

Feasibility Study of a Protected Areas Trust Fund

# **Sustainable Funding for the Nature Parks of the Netherlands Antilles**

*Part C – FUNDRAISING AND COMMUNICATION STRATEGY*

February 2005

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*Feasibility Study of a Protected Areas Trust Fund*

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**Part C Fundraising and communication strategy**

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## Abbreviations and Acronyms

AMFO	Antilliaanse Mede-Financierings Organisatie (Antillean Co-Financing Organisation)
BZK	Ministerie van Binnenlandse Zaken en Koninkrijksrelaties (Ministry of the Interior and Kingdom Affairs)
CARMABI	Caribbean Management and Research on Biodiversity
CBO	Citizen Based Organization
CI	Conservation International
DCNA	Dutch Caribbean Nature Alliance
EC	European Commission
GEF	Global Environment Facility
MINA	Afdeling Milieu en Natuur (Environmental Department)
MP	Member of Parliament
NA	Netherlands Antilles
NAF	Netherlands Antillean Guilder
NC-IUCN	Netherlands Committee for IUCN
NPL	National Postcode Lottery
PA	Protected Area
PBF	Prince Bernhard Fund
SONA	Stichting Ontwikkelingsfonds Nederlandse Antillen (Development Fund Foundation of the Netherlands Antilles)
SPD	Single Programming Document (EC)
TF	Trust fund
VOMIL	Ministerie van Volksgezondheid en Milieuhygiëne ( <i>former name</i> ) (Ministry of Public Health and Environment)
VSO	Ministerie van Volksgezondheid en Sociale Ontwikkeling ( <i>current name</i> ) (Ministry of Public Health and Social Development)
WWF-NL	World Wide Fund for Nature- Netherlands

# 1 Executive Summary

**Fundraising and communication** This study focuses on *how to achieve financial sustainability, with emphasis on the role of a trust fund, for nature park operations in the Netherlands Antilles*. A financial strategy to achieve that goal has been proposed consisting of various parallel tracks (see Part A). The tracks combine funding mechanisms and sources, and in most cases an enabling legal and policy environment is important to develop their potential. To develop, mobilize and make effective use of funding sources, communication is an essential success factor. Fundraising and communication need to be integrated into one strategy which identifies priority target groups and key messages, and outlines actions and responsibilities.

**Strategic guiding principles** The core of this report consists of an integrated fundraising and communication strategy for the nature parks, with the following three guiding principles:

- 1) Work through partnerships based on common interests.
- 2) Communicate nature parks as natural components in the sustainable development agenda.
- 3) Demonstrate unity and co-ordination among park management organizations from all islands.

**Target groups of the strategy** Fifteen categories of target groups have been identified for fundraising and communication, in descending priority. For each target group steps and actions are listed, including time paths and responsibilities.

## HIGH PRIORITY

- a) Dutch National Postcode Lottery
- b) Dutch Ministries and Parliament
- c) De Landschappen
- d) Island governments
- e) Business sector in the Netherlands Antilles (NA)
- f) Conservation International

## MEDIUM PRIORITY

- g) Dutch bilateral aid channels: SONA and AMFO
- h) Business sector in the Netherlands
- i) Wealthy frequent visitors
- j) General public
- k) Private foundations
- l) Wealthy residents in the NA and the Netherlands
- m) National Antillean Government
- n) International NGOs and DOEN Foundation
- o) European Commission (EC)

**Strategic partners** Nature parks need other stakeholders in relation to parks funding, either to contribute funds, to take necessary or

enabling policy decisions or to create a supportive attitude outside the conservation community and develop a sense of ownership. More structured partnerships are needed in the light of the considerable human resource limitations which the park are facing. The main strategic partners are:

- NC-IUCN and nature management organizations from the Netherlands united in the ‘Support Group’.<sup>1</sup>
- pioneers and trendsetters within categories of potential donors or other stakeholder groups to influence the ‘wait-and-see’ majorities in their groups.
- influential and highly networked persons who sympathize with the DCNA and the parks, to act as ‘ambassadors’.
- civil society organizations (CBOs and NGOs), e.g. for awareness raising and sustainable development projects in the parks’ buffer zones; their support makes effective protection with scarce resources easier.

#### **Fundraising principles**

The following general principles are recommended for a fundraising strategy for Antillean nature parks:

- diversify funding sources; dependence on one or a few revenue streams makes the recipient organizations vulnerable; diversification can also broaden stakeholder involvement.
- monitor the costs and benefits of fundraising to ensure that fundraising efforts are cost-effective (a financial institution sponsoring a fundraising position or activity might be an option).
- approach target groups for joint fund raising whose involvement could bring additional (political and social) benefits.
- maintain transparency and accountability at all times.

In order to focus the fundraising and communication strategy, a SWOT analysis has been made of the funding context for Netherlands Antillean nature parks.

#### **Corporate fundraising**

This report discusses fundraising from categories of donors that have not received much attention in the past, including the business sector, private foundations and individuals. Part A of this report contained an assessment of the donor potential in

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<sup>1</sup> This Support Group consists of Natuurmonumenten, Staatsbosbeheer, De Landschappen, WWF-Netherlands and CI-Netherlands.

these categories. Corporations are generally a difficult type of donor from which to secure major support and the mutual benefits as well as potential pitfalls should be carefully analysed and negotiated. Nevertheless, interest in the business community to support conservation initiatives is growing. On the Netherlands Antilles, the financial and the tourism sectors have been identified as having the best donor potential.

**Private philanthropy**

Since the early 1990s, private philanthropy has been booming as the rich have become more numerous and prosperous than ever before. In general, individuals are also the most flexible, and most likely to give non-earmarked funds and donations, which can be spent in accordance with the beneficiary's priorities. Both the Netherlands Antilles and the Netherlands are home to prominent individuals who sympathize with nature conservation and who play a key role in the patient networking which access to private philanthropy requires.

**A communication strategy**

The communication part of the fundraising strategy proposed for Antillean parks provides guidance on all basic questions: what are the goals of communication (Why), who does the organization want to communicate with to achieve these goals (Who), what message does the organization want to communicate (What), which communication means and channels should be used (How) and when should the messages be delivered (When). Specific messages must be composed for specific target groups and purposes. This report provides a series of 'message elements' as building stones for composing such messages, for specific target groups and purposes.

The integrated fundraising and communication strategy and the background chapters should assist in creating the right financial conditions for the effective conservation of the most precious natural assets of the Netherlands Antilles.

## 2 Introduction

**Interactions with stakeholders** Fundamental preconditions for the successful long-term management of protected areas are:

- an adequate legal and policy framework.
- acceptance and support by society at large and by influential stakeholders in particular (i.e. whose attitudes and actions may have great impacts on the parks).
- short and long term funding security, the main focus of this study.

Achieving these goals requires that individual parks interact and work with the world beyond the conservation community. Stakeholders need to be informed, lobbied, encouraged, approached for dialogue and involved in negotiations. Conservationists want these groups to assume attitudes and take actions and decisions that favour and strengthen the nature parks. Influencing stakeholders is, therefore, one of the key tasks of park managers and any organizations (DCNA) mandated to support them.

A communication strategy is interwoven with the fundraising strategy and a "case" has to be communicated, targeted at the right groups, with the right means, at the right time. Nevertheless, fundraising is more than just communication and, vice versa, communication on parks has more purposes than to support fundraising.

**Report A** The consultants' report has been divided in three parts to allow for separate distribution. These reports follow a logical sequence. Report A of the study examines:

- (1) the economic values of nature and nature parks.
- (2) the Netherlands Antillean policy and socio-economic context from a conservation finance perspective.
- (3) the donor potential in relation to sustainable funding mechanisms, with emphasis on a Trust Fund.
- (4) a four-track financial strategy with financial scenarios for the future.

**Conclusions on feasibility** In Report A, the consultants<sup>2</sup> concluded that a sustainable funding situation for the nature parks of the Netherlands

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<sup>2</sup> A consortium of AIDEnvironment (lead partner, based in Amsterdam, the Netherlands), EcoVision (based on Curaçao) and Mr Barry Spergel, a conservation trust fund specialist from the U.S. and former Director Conservation Finance of WWF-US.

Antilles can be achieved. *The overall conclusion is that establishing a Trust Fund is feasible in combination with several parallel and complementary financing tracks.* Donor potential is the critical feasibility factor.

**Report B**

Report B contains the design of a Trust Fund, the core component of the financial strategy, with sections on: articles of incorporation, capitalization, legal location, grant-making criteria, structure and governance, administration and staffing and asset management.

**Report C**

Report C deals with the main follow-up required to support the financial sustainability process, i.e. fundraising and communication, which are always interdependent. In addition to a concise strategic framework, the next chapter lists steps and actions, timing and responsibilities for all relevant target groups, arranged according to priority (chapter 3).

This report also contains the following three background chapters (4, 5 and 6):

- a SWOT analysis of the funding context, including recommended actions to address weaknesses and threats.
- a number of general considerations on fundraising, with special attention to the private sector.
- a model for a communication strategy tailored to the nature parks in the Netherlands Antilles. The general model itself is presented in Annex 2.

### **3 Integrated Fundraising and Communication Strategy**

The integrated fundraising and communication strategy proposed by the consultants has the following structure:

- I. Overall goal
- II. Strategic principles
- III. Objective
- IV. Target groups
- V. Steps and actions

#### **I. OVERALL GOAL**

<b>To achieve financial sustainability of nature park management in the Netherlands Antilles</b>
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Notes:

- “financial sustainability of nature park management” refers to the level of parks’ running costs required to meet basic standards of park management effectiveness.
- this study considered the financial sustainability of one land and one marine nature park per island only.
- the proposed fundraising and communication strategies are meant to support the four-track financial strategy introduced in Part A of this report.
- the following pages indicate the key target groups and the steps and priorities in fundraising and communication actions which are needed to achieve the overall goal.

#### **II. STRATEGIC PRINCIPLES**

Three guiding principles should prevail in both the fundraising and communication strategies for the nature parks of the Netherlands Antilles:

##### **1) Work through partnerships**

Reasons:

- limitations in the availability of resources, particularly human resources, to DCNA and the park management NGOs (in terms of both quality and quantity).
- conservationists need other stakeholders to reach their goals.  
(mobilizing selected individual stakeholders who sympathize with nature conservation increases the effectiveness of communication with that stakeholder group at large because of greater credibility and acceptance which individual members enjoy in their constituency. Openness on common and diverging interests and agendas is a prerequisite for successful partnerships).
- need to create a strong international profile and to provide links to the larger international conservation community

## 2) **Communicate nature parks as natural components of the sustainable development agenda**

Reasons:

- nature parks are undervalued in decision making on land use and economic development by politicians, economists and by parts of the public who see them as a luxury for foreigners.
- nature parks in fact do represent a considerable, but not always obvious economic value.
- to maintain access to funding sources which focus on sustainable development.
- this principle is in line with international conventions related to conservation and sustainable development to which the Netherlands Antilles are party.

## 3) **Demonstrate unity and co-ordination among park management organizations from all islands**

Reasons:

- because the park management NGOs have common interests and synergy potential, some donors prefer to provide support at the Antillean, not on the individual island level
- the islands on their own are too small and insignificant to command attention, whilst as a co-ordinated whole they represent the highest conservation potential in the Caribbean today; 'regional approaches' to conservation are currently well regarded by donors.
- it is essential that the NGOs operate in a co-ordinated fashion and respect commonly agreed commitments. One lagging or non-compliant DCNA member can harm the interests of the rest.

### **III. OBJECTIVE**

To mobilise financial and other (legal, political) forms of support for nature parks and to establish a supportive constituency.

### **IV. TARGET GROUPS**

The following target groups (see next page) have been identified for the fundraising and communication strategy, *in descending priority for short-term fundraising and funding-related communication*. The urgency with which target groups can bring about the necessary changes or their importance for the success in one of the 'tracks' of the financial strategy have been the criteria for assigning degree of priority.

#### HIGH PRIORITY

- a) Dutch National Postcode Lottery
- b) Dutch Ministries and Parliament
- c) De Landschappen
- d) Island governments
- e) Business sector in Neth. Antilles (NA)
- f) Conservation International

#### MEDIUM PRIORITY

- g) Bilateral aid: SONA and AMFO<sup>3</sup>
- h) Business sector in the Netherlands
- i) Wealthy frequent visitors
- j) General public
- k) Private foundations
- l) Wealthy residents in the NA and the Netherlands
- m) National Antillean Government
- n) International NGOs and DOEN Foundation
- o) European Commission (EC)

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<sup>3</sup> Official channels for bilateral development co-operation with the Netherlands, for government and non-government co-operation, respectively.

## V. STEPS AND ACTIONS – per stakeholder

### a) Dutch National Postcode Lottery (NPL)

- priority: HIGH

#### 1. Cultivate relations ---

- 1.1- keep the NPL well informed, through attractive annual reports of the DCNA and regular updates on parks progress, performance, and annual and multi-annual financial planning.
- 1.2- exploit promotional opportunities and give the NPL recognition and credit at public events, publications, statements, web sites, etc.
- 1.3- invite and accompany a NPL representative on a tour to the nature parks.
- 1.4- give presentations to the NPL on the financial strategy of the DCNA and the park management NGOs, highlighting the strategic importance of continued funding by the NPL (try to obtain a multi-annual commitment as transition to a direct or indirect beneficiary status of the DCNA).

#### 2. Stimulate interest in capital support by the NPL to the Trust Fund ---

- 2.1- monitor NPL attitudes and policy development concerning Trust Fund grants.
- 2.2- give a presentation to the NPL on conservation Trust Funds in general.
- 2.3- prepare a capital grant request after informal positive signals by NPL.

#### 3. Develop a medium-term beneficiary option ---

- 3.1- DCNA, De Landschappen, NC-IUCN and NPL decide which option to pursue (independent beneficiary status or linkage to De Landschappen) and determine the respective necessary steps.

Steps / actions	Timing	Responsible	Support
1.1	Ongoing	DCNA (+NC-IUCN)	PM NGOs <sup>4</sup>
1.2	Ongoing	DCNA (+NC-IUCN)	
1.3	2005	DCNA (+NC-IUCN)	PM NGOs
1.4	2005	NC-IUCN	DCNA
2.1	Ongoing	NC-IUCN	
2.2	2005	NC-IUCN	
2.3	Conditional	DCNA +NC-IUCN	
3.1	2005-07	DCNA +NC-IUCN	De Landschappen, NPL

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<sup>4</sup> PM NGO = park management NGO

**b) Dutch Ministries and Parliament****- priority: HIGH**

[Ministries and parliament are considered separately from the bilateral aid channels SONA and AMFO as target groups, since the lines of communication and associated actions and responsibilities on behalf of the parks are different].

1. *Ensure proper implementation by the Ministry of BZK of the motion passed by the Dutch Parliament on 2 November 2004<sup>5</sup> ---*
  - 1.1- provide inputs into BZK decision making so that the outcome facilitates and does not complicate the operational viability of the Trust Fund.
  - 1.2- keep the MPs who initiated the parliamentary motion of November 2004 informed and involved.
2. *Lobby the Dutch Parliament to remove legal and policy obstacles to Endowment Funds - --*
  - 2.1- prepare a general position paper on endowment funds, with special attention to these obstacles (Groenfonds may provide support as expert agency in financial mechanisms for nature management in the Netherlands, creating leverage through its chairman Mr van Vollenhoven).
  - 2.2- mobilize MPs who sympathize with endowment funds to remove the obstacles.
3. *Integrate BZK support to Antillean conservation in the Dutch international biodiversity policy in order to consolidate or increase support from other Ministries (such as LNV) (NC-IUCN takes care of the necessary lobbying and DCNA feeds the lobby with information as needed).*
4. *Monitor the future Dutch funding policy in bilateral co-operation with the NA, and make use of new opportunities (including a debt swap in case of bilateral debt restructuring).*

Steps/ actions	Timing	Responsible	Support
1.1	2004-05	NC-IUCN	DCNA
1.2	2004-05	NC-IUCN	DCNA
2.1	2005	NC-IUCN	Groenfonds
2.2	2005-06	NC-IUCN	Groenfonds
3	2005 onwards	NC-IUCN	DCNA
4	2005 onwards	NC-IUCN	DCNA

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<sup>5</sup> The motion was passed unanimously and calls upon BZK to use the underexpenditure of the 2004 bilateral co-operation budget to make a “substantial financial contribution to the Trust Fund for Antillean nature conservation to be established soon”.

c) De Landschappen (DL)

priority: HIGH

1. *Cultivate relations ---*

- 1.1- keep DL well informed, through attractive annual reports of the DCNA and regular updates on parks progress, performance, and annual and multi-annual financial planning (at least until the DL Board decides on association of the DCNA).
- 1.2- invite and accompany DL representatives on a tour to the nature parks.
- 1.3- solicit invitations to give presentations on DCNA and conservation in the Dutch Caribbean to the full Board of DL.
- 1.4- find creative ways to work with DL at the Board and Park level and ensure that cooperation works both ways.

2. *In case of a positive decision by the DL Board on association of the DCNA as the 13<sup>th</sup> member, prepare and implement a plan for association ---*

3. *Participate in the development of a proposal for future NPL funding with a fair share to the DCNA ---*

Steps/ actions	Timing	Responsible	Support
1.1	Ongoing as long as relevant	DCNA (+NC-IUCN)	PM NGOs
1.2	2005	DCNA (+ NC-IUCN)	PM NGOs
1.3	2005 and beyond	NC-IUCN (+DCNA)	
1.4	Ongoing	DCNA (+ NC-IUCN)	
2	Conditional	DCNA + NC-IUCN	DL
3	Conditional	NC-IUCN + DCNA	

**d) Island governments**

**priority: HIGH**

*1. Cultivate interest and political support ---*

- 1.1- provide island governments and councils with annual reports of the DCNA and regular updates on parks progress and performance.
- 1.2- invite and accompany commissioners, council members and officials on visits to the nature parks.
- 1.3- give annual presentations to island government and councils, on progress and problems in local park development, on the ecological and economic benefits of nature parks, on the financial strategy of the DCNA and on park success stories from islands elsewhere.

*2. Lobby, with strategic partners, for an adequate policy and legal framework ---*

- 2.1- lobby for completing the legal establishment of one marine and one land park per island.
- 2.2- lobby for the design and implementation of tax and user fee systems earmarked for nature parks' running costs.
- 2.3- lobby for statements of intent to maintain funding levels for nature parks within the regular island government budget (unless this is politically not feasible in the light of high-volume earmarked fee systems).
- 2.4- lobby for the incorporation of nature parks in island economic development policies and plans.
- 2.5- obtain political support for regional cooperation in park and biodiversity programmes, including transboundary initiatives.

Steps/ actions	Timing	Responsible	Support
1.1	2005 onwards	PM NGOs	DCNA
1.2	2005 onwards	PM NGOs	
1.3	2005 onwards	PM NGOs	DCNA
2.1	2005	PM NGOs	DCNA + 'Ambassadors'
2.2	2005-07	PM NGOs	DCNA + 'Ambassadors'
2.3	2005	PM NGOs	DCNA + 'Ambassadors'
2.4	2005 onwards	PM NGOs	DCNA + 'Ambassadors'
2.5	2005 onwards	PM NGOs + DCNA	MINA + 'Ambassadors'

**e) Business sector in the Netherlands Antilles (NA)**

**priority: HIGH**

*1. Prepare a communication campaign ---*

- 1.1- DCNA to agree on principles and policy for relations with the corporate sector, based on a realistic perception of their primary goals and agendas.<sup>6</sup>
- 1.2- develop a DCNA house style (for printed materials, web site, pp-presentations); consider in-kind support by the Support Group in the Netherlands or by a local company.
- 1.3- prepare communication materials (per island and for all islands together).
- 1.4- prepare communication plans per island (targets, time table, press contacts, presentations, events etc.) (for instance, a competitive campaign to form a select group of the top 20 “Friends of Caribbean Nature Companies” each pledging NAF 50.000 to the Trust Fund).
- 1.5- prepare a project and investment portfolio covering all islands, including for contributions to the Trust Fund. Keep the portfolio updated.

*2. Identify target companies in target sectors for fundraising ---*

- 2.1- prepare longlists of companies in target sectors (see Part A of the consultants’ report, chapter 5.1); verify their potential by consulting web sites, annual reports, ‘ambassadors’, company officials (PR, management).
- 2.2- define shortlist based on 2.1; establish contacts with key company staff, using personal networks of ‘ambassadors’ (discuss mutual benefits and preferences of financial support options – in case of international subsidiaries, keep holding company informed).

*3. Cultivate relations with target companies ---*

- 3.1- keep companies updated on parks performance and financial needs, conservation achievements (newsletter); organize ‘quality’-visits to the parks; invite companies to special events; organize joint events with the company.
- 3.2- present proposals for (financial) support and negotiate conditions.
- 3.3- discuss strategies with pioneer companies to influence mainstream companies.

*4. Cultivate low-key relations with the business sector as a whole ---*

- 4.1- keep sectoral organizations and chambers of commerce updated on parks performance and needs and conservation achievements.
- 4.2- seek opportunities to raise DCNA and parks profiles (presentations at sector meetings, be interviewed in sector magazines highlighting the parks’ corporate partners).

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<sup>6</sup> Analyse pitfalls such as the greenwash risk by companies with a bad environmental track record which may undermine a park agency’s credibility. On the other hand, companies operating in commercial markets should be approached with a business attitude, stressing the benefits which their support to conservation can bring by creating a positive corporate image among consumers of their products, employees, shareholders and the public at large (see also chapter 5.2).

Steps/ actions	Timing	Responsible	Support
1.1	2005	DCNA + PM NGOs	Support Group NL
1.2	2005	DCNA	Support Group NL / local sponsor
1.3	2005	DCNA + PM NGOs	Support Group NL / local sponsor
1.4	2005	DCNA + PM NGOs	Support Group NL
1.5	2005 onwards	DCNA + PM NGOs	
2.1	2005	PM NGOs + DCNA	'Ambassadors'
2.2	2005	PM NGOs + DCNA	'Ambassadors'
3.1	2005 onwards	PM NGOs + DCNA	
3.2	2005 onwards	PM NGOs + DCNA	Support Group NL
3.3	2005-06	DCNA + PM NGOs	'Ambassadors' + Support Group NL
4.1	2005 onwards	PM NGOs + DCNA	
4.2	2005 onwards	PM NGOs + DCNA	

**f) Conservation International (CI)**

**priority: HIGH**

*1. Keep CI well informed ---*

- 1.1- provide CI with attractive annual reports of the DCNA.
- 1.2- invite and accompany CI staff on visits to the nature parks.
- 1.3- keep CI updated on parks performance and financial needs, on conservation achievements, on Trust Fund development and on financial strategies.
- 1.4- maintain a project and investment portfolio covering all islands; submit proposals for (financial) support.

*2. Develop potential for support ---*

- 2.1- participate in the Caribbean Biodiversity Initiative (information and research inputs, provide facilities to CBI researchers; Antilles receive research information, become involved in transboundary initiatives).
- 2.2- monitor CI policy development re. Trust Funds and Caribbean in particular.
- 2.3- expand network of contacts in the US, facilitated by CI, for Trust Fund contribution by a US private or corporate donor.

Steps/ actions	Timing	Responsible	Support
1.1	2005 onwards	DCNA	
1.2	2005 onwards	DCNA	
1.3	2005 onwards	DCNA	
1.4	2005 onwards	DCNA + PM NGOs	
2.1	2005	DCNA	'Ambassadors'
2.2	2005-07	DCNA	'Ambassadors'
2.3	2005	DCNA	'Ambassadors'

**g) SONA and AMFO**

**- priority: MEDIUM**

*1. Cultivate relations ---*

- 1.1- visit SONA and AMFO offices on a regular basis, be visible at relevant fora and meetings related to sustainable development and/or environment.
- 1.2- provide SONA and AMFO with an attractive annual report of the DCNA and regular updates on parks progress and performance.
- 1.3- invite and accompany SONA and AMFO representatives on visits to the nature parks.
- 1.4- meeting between NC-IUCN and SONA / AMFO.

*2. Maintain a project portfolio ---*

- 1.1- prepare a portfolio of project and investment profiles for funding opportunities, indicating their relevance within the overall financial strategy; keep portfolio updated.
- 1.2- monitor funding opportunities (size of annual budgets, calls for proposals, changes in policies and procedures, feasibility of a Trust Fund grant proposal).

*3. Submit proposals ---*

According to DCNA and parks' needs and tailored to opportunities and procedures.

Steps/ actions	Timing	Responsible	Support
1.1	Ongoing	DCNA	PM NGOs
1.2	2005 onwards	DCNA	PM NGOs
1.3	2005	DCNA	PM NGOs
1.4	2005	NC-IUCN	
2.1	2005 onwards	DCNA + PM NGOs	
2.2	Ongoing	DCNA	NC-IUCN
3	Annually	DCNA	

## h) Business sector in the Netherlands

priority: MEDIUM

### 1. Identify target companies for fundraising ---

- 1.1- prepare longlist of companies (see Part A of the consultants' report, chapter 5.1); verify their potential by consulting web sites, annual reports, 'ambassadors', company officials (PR, management).
- 1.2- define shortlist based on 1.1; establish contacts with key company staff, using personal networks of 'ambassadors' (discuss benefits and preferences of financial support options).

### 2. Cultivate relations with target companies ---

- 2.1- keep companies updated on parks performance and financial needs, and on conservation achievements.
- 2.2- maintain a project and investment portfolio covering all islands.
- 2.3- present proposals for (financial) support and negotiate conditions.

### 3. Cultivate low-key relations with business sector as a whole ---

Seek opportunities to raise profiles of Antillean nature parks (presentations at corporate meetings and corporate responsibility platforms, be interviewed in sector magazines highlighting any existing corporate partners).

Steps/ actions	Timing	Responsible	Support
1.1	2005	NC-IUCN	DCNA
1.2	2005	NC-IUCN	NL 'Ambassadors' + DCNA
2.1	2005 onwards	NC-IUCN	NL 'Ambassadors' + DCNA
2.2	2005	DCNA + PM NGOs	
2.3	2005 onwards	NC-IUCN + DCNA	Support Group
3	2005 onwards	NC-IUCN	'Ambassadors'

**i) Wealthy international frequent visitors**

**priority: MEDIUM**

**1. Identify, approach and cultivate relations with high-potential frequent visitors ---**

- 1.1- prepare targeted information package (including financial support options) and distribute among top hotels and resorts, staff of airports receiving private jets, port captains, marinas and yacht service providers.
- 1.2- maintain database of high-potential frequent visitors, through personal networks and ‘Ambassadors’.
- 1.3- [See 2.2-2.6 of “wealthy residents in the NA”].

Steps/ actions	Timing	Responsible	Support
1.1	Ongoing	DCNA + PM NGOs	
1.2	Ongoing	DCNA	‘Ambassadors’

**j) General public**

**priority: MEDIUM**

**1. Provide viable low-cost facilities for fundraising among the general public ---**

- 1.1- identify which mechanisms, channels and locations are feasible or strategic per island for fundraising among visitors, in consultation with the tourism sector.<sup>7</sup>
- 1.2- create facilities for on-line donations via the DCNA or parks web sites.
- 1.3- develop and implement the associated plans.

Steps/ actions	Timing	Responsible	Support
1.1	2005-06	PM NGOs + DCNA	Support Group
1.2	2005-06	PM NGOs + DCNA	Support Group
1.3	2005-07	PM NGOs + DCNA	Support Group

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<sup>7</sup> *Mechanisms* (a.o.): voluntary additions to hotel bills, cash or spare change boxes, merchandising on souvenirs and clothes, invitations to donate after return home.

*Locations* (a.o.): hotel and resort desks, souvenir and information booths on sites where tourists concentrate, gift shops, flight and cruise ship terminals, yacht registration posts, visitor centres and zoos etc.

**k) Private foundations**

**priority: MEDIUM**

1. *Cultivate contacts with Jade Foundation (Curaçao) ---*
  - 1.1- follow up on consultants’ contacts in connection with plans for a TV program.
  - 1.2- seek meeting with Mr Gelt Dekker, facilitated by ‘Ambassadors’; discuss support options and mutual preferences.
  - 1.3- keep Jade updated on parks performance and financial needs, and on conservation achievements; monitor interest and present proposals for (financial) support and negotiate terms and conditions.
  
2. *Maintain contacts with Prince Bernhard Fund (PBF) ---*
  - 2.1- keep PBF office in the NA updated on parks performance and financial needs, and on conservation achievements; monitor establishment of private foundations entrusting funds to the PBF; maintain a project and investment portfolio covering all islands.
  - 2.2- keep PBF office in the Netherlands updated on funding situation of the Antillean parks and provided with information materials; give presentation to PBF Board and relevant meetings of private funds entrusted to the PBF; stay informed on new private foundations entrusting funds to the PBF which are of potential interest to the NA.
  
3. *Maintain a database on high-potential private foundations established in the US, the NA and the Netherlands<sup>8</sup> ---*

Steps/ actions	Timing	Responsible	Support
1.1	2005	DCNA	‘Ambassadors’
1.2	2005	DCNA	‘Ambassadors’
1.3	Ongoing		PM NGOs
2.1	Ongoing	DCNA	
2.2	2005 onwards	NC-IUCN	DCNA
3	2005 onwards	NC-IUCN + DCNA	Support Group “Friends of the NA-US”

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<sup>8</sup> Potential information sources: MeesPierson bank branches in the NA and the Netherlands, Prince Bernhard Fund, Association of Funds (‘Vereniging van Fondsen’), notaries in the NA, conservation networks (CI, WWF).

1) **Wealthy residents in the NA and the Netherlands**

**priority: MEDIUM**

1. *Identify high-potential residents ---*

- 1.1- [NA only] seek opportunities for presentations on parks to the Penshonado Union, to Rotary and Lions Clubs, facilitated by ‘Ambassadors’; discuss support options.
- 1.2- maintain a database of promising contacts from personal networks (suggestions from ‘Ambassadors’, tips from prominent members of the Antillean community in the Netherlands etc.), press files, media.

2. *Approach and cultivate relations with high-potential residents ---*

- 2.1- follow up on database and consultants’ contacts, facilitated by ‘Ambassadors’.
- 2.2- maintain a project and investment portfolio covering all islands.
- 2.3- organize ‘quality’-visits to the parks for high-potential residents; invite to special events.
- 2.4- check interest of high-potential residents in form of involvement (endorsements, networking, lobbying, financial support); discuss support options and mutual preferences.
- 2.5- keep them updated on parks performance and financial needs, and on conservation achievements.
- 2.6- present proposals for (financial) support when appropriate, and negotiate terms and conditions.

Steps/ actions	Timing	Responsible in the NA	Responsible in the Netherlands	Support
1.1	Ongoing	DCNA + PM NGOs	n.a.	‘Ambassadors’
1.2	Ongoing	DCNA	NC-IUCN	‘Ambassadors’
2.1	Ongoing	DCNA	NC-IUCN	PM NGOs
2.2	2005	DCNA + PM NGOs	DCNA + PM NGOs	
2.3 – 2.6	2005 onwards	DCNA + PM NGOs	NC-IUCN	‘Ambassadors’ (NA+NL) DCNA (NL)

**m) National Antillean Government**

**priority: MEDIUM**

*1. Keep national authorities well informed ---*

- 1.1- provide government and members of parliament (MPs) with annual reports of the DCNA.
- 1.2- invite and accompany ministers, MPs and officials on visits to the nature parks.
- 1.3- give annual presentations to government and parliament sessions on park development, conservation achievements and the ecological and economic benefits of nature parks.

*2. Obtain policy commitments ---*

- 2.1- Obtain a statement from the national Antillean government and/or parliament in support of an effectively operating Trust Fund.
- 2.2- Obtain a statement of intent to continue adequate funding levels for nature conservation in the national government budget.
- 2.3- Lobby for the incorporation of nature parks in national economic development policies and plans.
- 2.4- Lobby for a capital contribution to the Trust Fund in case of a debt swap as part of debt restructuring, in case of a natural disaster emergency fund or in case of large fines for environmental damage.

Steps/ actions	Timing	Responsible	Support
1.1	2005 onwards	DCNA	
1.2	2005 onwards	DCNA	
1.3	2005 onwards	DCNA	
2.1	2005	DCNA	'Ambassadors'
2.2	2005-07	DCNA	'Ambassadors'
2.3	2005	DCNA	'Ambassadors'
2.4	in case of opportunity	DCNA	'Ambassadors' + NL gov't

**n) Other international NGOs and foundations**

**priority: MEDIUM**

*1. Cultivate relations with DOEN and WWF-NL ---*

- 1.1- provide with attractive annual reports of the DCNA and regular updates on parks progress and performance.
- 1.2- identify key potential supporters with target organizations and invite and accompany them on visits to the nature parks.

*2. Maintain a project portfolio ---*

- 2.1- prepare a project and investment portfolio covering all islands, indicating their relevance within the overall financial strategy; keep portfolio updated.
- 2.2- monitor funding opportunities with these donors (size of annual budgets, calls for proposals, changes in policies and procedures, feasibility of a Trust Fund grant proposal).

*3. Submit proposals ---*

According to DCNA and parks' needs and tailored to opportunities and procedures.

*4. Monitor opportunities with other foundations---*

Keep in touch with TNC, McArthur Foundation, UN Foundation and the Moore Foundation.

Steps/ actions	Timing	Responsible	Support
1.1	Ongoing	DCNA	PM NGOs
1.2	In case of opportunity	PM NGOs	DCNA + NC-IUCN
2.1	2005 onwards	DCNA + PM NGOs	
2.2	Ongoing	DCNA	NC-IUCN
3	Ongoing	DCNA + PM NGOs	NC-IUCN
4	Ongoing	DCNA	'Ambassadors'

**o) European Commission (EC)**

**priority: MEDIUM**

*1. Maintain a project portfolio ---*

- 1.1- prepare a project and investment portfolio covering all islands, indicating their relevance within the overall financial strategy; keep portfolio updated.
- 1.2- give presentation on nature parks to the EC liaison office.
- 1.3- monitor funding opportunities (preparation of a new EDF round, Calls for Proposals under relevant budget lines, changes in policies and procedures, feasibility of a Trust Fund grant proposal) and actively participate in the IUCN-Regional Office for Europe's overseas territories initiative.
- 1.4- lobby Antillean government to incorporate nature parks in economic policy development and associated documents (such as the Single Programming Document required by the EDF).

*2. Submit proposals ---*

According to DCNA and parks' needs and tailored to opportunities and procedures.

Steps/ actions	Timing	Responsible	Support
1.1	2005 onwards	DCNA	PM NGOs
1.2	2005	PM NGOs	DCNA + NC-IUCN
1.3	Ongoing	DCNA + PM NGOs	NC-IUCN
1.4	2006 onwards	DCNA	PM NGOs
2	Ongoing	DCNA + PM NGOs	NC-IUCN

# **BACKGROUND CHAPTERS**



## 4 A SWOT analysis of Antillean nature park funding

### A SWOT analysis on funding

The current study focuses on *how to achieve financial sustainability for nature park operations and the potential role of a trust fund*. The study's findings must be 'marketed' and recommendations need to be implemented. Fundraising and communication strategies are the preferred means of doing so. Prior to the strategies, this section deals with:

- a summary of the donor assessment from Part A of the consultants' report.
- a SWOT analysis in relation to the funding issue.

### Donor assessment

In general, there are six categories of potential donors for conservation purposes:

- national government budgets.
- multilateral and bilateral aid agencies.
- international conservation NGOs.
- lotteries.
- business companies from the private sector.
- private foundations and wealthy individuals.

The main donor categories for conservation have been assessed during the current study on their potential to financially support the nature parks of the Netherlands Antilles (see Part A). The following table lists these categories, their potential and priorities within the overall fundraising strategy recommended to the DCNA.

**Table 1**

Summary of donor assessment by the current study

Donor category	Potential and priority	Other considerations re parks funding
National and island governments	<ul style="list-style-type: none"> <li>- <u>Trust Fund (TF) capital grant</u>: very limited potential, <i>no priority</i> for fundraising, except under special circumstances (debt negotiations, large pollution fine, environmental damage fund).</li> <li>- Bank of the Netherlands Antilles (BNA): <i>medium priority</i> for TF capital grant fundraising (other grant options less priority, but to be monitored).</li> <li>- Be alert on opportunities for other types of grants, but no investment in fundraising.</li> </ul>	<p>Local governments' primary role in the financial strategy:</p> <ul style="list-style-type: none"> <li>- urgent completion of legal and policy frameworks re. parks establishment and earmarked fee systems (cf. existing revolving funds for civil works as examples).</li> <li>- structural allocation of budget items to parks.</li> <li>- explicit political support to the TF.</li> </ul>

European Commission (EC)	<ul style="list-style-type: none"> <li>- <u>TF capital grant</u>: low potential due to bureaucratic reluctance towards trust funds and due to the nature of the current SPD, <i>Medium priority</i> for fundraising. End date required (sinking fund option).</li> <li>- Medium priority for other types of grants (monitor Calls for Proposals under budget lines).</li> </ul>	<ul style="list-style-type: none"> <li>- DCNA lobby to incorporate parks in sustainable economic policy (Single Programming Document for EDF, European Development Fund).</li> <li>- Involve NC-IUCN in monitoring the EC.</li> </ul>
Bilateral aid agencies (BZK)	<ul style="list-style-type: none"> <li>- <u>TF capital grant</u>: modest potential due to reluctance based on budgetary policies and legislation, but political support is growing; <i>high priority</i> for capital grant fundraising because of special responsibility of the Netherlands; a grant into a Sinking Fund is the most feasible option; may be alert on specific opportunities (debt-swap, Kingdom Statute anniversary, underexpenditure annual co-operation budget). New co-operation channels SONA and AMFO may be more flexible.</li> <li>- Consider proposal to BZK to fund TF administrative costs for the first few years.</li> </ul>	<ul style="list-style-type: none"> <li>- DCNA and NC-IUCN lobby to incorporate parks in economic development policy.</li> <li>- DCNA and park management NGOs to strengthen relations with SONA and AMFO.</li> <li>- Political support by BZK to TF important to leverage funding from other sources.</li> </ul>
International conservation NGOs	<ul style="list-style-type: none"> <li>- CI: future potential for <u>TF capital grant</u>; <i>high priority</i> for medium-term fundraising, linking NA to transboundary hotspots.</li> <li>- WWF-NL: potential project funding. Special occasions in the future may justify a TF grant proposal, but no priority for the time being.</li> </ul>	<ul style="list-style-type: none"> <li>- DCNA and NC-IUCN to cultivate relations with CI and its representatives in the NA and NL, and to stay informed on development of CI's Caribbean Biodiversity Initiative.</li> <li>- DCNA to monitor opportunities at other organisations such as TNC, the McArthur Foundation, the UN Foundation and the Moore Foundation.</li> <li>- NC-IUCN to monitor opportunities at WWF-NL.</li> <li>- Best options to internationalize funding base are in the US.</li> </ul>
Lotteries	National Postcode Lottery (NPL): medium-term potential for TF capital grant; <i>high priority</i> for fundraising in general (one of the tracks in the	<p>NPL :</p> <ul style="list-style-type: none"> <li>- Priority for cultivating relations.</li> <li>- Options: (1) continued core grants via recognized intermediary</li> </ul>

	<p>Financial Strategy).</p> <p>DOEN Foundation (via NPL): remains important donor for project or temporary core funding.</p>	<p>beneficiaries (now NC-IUCN, later possibly De Landschappen), (2) independent beneficiary status for DCNA in the medium term, (3) TF capital grant.</p> <ul style="list-style-type: none"> <li>- DOEN also needs to be cultivated.</li> </ul> <p>Antillean lottery: DCNA to monitor progress with respect to linking lottery to charities.</p>
Business companies from the private sector	<p><i>High priority</i> for fundraising in general, and potentially for small-sized TF capital grants, requires patient networking and long cultivation periods.</p>	<ul style="list-style-type: none"> <li>- DCNA to concentrate on trendsetters / pioneers in corporate responsibility.</li> <li>- DCNA and NC-IUCN to involve 'ambassadors' to open doors.</li> </ul>
Private foundations and wealthy individuals	<p>Jade Foundation: small potential for TF capital grant, but further exploration needed, <i>high priority</i>. Private capital foundations to be monitored via Prince Bernhard Fund; potential for TF grant seems to exist.</p> <p>Individuals: apparently <i>high priority</i> for fundraising in general, requires patient networking. Potential for TF grant undetermined.</p>	<ul style="list-style-type: none"> <li>- Prince Bernhard Fund is important for getting access to network of private entrusted funds in the Netherlands (involve NC-IUCN).</li> <li>- DCNA and NC-IUCN to Involve 'ambassadors' to open doors.</li> </ul>

Strengths and opportunities are listed in one table. Weaknesses and threats are mentioned in two separate longer tables, with a column listing recommended actions to address them, many of which based on the strengths and opportunities identified before.

**Table 2**

SWOT analysis of the funding situation for nature parks of the Netherlands Antilles

<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"><li>- Proposals for a financial strategy and a Trust Fund design (reports A and B) that have been well received by relevant partners, government departments, NGOs and several private sector members.</li> <li>- Good relations and contacts with various (potential) donors and donor aid agencies.</li> <li>- A committed national government department (VSO/MINA) with a professional reputation and the creation of a new umbrella organisation, DCNA; both eager for a sustainable financing strategy to succeed.</li> <li>- The environment is a recognized component in bilateral Dutch-Antillean co-operation (although requiring constant lobbying attention), to be seen within the framework of sustainable economic development.</li> <li>- Positive funding decisions taken in 2004 and 2005 by the Dutch National Postcode Lottery and DOEN Foundation.</li> <li>- Nature parks are managed by technically capable, independent NGOs, mandated by island governments.</li> <li>- Internationally recognized success cases in fee-based funding systems on some islands (Saba, Bonaire).</li></ul>	<ul style="list-style-type: none"><li>- Establishment of the DCNA marks a starting point for long-term institutional development with potential benefits to all island nature parks; this widely raises interest among potential supporters.</li> <li>- Positive political momentum in the Ministry of BZK and the Dutch Parliament, triggered by the previous phase of this study and the coincidence with NC-IUCN lobby and NPL-support (a momentum both in relation to conservation on the Antilles and to Trust Funds in general).</li> <li>- Commitments to support Antillean parks from nature management organizations in the Netherlands, united in the 'Support Group' initiated by NC-IUCN.</li> <li>- Potential for growing acceptance of nature parks as a pillar for sustainable development, by local governments, and parts of civil society, the private sector and the donor community.</li> <li>- Presence of large untapped capital resources with wealthy individuals and private capital foundations, and private corporations in the Netherlands and the Netherlands Antilles.</li> <li>- Presence of influential citizens and residents who sympathize with Antillean conservation.</li></ul>

**Table 3**

Recommended actions to address weaknesses and threats in the funding situation

Weaknesses	Recommended actions to address weaknesses, using strengths (s) and opportunities (o)	Key actors <sup>9</sup>
- Lack of diverse, well-developed funding sources; nature management has largely depended on sources from one donor country (the Netherlands).	<ul style="list-style-type: none"> <li>- Develop EC donor potential (insert parks in the Single Programming Document required by the EC; monitor calls for proposals on the EC web site).</li> <li>- Cultivate relations with donors and foundations in the US (emphasis on CI) and beyond.</li> <li>- Develop local corporate and private donor potential (o).</li> <li>- Highlight recent fundraising successes, existence of DCNA and Support Group, promising contacts and Saba + Bonaire successes, through international channels (s).</li> </ul>	<p><b>D, M</b></p> <p><b>D, NI</b></p> <p><b>P, D</b></p> <p><b>D, NI</b></p>
- Lack of skills and resources hampers creation and exploitation of fundraising opportunities with private foundations, business corporations and individuals.	<ul style="list-style-type: none"> <li>- Increase staff and allocate time for communication and fundraising.</li> <li>- Involve influential persons sympathizing with the parks as 'ambassadors' to open doors (o).</li> <li>- Continue engaging contacts established by consultants (s).</li> <li>- Organize on-the-spot training in fundraising, communication and outreach for park managers and the DCNA (e.g. by WWF-NL staff member or the US Fish and Wildlife Service).</li> <li>- Stimulate information sharing by parks on innovative approaches in raising revenues.</li> </ul>	<p><b>D, P</b></p> <p><b>D, P, NI</b></p> <p><b>D, NI</b></p> <p><b>D, P</b></p> <p><b>D, P</b></p>
- No structural resources or capacity have been available to support the development and implementation of a fundraising and financial strategy, including a Trust Fund.	<ul style="list-style-type: none"> <li>- Make use of the results and momentum generated by the current study and engage strategic partners to implement the proposed financial strategy (s, o).</li> <li>- Build reciprocal relationships (i.e. with both parties benefiting) with and mobilize support from NC-IUCN and individual Support Group members.</li> <li>- Improve communication and create a forum for NL and NA conservation organisations to interact both at institutional and management levels.</li> </ul>	<p><b>D, NI</b></p> <p><b>D, NI</b></p> <p><b>D, NI</b></p>

<sup>9</sup> Main actors responsible for these actions: D= DCNA; P= park management NGOs; NI= NC-IUCN; M= VSO/MINA

<p>- Local government funding has generally been unpredictable and isolated (little consistency between islands).</p>	<ul style="list-style-type: none"> <li>- Involve influential persons sympathizing with the parks as 'ambassadors' to open doors (o).</li> <li>- Prepare a structured plan for relationship building and outreach to local decision-makers.</li> <li>- Use new momentum and commitments by other partners to lobby local governments (o).</li> </ul>	<p><b>P, D</b> <b>D, P</b> <b>P, D</b></p>
<p>- Lack of an attractive and coherent portfolio of information materials for marketing purposes covering the nature parks on all islands.</p>	<ul style="list-style-type: none"> <li>- Give priority in work plans (esp. DCNA) to developing a communication package, using a variety of traditional and non-traditional means and channels (o).</li> <li>- Create effective venues for the distribution of information to broad and targeted audiences within the NA, NL and internationally e.g. through strategic partnerships with organisations with expertise in this field (including the Dutch Support Group) (o).</li> </ul>	<p><b>D, P</b> <b>NI, D</b></p>

<b>Threats</b>	<b>Recommended actions to address threats, using strengths and opportunities</b>	<b>Key actors</b>
<p>- Negative image abroad of governance and financial management in the Netherlands Antilles.</p>	<ul style="list-style-type: none"> <li>- Campaign in the Netherlands to create a positive and informed image of nature and conservation in the Antilles (implementation: NC-IUCN with inputs from DCNA) (o).</li> <li>- Emphasize successes in communication materials and events and that parks are well managed by technically capable NGOs (s).</li> <li>- Develop benchmarks and measures of success for funders and potential funders and make the results widely available.</li> <li>- Implement professional standards of accounting and reporting on all islands (if possible, uniform).</li> <li>- Practice transparency and accountability, and emphasize this in communication.</li> </ul>	<p><b>NI, D</b> <b>D, NI</b> <b>D, P</b> <b>D, P</b> <b>D, P</b></p>
<p>- Nature parks still seen by many as irrelevant for economic development and as a "playground for foreign tourists".</p>	<ul style="list-style-type: none"> <li>- Make use of strengths of MINA in negotiations with other government departments (e.g. in budget allocations) (s).</li> <li>- Emphasize economic values of nature parks in communication materials.</li> <li>- Arrange for more economic valuation studies of parks and communicate the results in ways that can be understood by decision-makers and the corporate world.</li> <li>- Intensify local school programs and visits to parks, stimulate responsible recreational use by locals; document these uses.</li> <li>- Develop more local park-related income generation opportunities, and communicate results.</li> </ul>	<p><b>D, M</b> <b>D, P</b> <b>D, P, M</b> <b>P</b> <b>P</b></p>

<p>- Lack of access to many international funding sources because of high income per capita and Kingdom status of the Netherlands Antilles.</p>	<ul style="list-style-type: none"> <li>- Point out this constraint in communication with agencies that do support Antilles and with donors that do have an interest.</li> <li>- Create international links to the biodiversity of the NA by stimulating and joining regional hotspot programs with international funding, including transboundary (Venezuela) and other international initiatives (the Saba bank in the future).</li> <li>- Try to obtain UNESCO World Heritage Site status for one or more parks (may give access to funds from the United Nations Foundation).</li> <li>- Cultivate relations with CI and possibly the McArthur Foundation.</li> </ul>	<p><b>D, NI, M</b></p> <p><b>D, NI</b></p> <p><b>D, NI</b></p> <p><b>D, NI</b></p>
<p>- Compelling competition for funds from other sectors and organizations (social, welfare and poverty alleviation).</p>	<ul style="list-style-type: none"> <li>- Invest in attractive communication material, work on more professional presentation than the competitors.</li> <li>- Establish partnerships with CBOs and social NGOs in the field (park and buffer zone management).</li> <li>- Develop joint integrated conservation and development projects (ICDPs), for funding opportunities related to sustainable development (including in relation to debt-swaps).</li> </ul>	<p><b>D, P</b></p> <p><b>P</b></p> <p><b>D, P, M</b></p>
<p>- Lack of commitment to nature conservation by some stakeholders, including lack of effective follow-up to stated commitments.</p>	<ul style="list-style-type: none"> <li>- Mobilize pioneers and trendsetters as strategic partners to influence rest of respective stakeholder group.</li> <li>- Involve influential persons sympathizing with the parks as 'ambassadors' to open doors (o).</li> <li>- Build a strong case for the importance of the linkage between a sustainable environment and a sustainable economic future for the islands.</li> </ul>	<p><b>D, P</b></p> <p><b>D, P</b></p> <p><b>D, M</b></p>
<p>- Lack of qualified human resources for park management and lack of trained staff.</p>	<ul style="list-style-type: none"> <li>- Create training opportunities for islanders and park staff.</li> <li>- Establish partnerships with local, inter-island and international NGOs that can assist either with training and/or implementation of the work done by park NGOs and DCNA.</li> <li>- Encourage volunteers.</li> <li>- Stimulate and participate in regional (Caribbean) exchange programs aimed at building capacity of park management.</li> <li>- Identify opportunities for regional funding.</li> </ul>	<p><b>D, P</b></p> <p><b>P, D</b></p> <p><b>D, M</b></p> <p><b>D, P</b></p> <p><b>D, P</b></p>
<p>- Time pressure to implement financial strategy without necessary human capacity.</p>	<ul style="list-style-type: none"> <li>- Mobilize support from NC-IUCN and the Support Group in the Netherlands, and of sympathetic companies from the financial sector (o).</li> </ul>	<p><b>D, NI</b></p>

## Strategic partners

These tables show that there are a range of opportunities and strengths which can be utilized to address the threats and weaknesses with respect to the issue of sustainable funding. Given the human resource limitations of both DCNA and the park NGOs, one element of particular importance is the need to identify and engage strategic partners, including:

- NC-IUCN and nature management organizations from the Netherlands united in the Support Group.
- pioneers and trendsetters<sup>10</sup> within categories of potential donors or other stakeholder groups to influence the ‘wait-and-see’ majorities in their groups.
- influential and highly networked persons who sympathize with the DCNA and the parks, to act as ‘ambassadors’.
- civil society organizations (CBOs and NGOs), e.g. for awareness raising and sustainable development projects in the parks’ buffer zones; their support makes effective protection with scarce resources easier.

## Strategic actions

As far as the associated recommended actions are concerned, it is clear that the DCNA plays a key role and that for some actions NC-IUCN has an important liaison and lobby role to play in support of the DCNA. Many actions are self-evident and some refer to work already underway. A number of recommended actions stand out as strategically important and are summarized as priority actions in the following table:

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<sup>10</sup> These can be identified through networking, by following interviews and media reports on environmentally responsible initiatives and by checking web sites. They can then be approached and asked for support in return for positive exposure or other incentives.

**Table 4**

Recommended strategic actions with indirect importance for communication and fundraising

Strategic action	Specific objective
1. Develop and implement a targeted fundraising and communication plan based on the integrated strategy from chapter 4.	1. To make fundraising and associated communication as effective as possible.
2. Organize on-the-spot training in fundraising, communication and outreach for park managers and the DCNA (e.g. by WWF-NL staff member or the US Fish and Wildlife Service). Also stimulate information sharing by parks on innovative approaches in raising revenues.	2. To increase local fundraising capacity.
3. Arrange for more economic valuation studies of parks to be carried out, and translate and disseminate the results with appropriate means.	3. To convince stakeholders of the economic importance of nature parks.
4. Improve relations with the local community, for example by launching local school programs and visits to parks, and by stimulating responsible recreational use by islanders.	4. To convince stakeholders of the social importance of nature parks; to build a pro-parks constituency.
5. Develop more local park-related income generation opportunities, and communicate the results of these initiatives.	5. To build a community-based pro-parks constituency.
6. Create opportunities for funding by developing integrated conservation and development projects (ICDPs) in parks and buffer zones, in partnerships with CBOs and social NGOs (which might, for instance, be used to capitalize on 'debt-swap' opportunities).	6. To strengthen the funding as well as social support base for parks and to convince stakeholders of the parks' social importance.
7. Identify and mobilize pioneers and trendsetters as strategic partners to influence the majority of respective stakeholder groups (mainly in business sectors, but also among communities).	7. To broaden social and political support with limited means.
8. Identify and engage influential persons who sympathize with the work of the DCNA and the parks to act as 'ambassadors' to open doors.	8. Broaden support base; Compensate for lack of human resources; Obtain access to circles which would otherwise remain inaccessible.
9. Participate in regional programs in protected area development and management, including transboundary (Venezuela) and other international initiatives (the Saba bank in the future).	9. Create access to new international funding opportunities that would remain closed to the Netherlands Antilles alone; Capacity building for park staff.

## 5 A fundraising strategy

### Financial strategy

Although the original focus of the study was on the feasibility of a Trust Fund, this focus has broadened to include other funding sources and mechanisms. The resulting multi-track financial strategy, described in detail in Chapter 6 of Part A of the consultants' reports, is summarized in the following table.

**Table 5**

Multi-track strategy towards financial sustainability of nature parks

Track 1	Obtain long-term recurrent funding support from the <b>National Postcode Lottery</b> (NPL). This track has two alternatives, either with NC-IUCN or with De Landschappen as intermediaries. Under the most optimistic scenario, the NPL may additionally agree to a substantial one-time capital grant into the Trust Fund. The final goal is to either obtain an independent NPL beneficiary status for the DCNA, or a structural association of DCNA with De Landschappen.
Track 2	The <b>Trust Fund</b> , a key component in the overall strategy to achieve financial sustainability, not in terms of the volume of its annual contribution, but in terms of reliability and as a vehicle to develop commitment and support to the parks by a variety of stakeholders. Since the TrustFund capital will probably grow slowly, this growth can be accelerated during a first stage, by reinvesting the annual returns of the fund into the capital, provided that the financial situation of the islands allows for such reinvestments and the respective donors agree. Another way to strengthen the Trust Fund is to use portions of other revenues or grants to build a 'strategic reserve' as one of the Fund's sub-accounts.
Track 3 (many subtracks)	Strengthen <b>existing sources</b> of year-to-year financing for the parks (such as budget allocations from the various island governments, fees collected from tourists and other natural resource users, revenues from product sales, local fundraising, and project grants). Strengthening existing sources is necessary to demonstrate that there is a local commitment to supporting nature parks.
Track 4	Grants from <b>development co-operation</b> agencies (Netherlands, EU). The chances of proposals being approved are larger if nature parks are presented as vehicles for sustainable economic development. After Trust Fund revenues reach a substantial volume, these funding sources should not be needed anymore to cover operational costs of nature parks, but proposals could still be submitted for specific projects or investments.

All tracks require active fundraising, but some sub-tracks (such as user fees and island contributions) rely primarily on lobby and campaign work by conservation organizations so that the necessary policy and legal frameworks are created. Chapter 6.2 of Part A listed actions and assumptions in relation to each track, some of which have a fundraising character. Chapter 6.3 of Part A gave an overview of actions per stakeholder category.

The current chapter should be seen as complementary to Part A, with a number of general considerations followed by sections on fundraising directed at some non-traditional categories: *the business sector, private foundations and individuals*.

### **5.1 General considerations**

#### **Importance of cultivating**

An organization or institution has three resources: program, people and money. A clearly articulated case statement demonstrates strength and focus. More important than direct fundraising experience is the ability to express the case eloquently and persuasively. Donors may want to give money, but they also want to know their support will make a difference; they want to make a change for the good. Fundraising is not simply soliciting gifts from donors. Professional wisdom states said that only 20 percent of fundraising is solicitation; the remaining 80 percent is donor cultivation. A systematic programme of major donor cultivation develops the interest of prospective donors by exposing them to the program activities, people, needs and plans and, evidently, communication plays a key role.

#### **Fundraising strategy**

The resources (people, time, money) available for fundraising itself are often limited and must be used efficiently. That is what a fundraising strategy is for, to define a number of principles and objectives, target groups and actions to organize and focus an organization's fundraising efforts. The purpose of a strategy is to achieve maximum efficiency (ratio between inputs and outputs is relative high) and effectiveness (quality and quantity of the outputs). However, developing a fundraising strategy for any programme, project or NGO is a complicated task for which there are no ready-made blueprints and one should realize that making fundraising efforts by itself does not guarantee a successful outcome.

## Fundraising principles

The following general principles are recommended for a fundraising strategy for Antillean nature parks:

1. *Diversify funding sources*; short and long-term; government and non-government; public and private. Reasons for diversification (see also the next paragraph):
  - dependence on one or a few revenue streams makes the recipient organizations vulnerable.
  - diversification can broaden stakeholder involvement.
2. *Monitor the costs and benefits of fundraising*, to ensure that fundraising efforts are cost-effective; discontinue a campaign or mechanism that produces little in relation to its costs. A financial institution sponsoring a fundraising position or activity might be an interesting option to explore.
3. *Try raising funds from donors whose involvement can have other benefits as well*; the political and social acceptance of conservation can never be taken for granted, and therefore parks will benefit from donors who will also morally and politically support them if necessary.
4. *Maintain transparency and accountability at all times*; highlight successes and be open about obstacles, failures and weaknesses, but emphasizing what the organization intends to do about them. Make sure that a convincing system of checks and balances exists. Do not underestimate the importance of keeping existing donors well informed.

## Diversification of sources

Diversifying funding sources also has a disadvantage, by increasing the administrative workload, due to the different procedures and conditions (earmarking e.g.) that donors require. The best ways to overcome these disadvantages are to aim for non-earmarked funding sources and mechanisms and for basket funds (accounts which are shared by several donors). Since the parks can't really afford to exclude sources or forego funding opportunities, it is recommended to offer a variety of options to interested donors, but also not to hesitate to make a strong case in favour of those funding options which best suit the interests and efficiency of the parks.

## Difficult but worthwhile

### 5.2 Corporate fundraising

Corporations are usually the most difficult type of donor from which to secure major support. They typically require a large investment of time in meetings and presentations, and long cultivation periods. In addition, some corporations have

complex decision-making processes, and it can take a long time to get a donation approved. The exceptions are generally corporations that need to bolster their "green" image (resource exploitation companies, especially when their activities impact upon protected areas) or corporations with a direct stake in the success of the conservation area or program (cruise lines, the food and beverage industry, travel industries) (Norris & Curtis, 1999). The benefits of corporate support should be balanced against pitfalls such as the greenwash risk by companies with a bad environmental track record that may undermine a park agency's credibility.

Corporations rarely give donations for altruistic reasons; usually something must be in it for them. Corporate fundraising requires patience and the ability to craft a win-win partnership. It is therefore necessary to negotiate clearly what the donor can expect in return; a donor often wants to make a contribution which is earmarked for a project with high public appeal, whereas the beneficiary NGO often has other priorities or wants to reduce earmarking. Corporate gifts usually result from personal contact with a key individual involved with and committed to an institution. Identifying and cultivating these people are crucial. The following box lists a number of tips for corporate fundraising.

#### **Box 1**

Tips in corporate fundraising (Norris & Curtis, 1999).

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- Start with a tangible effort - a trail, an interpretive signboard, a beach clean-up - that can be supported by a limited number of corporate patrons, say, 10 corporations contributing \$250 each. Brainstorm a list of the companies most involved or likely to contribute, and recruit a corporate representative to chair the solicitation process. Be flexible about accepting in-kind as well as cash contributions, have a backup financing plan to make sure the project gets completed even if you don't get as many corporate sponsors as you planned, and then make sure that the sponsors get good publicity and recognition for their efforts. Build on this goodwill with further events, calling on corporate officers pleased with earlier outcomes to assist with future projects.
  
  - Work with local branches of international firms to gain access to their corporate foundations and corporate giving programs.
  
  - If your list of involved and supportive corporations includes a significant number who actually use the protected area, analyze whether there is a way to issue permits or capture use fees - even if on a voluntary basis - rather than asking for straight donations.

- Think of the possibilities for corporate sponsorship of popular events - a school science day, a students' conservation poster exhibit, student conservation clubs. Don't take on activities outside the mission of the protected area simply to win corporate support, but if you do schedule public outreach activities, especially those involving schools and students, look to service industries such as banks, insurance companies, travel agencies, and soft-drink bottlers as potential sponsors.
  - Maintain a visitor registry or receipt on payment of user fees that asks people for their name, address, telephone or e-mail, business affiliation, comments and a check box allowing them to be contacted (to avoid allegations of spamming). Review the registry for frequent visitors who may have helpful affiliations.
  - Talk to business leaders about the social and charitable activities their companies support and why. Ask them for advice about how to structure a corporate giving program that would appeal to them and their colleagues.
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#### **Additional guidelines**

Additional guidelines to bear in mind when approaching donors from the private sector, with reference to the context of the Netherlands Antilles, are:

- the need to identify the most appealing rationale for why this particular donor should make a contribution (e.g., the rationale that taking minimal care of Antillean nature is also a Dutch responsibility, or the rationale that the Antilles have the only coral reefs and rainforests in the Kingdom), and realize that most donors will want to support a specific island or nature park only.
- try to link up (as long as the DCNA is still very young) with another well-known and well-trusted conservation organization (such as WWF, Natuurmonumenten, De Landschappen, or IUCN), and thereby benefit from the use of their logo, their written endorsement, or a link on their web site.
- demonstrate park successes such as positive conservation results, economic benefits and effective management approaches. Also show how islands support each other and how they exchange experiences.<sup>11</sup>
- make a strong case on the benefits for the company if it decides to give substantial financial support to nature parks, as opposed to the traditional very small gifts for discrete projects in the social, sports and welfare fields (e.g. by a

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<sup>11</sup> For instance, CARMABI has applied an interesting small-enterprise and stakeholder approach around nature parks and other nature sites which deserves to be discussed with the other Antilles. The relevant official could tour these islands to identify opportunities together with local park managers.

competitive campaign to raise contributions of NAF 50.000 for the Trust Fund).

- also decide when NOT to accept funds and how to critically evaluate prospective corporate sponsors. Transparency towards the press, other NGOs and the general public on the benefits to the company and for conservation is essential. The local as well as the international track record of any company, and how the company will use its support in public relations should be evaluated and the effects on the credibility of the conservation organization assessed before entering into any agreement.

**Potential sectors**

Chapter 5 of Part A has a section on the donor potential among the corporate sector in relation to nature parks on the Antilles. That section focuses mainly on the potential, limitations and conditions for financial support to the Trust Fund, and concludes with a table presenting the results of contacts established so far by the consultants. Companies were selected from sectors meeting the criterion of whether their business activity has impacts on or depends on the islands' ecosystems:

- tourism and recreation (all islands)
- oil (Curaçao, Bonaire, Statia, St Maarten)
- power and water (all islands)
- mining (salt on Bonaire; gravel and limestone on Curaçao)
- transportation and infrastructure (airline, port, airport).

**Wildlife logos**

Another reason for approaching business companies can be the use of wildlife in their logos. A well-known example is Exxon which has sponsored tiger conservation projects. GCN is a telecom company operating in the Netherlands Antilles which has an iguana in its logo. Recent innovative initiatives in the Dutch telecom sector are 'call4care' and 'greentalks', which donate a percentage of the costs of each mobile phone call to charities. GCN could be contacted to find out whether the company would be willing to engage in a similar initiative.

**Mutual benefits**

Table 6 summarizes the possible benefits of a partnership agreement between a company and a park management NGO, all subject to negotiations between the two parties. Explicitly stating these benefits can be important in convincing an interested but reluctant prospect donor.

**Table 6**

Mutual benefits of a partnership between nature parks and a business company

Possible benefits to the company	Possible benefits to nature parks
Green profile and positive exposure; good corporate citizenship (the company may use park or NGO logo; the company logo or name may be displayed on public sites, rolls of honor or park and NGO web sites)	Access to new potential park supporters through company's own marketing channels
Additional customer and employee satisfaction	Company pays for standard use of the park logo
Special benefits to bank personnel (reduced or zero entrance fee, reduced rate accommodations)	Payments through license agreement (charge per product sold using park logo)
Access to new clients (conservation supporters), e.g. through NGO media channels	Banner on company web site (with or without electronic donation option)
	Company makes one-time or periodic donation to NGO, park or project

**The financial sector**

The business sector with the highest potential for becoming a donor to the Trust Fund is the financial sector, since:

- in terms of capital flows, it is the most prominent sector on Curaçao, which has the largest island economy and is one of the main offshore financial centres of the Caribbean.
- there is a logical link between its core business ---financial services--- and the key problem which the Antillean nature parks face : the lack of financial resources.
- some individuals and companies that benefit from the favourable tax climate on various islands may want to do something in return; banks can be the obvious intermediaries.
- charitable giving is a tradition in the banking sector and there is a growing trend towards forming structural partnerships with conservation organizations<sup>12</sup>.

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<sup>12</sup> "The Green Trust" between Nedbank and WWF in South Africa; "Investing in Nature" between HSBC and WWF, Earthwatch, CI and others; MeesPierson and WWF-NL and Natuurmonumenten and ING bank in the Netherlands.

- a growing number of banks offer asset management with an explicit charity component as one of their financial services.

**Options for financial support**

There are various ways for a financial services provider to support a nature park (see also table 7):

- one-time donation to a project or organization (varying from a small project donation to a large Trust Fund grant as the other extreme).
- periodical donations.
- park sponsorship or co-sponsorship of a project or park.
- structural sponsorship of (parts of) a park management organization.
- voluntary donation mechanisms which are linked to financial transactions.
- government taxes on financial transactions which are earmarked for conservation.

As stated before, a modest grant can be the beginning of a longer relationship with more significant financial benefits. This possibility can be tentatively explored in the initial stage of contact, so that the DCNA or park management NGO can decide how much time to invest in cultivating the relationship with that particular company.

Box 2 illustrates a remarkable partnership established in South Africa between Nedbank and WWF, a model whose feasibility might be worth exploring in the Netherlands Antilles, between for instance DCNA and Maduro & Curiel Bank.

**Box 2**

Nedbank and The Green Trust: a model partnership between a bank and a conservation organization

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In 1990, together with WWF-South Africa, Nedbank founded The Green Trust, which aims to protect the unique biological diversity of southern Africa and to counter the adverse effects of unsustainable development. Funded solely by Nedbank and its clients, it was hailed internationally as a success story in mutual benefit marketing. Nedbank clients are encouraged to support The Green Trust through associated banking products, which allows Nedbank to donate money on its clients' behalf to the designated trust, at little or no cost to the client. In this way, over R50 million (EUR 6,2 million) has been raised to date which supported over 125 projects. These projects focus on community-based conservation, environmental education, sustainable use and species or habitat conservation.

The donations include a percentage of credit card transactions and savings account balances, and chequebook fees. The donations on credit cards and savings accounts are made at no cost to the client.

Nedbank clients can provide further financial support for The Green Trust, by donating once off, by monthly debit order or by bequeathing money to the trust.

As well as representatives from the founding partners, the Board of Trustees includes key representatives from the various environmental bodies in South Africa. These trustees are responsible for policy decisions and for the allocation of funds, so that the directors make the decisions about how the Trust is to operate, and what projects will benefit from its funds.

'Green Trust Awards' recognize innovative, catalytic projects which show high levels of ongoing commitment and which have significant positive benefits for the environment. These awards are traditionally held as close to World Environment Day (5 June) as possible.

Nedbank has won a number of prestigious awards for its contribution to sustainable environmental initiatives. In 1995, the bank was recipient of the international WWF Golden Panda conservation award, an honour unsurpassed in the industry. 1999 saw Nedbank garnering much recognition, including the WILD Foundation / United Nations Environmental Programme (UNEP) WILD Award for International Excellence and the Wildlife and Environment Society of South Africa (WESSA) Corporate Award.

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<http://www.nedbank.co.za/website/content/greenaffinities/greentrustsupport.asp>

Apart from banks as the most obvious type of financial services provider, insurance companies and pension funds could also be approached for donations and sponsorships, appealing to the long-term perspective that is inherent to their respective core businesses.

**Taxing financial transactions?** Suggestions have been made for the government to levy new taxes on international financial transactions or on capital gains, and to earmark such tax revenue for nature conservation or for a combination of social and environmental objectives. Even though the offshore banking sector is less important to the Antillean economy than it used to be ---as a result of competition from other offshore financial centers, and of tax reforms that are part of a new Kingdom policy---the volume of offshore financial transactions is still high enough for a new, tax of even a tiny percent to produce substantial funds for nature conservation. However, strong competition from the Bahamas, the British Virgin Islands and the Cayman Islands in the offshore banking sector makes it unlikely that the Antillean

government would risk driving away business by imposing such taxes.<sup>13</sup>

Other possible benefits of a partnership agreement between a bank and a park management NGO, besides the general benefits mentioned earlier, are shown in the following table.

**Table 7**

Mutual benefits of a partnership between nature parks and a bank

Possible benefits to the bank	Possible benefits to nature parks
Bank can advertise that it has a park management NGO as its client	Bank can offer products and services which automatically include a donation for nature conservation as part of each transaction (e.g., by earmarking a percent of interest, internet payments, or credit card transactions)
Bank can act as asset manager for the Trust Fund	Bank can sponsor a fundraiser, fundraising campaign, or earmark part of the earnings from some activity for the NGO
Park management NGO can advise the bank on "green investment" criteria	Bank may offer to manage a park's financial administration at no or low charge
Park management NGO advises bank on marketing new "green" bank products	Access to low-interest green funds for investments
Well-managed nature parks improve the quality of the island experience for off-shore clients on their regular visits	Access to wealthy potential park supporters through bank's client network

**Communication plans**

Park management NGOs are recommended to prepare communication plans per island, supported by the DCNA and the Dutch Support Group. Such plans should include targets, a timetable, establishing and maintaining press contacts, prepare and give presentations. Opportunities to raise the profiles of Antillean nature parks should be identified, such as presentations at corporate meetings and corporate

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<sup>13</sup> Although one former Antillean Minister expressed a personal opinion that imposing such taxes and using the revenues to support global as well as Antillean conservation initiatives could attract off-shore companies and investors seeking a corporate responsibility profile by supporting local nature conservation.

responsibility platforms, interviews in sector magazines highlighting any existing corporate partners, etc.. Sectoral organizations and chambers of commerce should be updated on parks performance and needs and on conservation achievements.

#### Corporate foundations

Many large corporations have set up their own foundations that manage charity funds and allocate grants. Corporate foundations operate similarly to professionally staffed private foundations, but their boards are often made up of corporate officers, their own endowment funds are separate from the corporation and they have their own professional staff. In general, corporate foundations are not a source for recurrent costs of basic management, nor do they generally support "core" activities of government agencies. Instead, they prefer to support special projects.

#### Looking for prospects

### **5.3 Private foundations and individuals**

Private philanthropy is booming as the rich are more numerous and prosperous than ever before. Typically, though, 80 percent of the money given to a campaign comes from 20 percent of the donors. Therefore, instead of wasting time trying to convert wealthy non-givers, it is more productive to spend time by looking for those with a proven interest in conservation, through prospect research.

#### Further tips

There are a few basic points to be understood about foundation donors (Norris & Curtis, 1999 and other sources):

- A partnership with a conservation organization in the country where the prospective foundation donor is located can be a very useful point of entry.
- Professionally staffed private foundations have larger assets and issue annual reports; these foundations provide most foundation dollars to philanthropy.
- Family foundations can be good sources of regular, unrestricted support. Just as with individual donors, personalities, relationships and loyalties are very important in working with family foundations.
- The activities that a foundation can support must meet the definition of charitable purposes in the country where the foundation is located.

- Any funding proposal will have a much greater chance of success if it is presented in terms of meeting the specific missions, goals, and objectives of the targeted foundation.

### Individual donors

In general, individuals are the easiest type of donor to raise money from, in the sense that no proposals have to be written, deadlines met, or program needs twisted to meet their giving guidelines. Individuals are also the most flexible, and most likely to give non-earmarked donations which can be spent in accordance with the beneficiary's priorities. Most successful conservation organizations in the US raise three-quarters or more of their income from individuals (Norris & Curtis, 1999).

The trick is in the art of identifying individuals who are likely prospects for giving, and then asking them to make a contribution. The "ask" is an art and an act of courage, but it is a rare donor who gives without being asked. The more personal the request, the more likely the gift. Basically there are three steps to successful solicitation of individual donors:

- inform and educate them about the conservation program, and what needs to be done.
- inspire them, helping them to develop a personal vision of how their contributions will make a difference.
- sincerely ask them to help make that difference.

Donor recognition often serves as an incentive to other potential donors.

Generally, a specific request is better than a general one (for instance, ask to support to a \$50,000 boardwalk interpretive trail by contributing a few boards costing \$20 each). Several protected areas have used devices such as a visitor registry or raffle to collect names and addresses of visitors, and then following up with a personal letter requesting a donation. Even simple programs such as a "spare change" box in a gift shop, or a pitch by tour guides (with special donation envelopes) at the end of a tour can generate donations.

### Planned giving

Planned giving - that is, charitable donations made through a person's will or estate, or by other mechanisms such as insurance and annuities - is one of the fastest growing and most lucrative aspects of charitable giving in developed countries today. There are many options available to individual donors. These include designating a gift to a protected area or conservation organization in a will; naming a conservation

organization as the beneficiary of a life insurance policy; donations of properties or securities with or without provisions for the donor's "life estate" (right to continue living in or using the property throughout his/her lifetime) or lifetime income from the securities; establishment of charitable trusts; and purchase of annuities.

Most protected area system managers and conservation organizations will have far less sophisticated knowledge of these options than the potential donors themselves. DCNA should therefore become acquainted with inheritance and tax laws that might apply to both local and international donors inclined to set up their giving as part of their estates or investment plans. One option may be to cultivate a legal and/or financial advisor who might volunteer his services to assist with these tasks.

#### **5.4 Memberships<sup>14</sup>**

What are memberships

Members are individuals or entities (businesses, for example) that join an organization (usually by paying a membership fee) and in return receive benefits of membership. The primary benefit is to be part of an organization supporting a cause they believe in. Additional benefits may include free admissions, discounts on merchandise, a subscription to a bulletin or newsletter, invitations to special events, etc. A common mistake that organizations make in beginning membership programs is to offer so many benefits to potential members that the program eventually costs more to run than it brings in. It is always important to remember that the main benefit of membership is support of the cause. Membership development is the process of building, renewing, upgrading, and maintaining a membership to provide ongoing income, as well as a source of volunteers and community support.

"Friends of the park"

In contrast to the "pay-per-visit" concept of user fees, membership programs provide a vehicle for voluntary support by a constituency that may or may not actually visit the sites. A "Friends of the Park" program or collaboration with existing NGOs provides an excellent opportunity to channel individual

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<sup>14</sup> This chapter is largely based on Norris & Curtis, 1999.

contributions directly to park management. Staff can establish mechanisms to collect donations on site, or to capture visitor information (names and addresses) for later fund-raising contacts. Some protected areas make this information available to NGOs for cooperative fund-raising efforts. A recent low-cost, but still relatively untested mechanism for this kind of fundraising is on-line giving.

#### **Benefits to parks**

The very fact that people are willing to become members of a conservation NGO or a park-supporting group is a source of prestige and clout, both in the political process and in convincing potential donors to invest. Membership dues can be a significant source of income, but membership programmes will always be expensive to run from the Antilles due to the cost of postage. Members can make other contributions as well: volunteer work, word-of-mouth publicity, providing information, buying products and tickets to benefit events, and identifying potential donors. In general, the proceeds will range from US \$20-50 from approximately one to 10 percent of the people who are identified as prospective members.

Experience on Saba has shown that running a “Friends of”-programme effectively is a time-intensive task even with appropriate technology. The programme worked but at the same time it was vulnerable because it was run by local volunteers.

#### **Corporate memberships**

In the US, corporate memberships have ranged from \$50 to \$5,000 and are most successful when solicited in person by corporate peers who are connected with the organization soliciting the donation (usually members of the board of directors of an NGO, or members of the park's private advisory committee, for example). Some park organizations, such as the Peace Parks Foundation and the African Parks Foundation, have been particularly successful in committing corporations and wealthy individuals through membership programs.

## 6 A communication strategy for Antillean parks

The current chapter follows the general outline for communication strategies as presented in Annex 2.

### 6.1 Goals and objectives

The Antillean parks' case

The 'communication program goal' of the DCNA and the nature parks of the Netherlands Antilles and Aruba regarding sustainable funding can be formulated as:

“to achieve financial sustainability for the operational management of one terrestrial and one marine nature park and to fund other conservation activities on each of the islands of the Netherlands Antilles and Aruba”

Examples of related communication objectives are:

- 1) “within three years, all relevant government agencies at the Antillean and island levels and in the Netherlands, major companies and industry and trade organizations present on the islands, as well as national and international private foundations and conservation NGOs with potential interest in the Antilles, have basic information on and knowledge of the value of nature and nature conservation in the Netherlands Antilles, the management structure and financial situation of the nature parks as well as the funding mechanisms and sources in use and under consideration”.
- 2) “within two years, the major media on all islands have published articles or broadcasted news items focusing on the social and economic benefits of the nature parks, their financial problems and progress towards solutions”.
- 3) “within three years, all island authorities have expressed, in written statements, commitments to close policy and legislative gaps, including the implementation of realistic user fee systems”.

- 4) “within five years, sufficient commitments have been made by donors and funding sources in relation to the Trust Fund that make meeting the target endowment capital (or sub-accounts producing equivalent annual returns for the next ten years) in 2010 feasible”.
- 5) “support to the nature parks becomes an important element in corporate and civic responsibility in the Antilles -> four new business companies each year, for the coming ten years, commit financial or in-kind support to the parks, without compromising the parks’ conservation goals”.

Additional objectives could be formulated , e.g. to secure a medium or long-term funding commitment from the NPL (Dutch National Postcode Lottery), but a list which becomes too long carries the risk that it may seem overwhelming and time and energy are too thinly spread to be effective. Those objectives should be selected where communication can really make a difference. In the case of the NPL, for instance, regular and reliable communication on park and fund management is vital, but this is an evident standard practice in cultivating relations with any major donor, and has therefore not been included in the above shortlist.

## 6.2 Target groups

### The Antillean parks’ case

With respect to the nature parks of the Netherlands Antilles, the following table lists the main stakeholder groups. The assessment of their characteristics is left to the DCNA and the park management NGOs. Note that the core issue in the identification of stakeholders and the assessment of their characteristics is the *funding of nature parks*, and not the existence of those parks by itself. For instance, general knowledge of a park may be high, but knowledge of its funding situation may be low (and is, in fact, rare). Similarly, a stakeholder group may have high priority in general communication on the park and its management (local landowners, resource users, schoolteachers), but lower priority with regard to the funding issue. Nevertheless, these distinctions are sometimes hard to make.

The first three columns refer to what the park managers may want from each stakeholder in relation to nature parks funding, and stakeholder roles in this regard can be summarized as:

- Contribute funds (1<sup>st</sup> column)
- Take necessary or enabling policy decisions (2<sup>nd</sup> column)
- Social support / ownership (3<sup>rd</sup> column)

The column ‘Funding’ indicates that the stakeholder can either provide voluntary funding (X)<sup>15</sup> or be subject to financial charges earmarked for the parks (Y). The column ‘policy’ indicates that the stakeholder can take policy decisions with respect to parks funding. The third column ‘opinion’ refers to (often negative) perceptions and attitudes which stakeholders have with respect to funds benefiting nature parks. In case of negative attitudes, they may influence other stakeholders who are in a position to take funding or policy decisions. Especially secondary and tertiary stakeholders, relative outsider groups who are often indifferent or negative about parks funding, are easily overlooked. Communication efforts should therefore also aim at managing attitudes of outsider groups in order to prevent negative impacts on decision makers (see also chapter 4). The column ‘High Priority’ refers to short-term communication priority on the funding issue. For every goal or result the park management NGO or the DCNA wants to achieve messages have to be prepared, and each time the question will be: “*whom do we want to influence and what do we expect from each stakeholder*”.

**Table 8**  
Stakeholders and what the parks want from them

Stakeholder category	Funding	Policy	Opinion	High Priority
<b>PRIMARY</b>				
<i>National</i> politics	X	X	X	
VSO/MINA	X	X		
Economic Department (Minister)	X	X	X	
Financial (and Tax) Departments		X	X	
<i>Island</i> councils	X	X	X	X
Commissioner of Economic Affairs	X	X	X	X

<sup>15</sup> X = stakeholder provide voluntary funding; Y = stakeholder subject to financial charges;  
(x) = indirect influence

Stakeholder category	Funding	Policy	Opinion	High Priority
Island Financial / Tax Departments	X	X	X	
Local agencies (taxes, coast guard, police)			X	
Donor agencies	X	(x)		X
Business companies active in / impacting on parks	X/Y		X	X
International conservation NGOs, Private foundations, wealthy individuals	X	(x)		X
Land owners (with land inside parks)	X <sup>16</sup>		X	
Local users of park resources (grazing land, fuelwood, seafood, game)	Y		X	
Visitors (excursionists, recreationists, divers, yacht owners)	Y		X	X
Travel agencies	Y		X	X
Hotels and resorts	Y		X	X
Schools	Y		X	X
Environmental NGO's (Turtle Clubs, Amigu di Tera etc)			X	X
<b>SECONDARY</b>				
Interest groups depending on government budgets outside the nature conservation sector			X	
Dutch politicians and authorities (mainly the Ministries of BZK and LNV)	X			X
<b>TERTIARY</b>				
Local press			X	X
General public (public opinion)			X	
Local social and development NGOs			X	
Influential individuals in politics, business and the charity community (in NL and NA)	(x)	(x)	X	X
Dutch press			X	

For explanations of 'primary', secondary'and tertiary'stakeholders – see Annex 2

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<sup>16</sup> donating land or allowing park management

All of these stakeholder groups can be considered communication target groups as well. It is recommended to proceed by assessing the interest, knowledge and attitudes of the stakeholders from the table, and then prioritize them. Due to the length of the list of stakeholders, the resulting table may look complex, but there will be overlaps that allow e.g. for using the same communication materials for various target groups, depending on the specific purpose or occasion. Most of all, the tables should serve as checklists for further communication planning. For some stakeholder groups, attitudes or knowledge may be described as 'mixed' when some members can be rated as negative and others within the same category as positive. Those cases present interesting opportunities to involve the 'positives' as allies to influence the neutrals or the 'negatives' (see also chapter 4).

### **6.3 The message**

#### **The Antillean parks' case**

Concerning the issue of funding the Antillean nature parks, a set of elements is given which can be combined into a concrete message and tailored to a specific occasion or communication purpose. The list is long, and it should be remembered that a particular message should have one main point, which may be supported by a number of other points, depending on the purpose and target group.

#### **Box 3**

Elements for composing a message on Antillean parks funding

*Paying for parks is justified because:*

1. of the richness and uniqueness of biodiversity on land and in the sea (with examples and statistics) (this helps create a sense of pride).
2. to reach their goals, parks need to be actively managed and management costs money.
3. of the economic values of biodiversity (use, non-use, essential element in tourism product, protection against hillside and coastal erosion, fish nurseries).
4. of the social and economic benefits of nature parks in particular (including recreation and education, income opportunities at entrances, job opportunities in park staff).
5. of conservation successes which are the result of park management (examples: recovery of an ecosystem or species, increased animal sightings, reduction of anchoring damage, cleaner and safer beaches).
6. nature parks are a globally accepted land-use strategy to conserve biodiversity, backed up by international conventions.
7. nature parks are a common interest and therefore require local government support.
8. nature conservation on the Antilles is also a Kingdom responsibility.

*Additional considerations which can be incorporated in messages:*

9. the economic importance of nature and parks in particular has been confirmed repeatedly in island, national and international policy documents, including in authoritative reports by international institutions such as the World Bank and the Interamerican Development Bank (IDB, 1997 and World Bank, 2001).
10. the ‘user pays’ principle (should apply to resource users and those with impacts on the parks, but in a socially fair manner).
11. park funding has so far been inadequate and unpredictable (give illustrations of negative impacts on park management).
12. management of park funds is not in government hands, but of NGOs with park management mandates and independent boards (as a response to distrust of government which may exist).
13. trust funds have shown to be appropriate mechanisms where a stable, long-term funding base is badly needed (such as the NA case).
14. highlight every private initiative to financially support nature parks as a positive sign of corporate or civic responsibility.
15. appeal to competitive instincts (highlighting pioneers to the larger ‘wait-and-see’ group, appealing to competition between islands, business companies, public figures, political parties and politicians, etc.).
16. transparency and accountability are leading principles in park funds management (make sure to put this principle into practice).
17. a financial strategy for Antillean parks exists, which is based on the diversification of funding mechanisms and sources (this makes the parks less vulnerable and leads to broader stakeholder involvement).
18. avoid and respond to impressions that excessive amounts of funding go to the nature parks, especially in case of a large grant (by showing the overall picture, plus any gaps, of costs and benefits, income and expenses, and by referring to the overall financial strategy).
19. use parks to appeal to the sense of island and national pride, not only because of natural but also cultural heritage (historic buildings and other cultural monuments) .

The tips given in the first paragraphs of Annex 2c will further help to prepare the right message in relation to the nature parks funding issue, making use of the list of message elements.

#### **6.4 Means and channels**

The Antillean parks’ case

The selection of communication means and channels for target groups relevant to park funding in the Netherlands Antilles is left to the DCNA, the park management NGOs and their

advisers. Analyzing target group profiles as suggested at the end of Annex 2c can be very helpful, but the table in Annex 1 can also be used immediately since the profiles will mostly be known already to the DCNA and the park management NGOs. Which means are the most appropriate depends on whether it is to be used on specific occasions or on a structural basis, with what specific message, for what specific purpose, directed at what specific target group. The Annexes provide the instruments for choosing the right communication means.

#### Monitor and evaluate

Monitoring and evaluating the effects and impacts of communication is essential and should be fed back into all components of communication planning. For instance, by registering the necessary data it should be possible to compare the amounts raised before and after launching a particular brochure introducing a nature park which was accompanied by a request for a voluntary contribution. The benefits –but not only in terms of the increase in funds raised- should then be weighed against the costs of producing the brochure.

### 6.5 Three strategic levels

The long-term communication goals should always guide the overall communication strategy. Communication will have to be used as an instrument on three strategic levels which all apply to nature parks funding in the Netherlands Antilles:

#### Ongoing

*Ongoing communication* – this means continuously and proactively informing all high-priority target groups about the goals, achievements and difficulties faced in the development of the nature parks. Communication efforts should be seen as a long-term investment and no short-term results must necessarily be expected (e.g., when cultivating potential but reluctant large donors). Care must be taken that the target groups do not get an information overdose or become bored with the same message. The best remedy is to monitor the effects by asking for responses. Another remedy could be to define annual “conservation success targets” per park and develop an information campaign around the target (per newsletter, web site, local press releases, school visits, etc).

#### Project

*Project communication* – this refers to communication of a well-defined duration, for a specific purpose. For instance, to develop an education program for local communities or to inform the public on new snorkeling regulations. These

activities, and the corresponding communication work, can usually be planned in advance and included in the annual operational plan of the park in question.

**Immediate**

*Immediate communication* – this refers to unforeseen events that need a response from the park(s). Examples are a sudden threat (high mortality in an animal population, an oil spill, an accident with park visitors, a bank scandal affecting the park) or opportunity (an unexpected very large donation, an international prize). Although unexpected, staff in charge of communication can make general preparations for such events. Alert reactions help in developing a professional image.

**Outline for a plan**

The following general steps are recommended to the DCNA and the park management NGOs, to move from strategy to planning:

- 1) formulate the communication goals, using chapter 6.1 as a reference.
- 2) verify and adjust the other elements of the communication strategy from this chapter.
- 3) prepare a multi-annual communication plan and a more detailed plan for 2005, including a portfolio of means and channels.
- 4) disseminate materials and messages for ongoing and project communication, according to the plan.
- 5) monitor and try to anticipate immediate communication needs.

## References

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## ANNEX 1 Checklist for communication means and instruments

Source: [http://www.iucn.org/themes/cec/principles/checklist\\_means\\_instruments.htm](http://www.iucn.org/themes/cec/principles/checklist_means_instruments.htm)  
(IUCN Commission on Communication and Education)

Printed means			
Mean	Advantages	Disadvantages	Points to remember
Letters	Personal mode of communication, relatively high chance of being noticed and read by intended target group (when personalised); mail-merge software makes it easier to send personalised letters to larger groups.	Unsuitable for very large groups.	Requires up to date database with names, addresses, etcetera.
Annual report	Good opportunity to give information about organisation's operations.	Can be quite costly and time consuming to produce and distribute; often lost in the flood of annual reports that is sent out every year; little chance of feedback	Often an annual report is required by law. If you are making one anyway, it might as well be good!
Brochures & Leaflets	Can reach large number of people ; costs can be controlled – when produced in large number cost efficient, can be kept in store to answer questions.	Little chance of feedback; if distributed in the wrong way easily overlooked; mass distribution will result in high wastage, limited space to explain details.	Plan the distribution with care, always pre-test a draft with the target group to check if the message gets across.
Reports	Can present information in detail	Can easily be overlooked because of high number reports published; little feedback option.	Develop guidelines for level and tone of voice, lay out can attract attention, plan distribution and publicity well in time.
Journals & Magazines	Good way to reach specialised audience; articles are usually printed without cost (free publicity).	Limited circulation, little feedback.	Keep lists of specialised journals and names, phone numbers of editors, built a relation with most important editors.

<b>Visual means</b>			
<b>Mean</b>	<b>Advantages</b>	<b>Disadvantages</b>	<b>Points to remember</b>
Visitor centre	Attractive way to present information; if staff available direct feed back opportunity; chance to appeal to all senses: strong impact.	Will not reach target groups who are not interested. Costly to built/rent and maintain.	How to attract the right target groups, how to ensure financial continuity.
Displays/exhibitions Posters	Attractive way to present information, if staff is present there is a direct feed back opportunity.	Can be costly.	Go for light-weight, portable and easily changeable systems; Don't present too much information.
Slides	Attractive, eye catching, potential for strong impact. Useful as a support for other communication activities. Direct feedback often possible.	Needs special equipment and darkened room, slightly tricky in use.	Always test equipment beforehand.
Overhead sheets	Cheap and easy to make, effective to support speeches	Needs special equipment, tendency to put too much information on one slide.	Aim for no more than 5 lines with 5 words.
Film/video	Suitable to address groups of various sizes. Easy to transport and to reproduce. Different options for distribution.	Expensive to produce, needs professional skills, no feedback possible, difficult to change.	
<b>Digital means</b>			
<b>Mean</b>	<b>Advantages</b>	<b>Disadvantages</b>	<b>Points to remember</b>
Web sites	Attractive way to present high variety of information, feedback and interaction possible, relatively easy to update, insight in number of users, potential to reach high number of people.	Not accessible for everyone, requires technical expertise.	How to attract target groups to the website? Ensure linkages with popular target group sites and ensure high ranking with search engines.
CD Roms	Suitable medium to present complex and high quantity of	Requires special equipment to use, requires technical expertise to develop.	Check CD Rom use in target group first.

	information, relatively cheap to reproduce, easy to distribute.		
e-mail (- newsletter)	Effective medium to approach small and large number of people, cheap, fast, direct, possibility for feedback.	Difficult to stand out in large number of e-mails sent each day.	Necessary to attract attention right away. Be direct, avoid long messages.
<b>Mass Media</b>			
Mean	Advantages	Disadvantages	Points to remember
Radio broadcasts	High local interest; accessible for large audience, audience can be targeted, low production costs.	Contact does not mean communication, lacks personal appeal, scheduling can be problematic, no control over final message (dependant on editors and journalists).	Keep an updated list of media addresses and contact persons, follow up phone call increases chances of publication, maintain good relations with important editors.
TV broadcasts	Potential for high impact, accessible for large audience, audience can be targeted.	With increasing number of channels more difficult to reach large audience, no control over final message (dependant on editors and journalists).	Keep an updated list of media addresses and contact persons, follow up phone call increases chances of publication, maintain good relations with important editors.
Newspaper articles	Usually wide circulation; information can be distributed quickly.	No control over final message (dependant on editors and journalists).	Keep an updated list of media addresses and contact persons, follow up phone call increases chances of publication, maintain good relations with important editors.
Press conference	Chance to deliver more complex information to media; has opportunity for feedback.	Staff needs to be trained in media contact.	Requires careful preparation.
Press releases	Cheap way to draw attention of media to newsworthy events; suitable for fairly straightforward issues; can be produced on short term.	Media receive large numbers of press releases, difficult to attract attention, requires writing skills, no direct feed back from journalists.	Keep an updated list of media addresses and contact persons, follow up phone call increases chances of publication, maintain good relations with important editors.

<This chapter is largely based on (Rientjes, 2000).>

## 2a. General introduction

### Communication as policy instrument

The main policy instruments that are used in conservation to influence people are (Rientjes, 2000):

- *communication*
- regulation
- financial incentives
- provisions (facilities and infrastructure)

Communication also plays an indirect role in the success of two of the other instruments, i.e. regulation and financial incentives, which makes it a key instrument. Every instrument has its potentials and restrictions and a policy strategy for a particular area consists of a mix of instruments. Communication is particularly important as a direct as well as an indirect policy instrument when nature conservation is at the low end of the stakeholders' priority list. Many stakeholders have other (social and economic) concerns and little interest in or knowledge of nature and biodiversity, although such interest and knowledge can be developed and stimulated.

Some of the typical pitfalls that conservationists face when communicating with outsider groups are stated in Box 4. Conservationists should be constantly aware of these factors and regard them as general communication principles.

### Box 4- problems in communicating

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Problems regularly occurring in communicating about nature conservation (Rientjes, 2000):

- 1) **Insiders and outsiders;** conservationists may act as insiders or experts who either ignore outsider or non-expert groups which interact with nature, due to their presumed 'ignorance', or give outsiders the impression that they need to be 'told the truth'; both styles give outsiders the feeling that they are not taken seriously.
  - 2) **Language;** common biological and conservation concepts are often poorly understood by non-experts; too much use of expert jargon excludes outsider groups and this makes them fail to understand why nature is important, or can generate frustration.
  - 3) **Stereotypes;** both conservationists and outside 'target groups' may have negative preconceived images about each other, which may block listening to each other's message before communication has even begun.
  - 4) **Instrumental instead of interactive;** one-way means of communication is used allowing for little or no interaction between sender and receiver; consensus development through stakeholder participation takes the interactive character of communication into account and is a usually much more effective.
  - 5) **No good news;** communication about nature conservation is often about problems, decline and loss, or about telling others what they are not allowed to do; the challenge to conservationists is to mix any negative messages that may have to be told with positive messages that offer perspectives for action.
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### Strategic communication planning

One of the main challenges for conservationists and park managers is to organise and plan their communication in such a way that its effects are maximised and lasting, and address all relevant target groups at the right time. *This requires, first of all, a clear, consistent vision on the long term goals of the organization and of the steps needed to reach those goals.* Vision (goals) and steps together make up a strategy. Defining an organisation's vision, goals and objectives is the first step towards strategic planning. What is needed to make the Parks' strategy successful includes insight in who the stakeholders are, what interests, influence and power they have, what the conservation organization wants from them, which message is most likely to have the desired effects and which mix of means and channels is appropriate to each stakeholder category.

### The basic questions

The key to successful communication on conservation issues lies in planning and preparation. This requires knowing:

- **WHY** does the organization want to communicate: what are the problems and anticipated solutions, what goals can or should communication achieve?
- **WHO** does the organization want to communicate with – who are the people and groups that must be targeted to achieve the goals?
- **WHAT** message does the organization want to communicate? What should the target groups know, feel or do?

After these three questions have been answered, the organization has to decide:

- **HOW** the message can reach each target group, i.e. which communication means and channels should be used.
- **WHEN** this message should be delivered and how much each communication activity will or may cost.

The next subchapters will present a number of general considerations for each of these elements (except the last). Chapter 5 will present the outline of a communication strategy for Netherlands Antillean nature parks prepared along the lines of the current chapter.

### Levels of planning

Communication plans can be designed at three levels:

1. *Strategic plans* –serve as central guideline and ensure consistency between the organization's vision and overall goals and its communication activities; a strategic plan is long-term and deals with broad principles and procedures.
2. *Annual plans* – are based on the strategic plan, but more detailed and short-term; they plan activities over the year and make sure that the required manpower and money are available.
3. *Project plans* – refer to a separate communication effort, defining the purpose, timing, means and who is responsible.

This report contains an outline of such a strategic plan and its application within the context of funding for Antillean nature parks. Among the general rules of thumb in communication planning are that it must be absolutely clear what goals the communication activities are supposed to achieve; poorly defined goals will lead to confusion, both among target groups and inside the organization. Another piece of advice is to remain flexible and be prepared to change the plan in response to changed circumstances.

### Other uses

Plans not only serve to guide conservation activities but can also be used as a communication tool themselves. They can be released to the public to promote public understanding, show transparency and inform them on what is coming. A communication plan can also be an important learning instrument for the organization, which can be used to evaluate failures and successes.

## 2b. Goals and objectives

### Program goals and communication objectives

Communication is a tool which helps an organization or a conservation program achieve its goals and, therefore, communication objectives need to be linked to the overall goals of the organization or program. Communication objectives and their indicators need to be specific, measurable, appropriate, realistic and timely. They should reflect changes in perceptions, attitudes or behaviour as a result of communication activities.

### Box 5 - example of communication objectives in a conservation program

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The problem: a sea turtle population is threatened because adults are killed in fishermen's nests and their eggs are overharvested at nesting beaches. Conservation program goals could be:

- "a ban on collecting eggs in area X until the sea turtle population has reached certain target levels"
- "local residents co-operate in protecting nesting beaches during the nesting season"
- "fishermen co-operate in protecting sea turtles from being caught in nets, by using special devices"

An inadequate communication objective in this case would be:

- "raising awareness among fishermen and egg collectors of the importance of protecting sea turtles and their nesting beaches".

Adequate communication objectives could be:

- "within 6 months, 80% of the fishermen and egg collectors will indicate, during meetings with conservation workers, that they are aware of the problem and their own role"
- "within 12 months, 60% of the fishermen will be willing to discuss with conservation staff the use of nets with protective devices"
- "within 18 months, 40% of the egg collectors will be willing to help patrol the nesting beaches and to co-operate in a turtle breeding program"
- "within 24 months, 30% of the fishermen are implementing the use of nets with protective devices" (in this case, an increase in the % of fishermen implementing the devices may not be possible with communication alone, but may also need regulations and/or incentives).

In this case, indicators and their target values are directly reflected in the objectives.

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## 2c. Target groups

### Stakeholders or target groups

*Stakeholder groups* are often confused with *target groups*. Stakeholder groups are organizations or groups of people that are involved or have an interest in a given issue or project, and they are related to an organizational goal. Target groups have been selected as the target of communication and are, therefore, related to the communication goals. All target groups are stakeholders, but not all the stakeholders are necessarily target groups for communication.

### Identifying stakeholders

The first step in identifying target groups for communication is to identify the stakeholders. The following questions guide their identification:

- whose permission, approval or (financial) support are needed to reach the goal? (*primary* stakeholders).
- who is directly affected by the plan or activity – who will benefit and who will suffer loss or damage? (*primary* stakeholders).
- who is indirectly involved or affected? (*secondary* stakeholders).
- who is not directly involved but can influence opinions? (*tertiary* stakeholders).

After having been identified, the characteristics of the different stakeholder groups should be analyzed to determine how to communicate with those who are chosen as target groups.

### Box 6 - Analysing stakeholder characteristics

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**INTEREST:** *Do they have an interest in the issue that is being communicated?*

- No interest in the issue makes communication difficult. High interest makes communication easier. In cases of low interest, try to link the issues to what is of high interest or of potential benefit to them.

**KNOWLEDGE:** *How much does the stakeholder group know?*

- If the group has little knowledge of the issue, be prepared to provide a lot of information before a two-way communication flow can be expected. Always start from what they know and speak their language (usually non-expert language).

**ATTITUDE:** *How do they feel about the issue?*

- If the group has strong feelings against the plan, then communication will require a lot of time, patience and effort. The feelings can be so strong that effective communication becomes impossible for a while. Listening and trying to understand their position can be more effective than arguing. If their position is based on (irrational) emotions such as fear, do not try to rationalize but take the emotion serious and try to find common solutions.
- If the group has strong feelings in favor of your plan, communication will obviously be much easier.

**INFORMATION BEHAVIOR:** *How does the group look for information?*

- Do they get information – which is reliable in their perception - from other members of the group, or from local opinion leaders? Do they read newspapers and magazines, listen to radio, watch TV, use internet? Will they look actively for information (phone, library, internet, databases etc.)? Will they attend public meetings and hearings?

See also the web site of the IUCN Commission on Communication and Education – [www.iucn.org/themes/cec/principles](http://www.iucn.org/themes/cec/principles)

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### Selecting target groups

The next step is the selection of target groups for communication purposes. The following questions help selecting target groups from among the stakeholders:

1. *is communication with this group necessary?* (Can the group create trouble in reaching the communication goals? Can the group offer advice or support in reaching the communication goals? Can the group help reach other groups that are essential for achieving the communication goals?)
2. *is communication with this group possible?* (Is the group willing to communicate with the organization? How accessible are they?)
3. *is there any chance of successful communication?* (How are the group's feelings about the issue – negative, neutral or positive? Does the group have interest or knowledge about the issue?)

The combination of answers to these questions will indicate how easy or difficult communication will be.

### **Allies and intermediaries**

It is important to determine which of the stakeholders can be considered as allies, intermediaries or opponents. The first two categories can be helpful in delivering the message to target groups which may be difficult to reach directly and with the desired effect. Allies can help reach the communication goals, but it is necessary to know which goals they share and which they do *not* share with your organization, and what relation or reputation they have with target groups (e.g. a business company can be an ally but may also have a troubled relationship with a local NGO). Intermediaries can act as messengers or negotiators between the organization and the target group in case for some reason direct communication is difficult. The intermediary should:

- be trusted by both parties
- have no clear interests in the issue
- be prepared to undertake this role.

### **The 'general public'**

Conservation organizations often focus on the general public as a major target group for communication. However, the 'general public' is quite a broad category and further segmentation into subgroups with a particular role or interest may be needed (such as landowners, tourists, specific authorities or individuals). Even when the 'public opinion' can be an intermediary, more specific target groups may have to be approached, in different ways.

## **2d. The message**

### **Steps in formulating**

Spending ample time and attention in formulating the message increases the chance that the message is interpreted by the target groups correctly and has the intended effect. Basic steps in formulating the message(s) are:

- find out what the target group knows and feels about the subject.
- decide what information has to be given and what arguments have to be used to convince the target group.
- formulate the message, check whether it will still contribute to the communication goals and ask a member of the target group or someone familiar with them to provide feedback.

### **Effective messages**

Every message is a combination of content (facts and persuasions) and articulation (voice, tone, style). Effective messages must be clear and consistent. A message is clear if it has one main point, uses simple and straightforward sentences, and does not use technical or bureaucratic jargon. Messages need to be consistent on two levels: (1) be in accordance with every other message the organization sends and (2) be consistent in their arguments for support (for instance not describing dramatic threats that degrade a natural site, but also stating how untouched and biodiverse the site is).

A crucial element in making messages more effective is to look at the issue through the eyes of the target group, and formulate it in a way which shows understanding and respect for the group's ideas, feelings and concerns. Other rules of thumb are:

- begin with a positive opening, such as what conservation and the target group have in common or what has already been achieved; do not begin with controversial issues.
- deliver the message in a way that the target group understands and appreciates; make it understandable to their education level.
- be quite clear about what the target group is expected to do (in case that is a purpose of the message).

- encourage feedback from the target group; the organization benefits by finding out how well its messages are received and understood, whereas the target group feels that it is playing a meaningful role.

## **2e. Means and channels**

### **Instrumental or interactive**

As stated in chapter 3, communication on conservation issues can have an instrumental or an interactive character. The first approach is used to inform target groups, to generate general support for policies or plans, or to raise the attention of certain stakeholders. In such cases, the organization first defines its goals and then uses communication to influence certain groups in favour of those goals. Interactive communication is used when the organization wants to reach consensus with relevant stakeholders about the goal or about the way it can be achieved.

### **Selecting means**

Means and channels of communication can be spoken, written, visual or digital. The most appropriate have to be selected, depending on purpose and intended effect, message, available resources, size and accessibility of the target group, and how the target group normally gets its information (e.g., don't use the internet when the group does not have computers). Some general considerations for selecting means and channels:

- including options for feedback often has a positive effect, and can be done by including contact data, pre-printed forms, surveys and interviews among the target group, or establishing an information desk.
- a multi-media approach is useful to give messages a greater impact and to increase the chance that the target group is reached, but it is often a costly and not required if more targeted means can be used.
- using the same means for different target groups simultaneously only works if the messages are really similar and the target groups comparable; this is not advisable if target groups differ in attitudes, interests and priority issues.

See also Annex 1 for an overview of means and channels, with their advantages, disadvantages and specific points to remember.

### **Personal communication**

Personal communication is not always possible but it is generally the most effective way of communicating and has the best potential for creating understanding with target groups. It is the best choice if the target audience is small, the issues are complex or sensitive, instant feedback is required or the communicator's personal presence gives credibility.