

# Fundraising Strategy 2013 - 2017

## DCNA Fundraising Strategy

**Financial sustainability is key to the successful management of protected areas in the Dutch Caribbean. One of the primary tasks, which DCNA has set itself, is to secure a sustainable funding future for at least one marine and one land park on each of the six islands of the Dutch Caribbean. In order to achieve this, DCNA faces the daunting task of capitalising a Trust Fund.**

Additionally DCNA provides support to the protected area management organisations (parks) to ensure that, until revenues become available from the Trust Fund, they are able to realise sufficient income to meet their basic operational needs (as defined by the Trust Fund study).

Many of the fundraising efforts by parks and other conservation organisations currently focus on raising project funds through grants and similar. Problems with this approach include the “boom, bust” nature of grant funding, the additional administrative burden it creates and the fact that grant funds often do not cover basic operational costs as well as frequently requiring that the organisation provide matching funds.

Whilst there is a clear need for funding to cover large capital project costs such as infrastructure, land acquisition and similar, DCNA recognises that the most pressing financial issue facing nature conservation in the Dutch Caribbean at this time is the lack of adequate non earmarked funding to meet ongoing park operational needs. This situation is most acute for the windward island parks.

### Background

At DCNA’s March 2013 Board meeting on St. Maarten, the Board reviewed its goals and elected to focus fundraising activities on providing support to the park management and nature conservation organisations (hereby referred to as “*conservation organisations*”) to improve their ability to raise funds for themselves.

“Conservation organisations” currently refers to the following organisations: Fundacion Parke Nacional Arikok, STINAPA Bonaire, Sea Turtle Conservation Bonaire, Echo, CARMABI, Uniek Curaçao, Saba Conservation Foundation, STENAPA, St. Maarten Nature Foundation and the Emilio Wilson Estate Foundation.

With this in mind the Board approved the creation of a Fundraising Committee and tasked that Committee with the development of a fundraising strategy.

### Purpose

The purpose of the Fundraising Strategy is to provide an integrated, realistic and achievable framework for fundraising, which focuses on building fundraising capacity amongst conservation organisations in the Dutch Caribbean.

### Goal

To improve the financial sustainability of nature conservation organisations in the Dutch Caribbean through capacity building and the development of initiatives allowing them to raise funds.

### Strategies

The following strategies have been identified:

- Enhance decision makers understanding of the urgent need to conserve nature on the islands and government responsibilities towards nature conservation
- Assist conservation organisations through trainings and workshops
- Explore online funding opportunities such as crowd funding and soliciting online donations
- Develop a major donor programme

This list is not meant to be comprehensive and other, lower priority items may be added in future such as setting up concessions, running capital campaigns, boosting souvenir sales and similar.

Tools include:

- Acquire non-profit status in the Netherlands and USA to allow donations to be tax deductible for nationals of those countries.
- Build strong working relationships with relevant organisations such as WNF, Oranje Fonds, The Nature Conservancy in order to solicit their advice and support
- Engage patrons to assist with fundraising
- Develop marketing plans and promotional materials to facilitate fundraising and to better promote conservation organisations and their activities

## Strategies

### **Enhance decision makers understanding of the urgent need to conserve nature**

*NOTE: It is essential that these activities are initiated by the conservation organisations in a coordinated island level effort*

- Ensure governments formally recognise their responsibilities for nature conservation
- Develop a standard outline for management contracts between government and non-governmental organisations for the management and conservation of nature including their respective roles and responsibilities
- Stimulate the creation of a platform for dialogue between government and non-governmental organisations for issues related to nature conservation
- Ensure local decision-makers are fully briefed on the (economic) value of natural resources e.g. through the development of nature policy briefs
- Develop a standard outline of nature management tasks
- Build understanding and support for nature conservation issues

### **Assist conservation organisations through trainings and workshops**

- Identify training needs and organise workshops such as communication strategies and techniques, branding, marketing, media relations etc
- Engage partner organisations (such as VBN, WNF) to provide support and expertise in fundraising and marketing
- Build capacity for project fundraising (writing funding applications, project management, reporting and similar)

### **Explore online fundraising opportunities**

- Evaluate opportunities to secure online donations
- Evaluate opportunities for 'crowd source funding'
- Secure IT capability to receive online donations, including any necessary banking arrangements
- Make recommendations to parks for website improvements including how to receive online donations, how to promote online giving etc
- Develop marketing plans for parks
- Explore opportunities to develop online sales capability

### **Develop a major donor programme**

- Make recommendations to ensure conservation organisations are as attractive as possible to potential major donors
- Develop framework for major donor acquisition, engagement and follow-up
- Develop regional donor recognition plan
- Evaluate opportunities to establish "Friends of DCNA"
- Target audience: existing donors, existing tourists, those with second home on the islands, Antilleans living abroad, expats within the Dutch Caribbean

## Strategic Funding Partners

**The outstanding conservation work, capacity building, networking and representation we are able to do would not be possible without your financial support. Thank you for helping us to safeguard nature in the Dutch Caribbean.**

DCNA works with a number of strategic funding partners, some of whom have been supporting DCNA's work since the foundation's inception. Collectively they contribute € 950,000 per year towards the establishment of a Conservation Trust Fund and approximately €535,000 towards Board approved regional conservation activities as well as Secretariat and Board operating costs.

### **Dutch Ministry of the Interior**

As part of a ten-year subsidy agreement signed in November 2006, the Dutch Ministry of the Interior (BZK) provides an annual contribution of €750,000 towards the capitalisation of DCNA's endowment Trust Fund. In 2012, they provided an additional €235,000, which was used to cover the operational costs of running the Secretariat and the Board as well as funding our regional conservation work.

### **Dutch Postcode Lottery**

The Dutch Postcode Lottery (Nationale Postcode Loterij) supports organisations working to create a fairer, greener world by raising funds and increasing public awareness through a lottery. The Dutch Postcode Lottery is the Netherlands' largest and most popular charitable lottery. It supports 84 charitable organisations, including UNICEF, Greenpeace, WWF, IUCN and the Clinton Foundation. Since its launch in 1989, the lottery has allocated over €2.7 billion to its beneficiaries. It also organises events aimed at moving the world toward a better future, such as Blair on Climate Solutions. Its holding company, Dutch Novamedia/Postcode Lotteries, is the third-largest private charity donor in the world.

In 2008, the Dutch Postcode Lottery accepted DCNA as a beneficiary and granted us €500,000 per year in non-earmarked funding of which €200,000 goes towards capitalising DCNA's endowment Trust Fund whilst the remaining €300,000 is used to our regional conservation activities.

### **National Committee of the International Union for the Conservation of Nature in the Netherlands (IUCN NL)**

DCNA's funding agreement with the Dutch Ministry of the Interior comes to us via IUCN NL, who both transfer the funds, review reporting obligations and provide their own independent reports to the Ministry on an annual basis. As well as a funding partner, IUCN NL is a founding member of DCNA's Partner Group in the Netherlands.

### **Vogelbescherming Nederland (VBN)**

In 2008 Vogelbescherming (VBN) first ran a campaign amongst its membership to raise funds for bird conservation in the Dutch Caribbean. They have been providing essential financial support to the region ever since. This has allowed the development and implementation of a comprehensive bird conservation programme for the Dutch Caribbean and to build much needed capacity for bird conservation. Their funding allocated for 2012 was earmarked to support tropicbird monitoring and tern monitoring as well as providing parks with bird identification cards, field guides and other materials.

As well as a funder, VBN is a leading member of the DCNA Partner Group in the Netherlands. Their support goes far beyond a traditional funder – recipient relationship and has evolved into a strategic partnership where VBN has taken a strong lead in ensuring that DCNA's interests are well represented, for example in the Dutch Parliament. They have done this through identifying opportunities to bring in parliamentary motions aimed at focusing attention on nature conservation and funding for nature conservation in the Dutch Caribbean. They provide a link to

the Dutch conservation organisations' lobbyist in Den Haag and also made numerous personal introductions to key members of Parliament.

VBN is strenuously supporting DCNA's efforts to become a BirdLife International affiliate and have ensured that the Dutch Caribbean is included in the BirdLife Network Development programme from 2014 onwards.

**Ministry of Economic Affairs (formerly Ministry of Economics, Agriculture and Innovation)**

DCNA has worked closely with the Ministry of Economic Affairs since the establishment of the Rijksdienst Caribisch Nederland (RCN). At the end of 2012, the Ministry of Economic Affairs (Ministry EZ) allocated US\$ 50,000 for DCNA to work on the content management aspects of the Ministry's Dutch Caribbean Biodiversity Database, which is being developed by Alterra and US\$ 97,000 in funding support for a joint staff position of Research Liaison.