeting will be the week of October 20<sup>th</sup> 2014 on Aruba.

Close of meeting.