



Aruba  
Conservation  
Foundation

# Multi Annual Corporate Strategy

2023 - 2032

Leading an Integrated and Inclusive Conservation of Natural  
& Cultural Heritage for the Sustainable Development of Aruba

An aerial photograph of a tropical island, likely in the Maldives, showing a long, narrow strip of land with lush green vegetation and a few small buildings. The island is surrounded by a shallow lagoon with vibrant turquoise water, transitioning into a deeper blue ocean. A coral reef is visible along the edge of the island, with various shades of green and brown indicating different types of coral and seabed. The overall scene is serene and beautiful, highlighting the natural beauty of the island.

“ Our *reciprocal relationship* with nature is that we care for our natural resources and in return nature will care for us.

In this *symbiotic relationship*, as people dedicate respect, time and resources to the conservation of nature, our island, its community and its visitors will thrive. ”



## Disclaimer

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The opinions, interpretations and recommendations presented in this report represent our best interpretation of the information and data made available to us. However, due to the uncertainty inherent in the interpretation of all organizational related issues, we cannot and do not guarantee the accuracy or correctness of any interpretation and we shall not, except in the case of gross or willful negligence of our part, be liable or responsible for any loss, cost damages or expenses incurred or sustained by anyone resulting from any interpretation made by us.

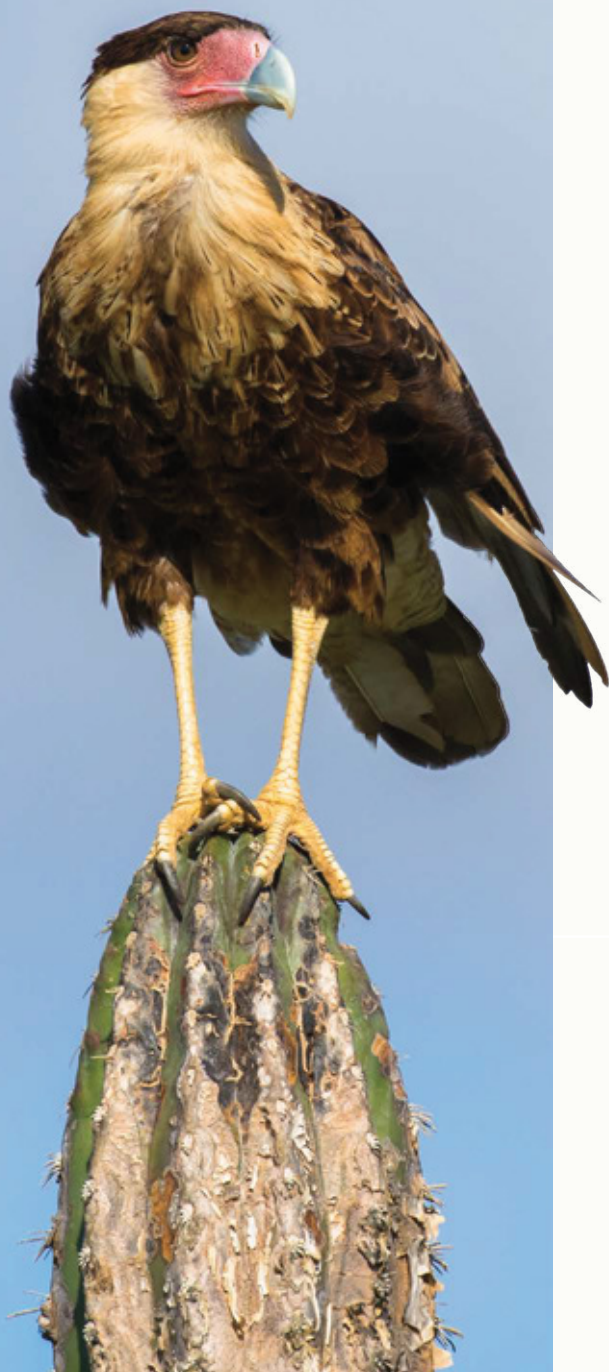
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## From the Executive Board

### *Leading an Integrated and Inclusive Conservation of Natural & Cultural Heritage for the Sustainable Development of Aruba*

Our Natural and Cultural Heritage tells the story of Aruba: it has shaped us through time and today it is the key to a sustainable future for us all.

It is therefore our great pleasure to present to you the Multi Annual Corporate Strategy of Fundacion Parke Nacional Aruba (FPNA) for the planning period 2023 – 2032. This plan responds to new ecological, social and economic challenges, and represents our enforced commitment to conservation with more emphasis on sustainability, biodiversity, ecosystem enhancement and restorative initiatives, while developing a base of social and economic support through value-creation.

In planning for the next ten years, our Management Team has reflected in depth on the pressing needs and challenges, our ambitions, and how we as FPNA want to add value to our nature, our environment, our residents, our communities, our visitors and our economy. This with a keen awareness and understanding that our society, our economy, and the ecology as we know it in Aruba, has undergone major shifts, with a huge impact on nature, while it is precisely this ecology, ecosystem services and biodiversity – both under water and on land - that drives Aruba's economy.

Sustained by our prudent management, with support from our partnerships and our growing community of nature champions, FPNA has survived the Covid crisis and is building back with a stronger sense of purpose, by adapting our organization, fortifying our conservation management work and stepping up to inspire all people to connect with the natural beauty and values, history, and heritage our nature areas offer, while collectively protecting it. The pandemic reminded us that nature – besides being essential to human survival - makes our lives better, richer, and more complete, providing physical and emotional restoration and connection with one another around what we share and protect.

In the coming years, our focus will be to improve our conservation management scope, services and value creation, and enable a broad and deep understanding of the value of nature for increased commitment and support on all levels to safeguard sustained conservation. We will help people find common ground as they go outside in nature and together experience, see, hear, touch, smell and protect what is real, what is beautiful and what is life-giving. We commit that we will build a broad base of communities to support nature and its conservation, and plant the seeds for our future generations.

None of this would be possible without the support and encouragement of our partners, stakeholders, and sponsors, and the sense of purpose and vision we are fortunate to share.

Thanks to our very dedicated and engaged Management, Staff and Partners, FPNA has adapted and embraced change. With great optimism and ambition for the future, FPNA's leadership and staff looked forward with perseverance to protect Aruba's protect areas and inspire a deeper sense of stewardship for these places that belong to us all.

Our Aspiration 2032 should not be ours alone. Conservation of nature is something that anyone can do, and everyone has an impact on the natural environment through their behavior and attitudes. We aim to integrate a national nature conservation culture into all levels and sectors of our society and make everyone part of the conservation efforts that ensure a sustainable future for us all.

*For the Nature of Aruba and our Present and Future Generations,*

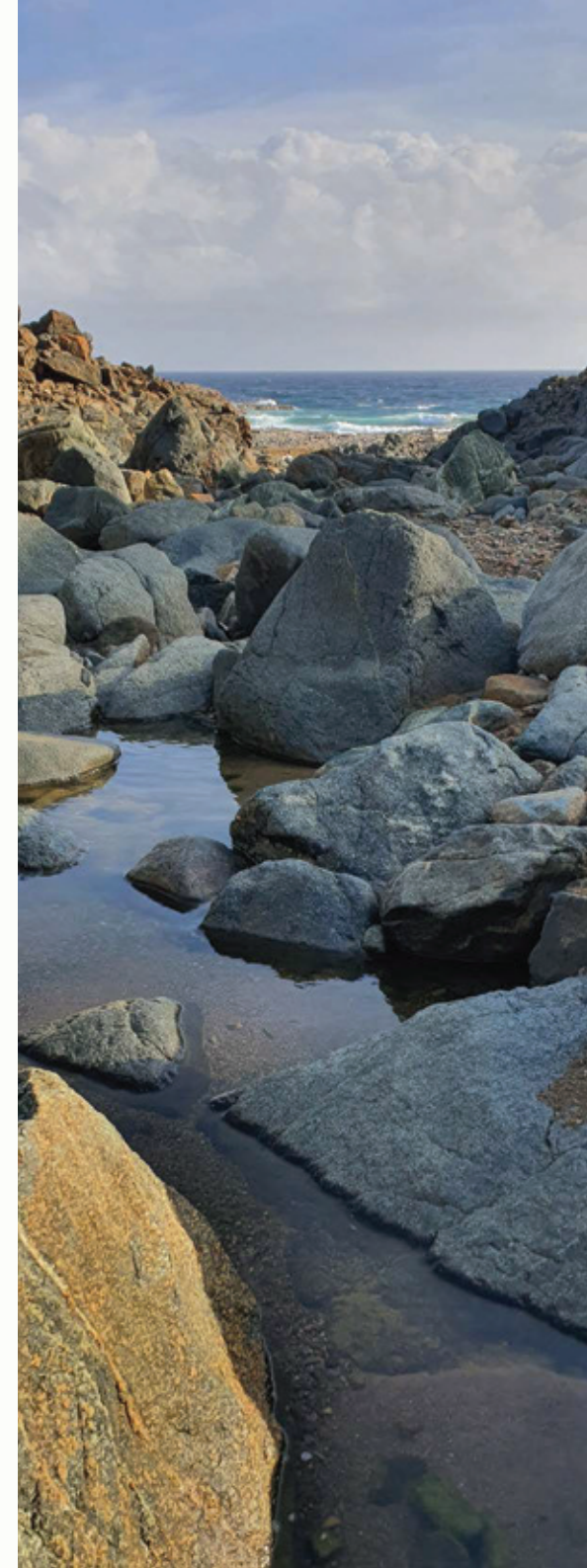


**Tyson Lopez**  
*Chief Executive Officer*



**Natasha Silva**  
*Chief Conservation Officer*

From the Executive Board



# Reading Guide

## Purpose of this document

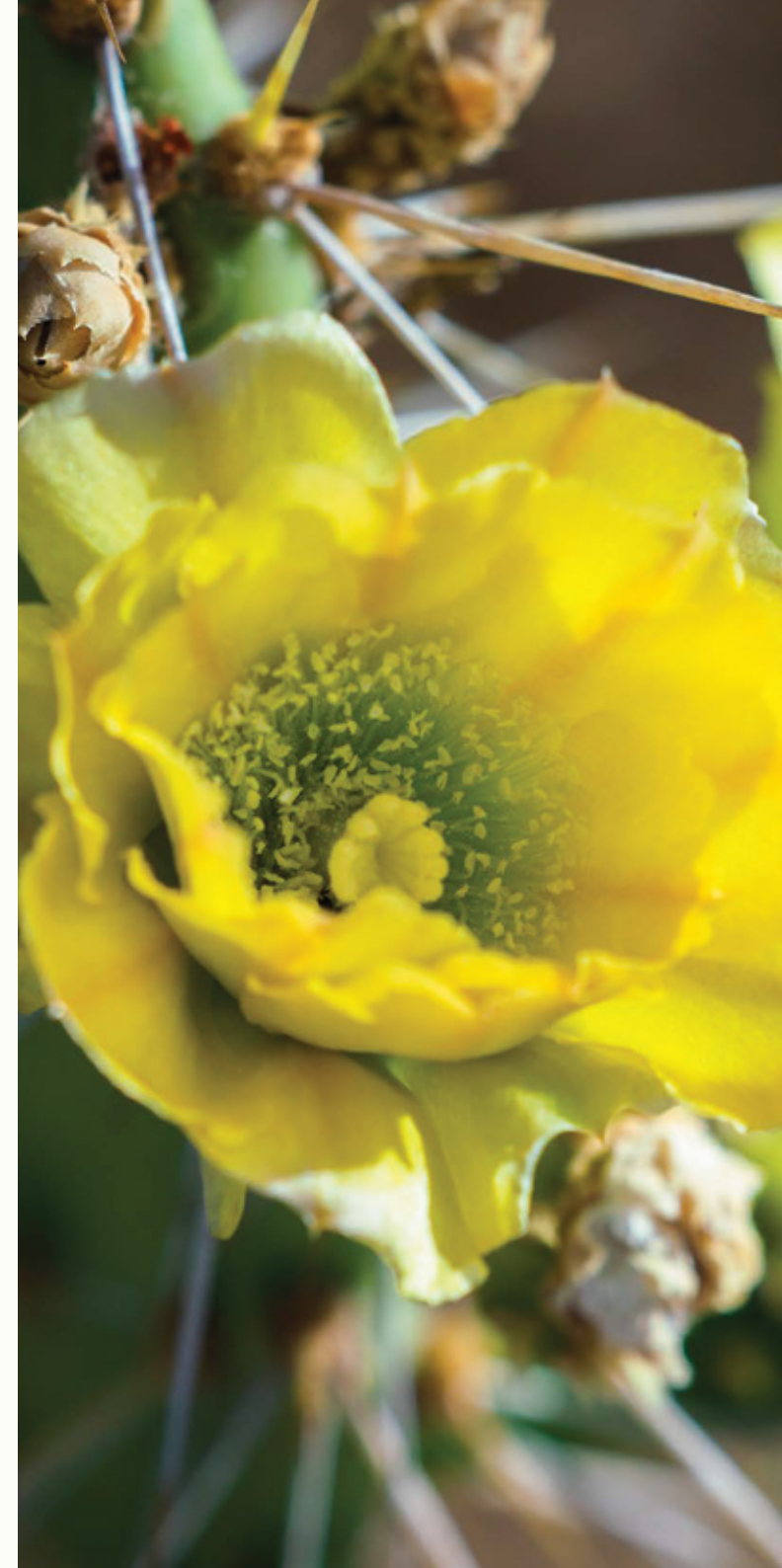
Fundacion Parke Nacional Aruba (FPNA) has embarked on the development of its Aspiration towards 2032 and a Multi Annual Corporate Strategy 2023 – 2032 (FPNA MACS 2023 - 2032) to articulate a clear ambition and direction, take advantage of new opportunities, and thrive amongst challenges. In this document we take you on a journey to 2032 and our strategic focus for the coming ten years.

This document recognizes the urgent need for a more holistic, integrated and inclusive approach for management of nature conservation in Aruba, based on enhanced value creation and a broadening of conservation support, collaboration and participation, which, taken together, are the necessary ingredients for long-term success. With this new aspiration and approach, FPNA wants to ensure that the highest levels of environmentally and ecologically sustainable, socially relevant and economically viable

outcomes in our protected areas are achieved, along with financial sustainability of FPNA for sustained investment in conservation.

Our aspiration provides inspiration and direction up to 2032 and helps us to ask the right questions every day and to make conscious decisions. It serves as a guideline for the strategy development process and the further development of the business and organizational model, and assists us in governing our day-to-day activities and decisions, channeling our leadership role, focusing our strategy and guiding the daily actions of our personnel.

This document is intended as internal document and daily strategic guide and framework for management of FPNA and serves as a source for presentations to and dialogues with stakeholders for validation and engagement purposes.



## A participatory process

The FPNA MACS 2023 - 2032 is the result of a joint strategic dialogue that the Management Team conducted in the period February 2020 – December 2021, followed by necessary preparations in 2022 for an organizational restructuring in alignment with the MACS. This process was delayed with almost a year due to the COVID-19 pandemic.

The team went through an **integral five-step approach** in a structured, interactive and thorough process of strategic dialogues, supported by a team of facilitators.

This approach has enabled the team to structure their thinking, ask the right questions, test

underlying assumptions, probe to critically look at the organization from an integrated perspective (outside in and inside out), explore and capture the most essential aspirational elements and have a profound dialogue on these aspects. Through this mutual interchange, participants were enabled to not only grow in their direct understanding of the foundations' environment and its challenges, but also to think about these challenges in a broader sense and with an out of the box mindset. With this process have fostered an open, forward thinking and collaborative culture where our management and employees are encouraged to participate, collaborate and build our future together.

## The strategic dialogue approach and process

### Aspiration 2032

1

#### Business Environment Analysis

What happens in the business landscape of FPNA and how does this impact FPNA?

2

#### Stakeholder Analysis & Plan

What are the relations and interdependencies with key stakeholders and how to manage these to enhance success of the implementation aspiration and strategy of FPNA?

3

#### FPNA Aspiration 2032

Why does FPNA exist: articulate purpose, role, positioning and business model of FPNA within nature conservation chain Aruba.

### Multi Annual Strategic Plan

4

#### Corporate Strategy 2023 - 2032

Which choices must FPNA make in order to add sustainable value to the natural and cultural heritage of Aruba, their partners, key stakeholders and the community of Aruba?

What does FPNA need to achieve in time to effectively deliver on FPNA's aspiration?

How are we going to deliver on the planned results?

5

#### Implementation Strategy 2023 - 2032

Which phases of implementation are required for anticipated period to establish and maintain grip on performance in a focused, controlled and balanced way, while remaining alert and flexible to new opportunities as they unfold?

## Content Structure

*Fundacion Parke Nacional Aruba (FPNA) has embarked on the development of its Aspiration towards 2032 and a Multi Annual Corporate Strategy 2023 – 2032 (FPNA MACS 2023 - 2032) to articulate a clear ambition and direction, take advantage of new opportunities and thrive amongst challenges. In this Integral Plan we take you on a journey to 2032 and our strategic focus for the coming ten years. The reading guide below indicates the structure and content of this plan.*

**Section 1 | Introduction** highlights the most important environmental developments that influence the biodiversity landscape of Aruba in general and the challenges and tasks for FPNA in particular and our vision on a responsible and sustainable recovery from the coronavirus crisis. It also describes the context of FPNA: the governance, conservation philosophy and guiding principles, the history of key events of FPNA on a timeline, an overview of the natural assets under management of FPNA and our legal framework. Finally, an overview of the most important results in the period 2019-2021 provides a clear picture of our ‘state of nature and business’.

**Section 2 | Towards an Integrated and Inclusive Nature Conservation** presents our Aspiration 2032, the envisaged future of FPNA towards 2032, which consists of four main components: our sustainability ambition, the vision of our organization, our core values and our roles required for fulfillment of our vision and core purpose. As our framework for Value Creation and Sustained Conservation we have created our cycle of business and our business model towards 2032. A 10-year outlook presents our aspirational goals towards 2032. Finally, our corporate ideology is presented which consists of our guiding principles and our core values.

**Section 3 | Corporate Strategy 2023 - 2032** shows how we want to move towards our 2032 aspiration over the next ten years by focusing on four strategic pillars with 13 underlying strategic goals. We take a closer look at how these strategies will be implemented in practice by identifying key tactics for strategic goals. Measurement indicators then indicate how we will measure the success of our multi annual strategy.

**Section 4 | Implementation Strategy 2023 - 2032** describes how we will make the phased transition from a traditional park management organization utility company to a modern conservation management model, which will provide strategic direction and direction for a more Integrated and Inclusive Nature Conservation for a Sustainable Development of Aruba. With the implementation strategy we have applied a clear phasing, timeline, focus and prioritization through five plateaus, each with its own time frame and theme.





# Executive Summary

## Introduction

After our establishment in 2003 as an independent foundation which manages Aruba's terrestrial and marine protected areas, FPNA has been guided by its first Management and Business Plan which was developed in 2009 with support of and funded by the EU.

Aruba's state of nature reached a point where its conservation requires a re-visiting and re-balancing of priorities. The rapidly expanding demand for tourism development associated with nature emphasizes the need to provide clear guidance that will contribute towards sustainable tourism consistent with the primary conservation objectives of protected areas.

## Our Challenges

The National Protected Areas System encompasses our broadened conservation management scope for 20+ protected terrestrial and marine areas, a transformation from a traditional park management organization to a modern conservation organization.

The main challenge for FPNA will be to expand our attention to a future proof conservation management organization in tandem with value innovation and support creation to ensure balanced growth without compromising the stability of current conservation efforts. We must safeguard long-term financial commitments to assure financial sustainability for sustained long-term conservation of natural assets. This requires a fundamental new paradigm from our leadership, governance, organization, employees and stakeholders.

With FPNA now entering its third decade of existence, the Board of Directors and Management of FPNA have decided to critically reflect upon its aspiration and direction towards 2032. Therefore, there was an urgent need for a contemporary Strategic Plan with a ten-year outlook, which responds to new levels of conservation of Aruba's natural assets and cultural values, shaped by new insights, new perspectives, new challenges and new opportunities within the growing complexity of our dynamic local, regional and international landscape.

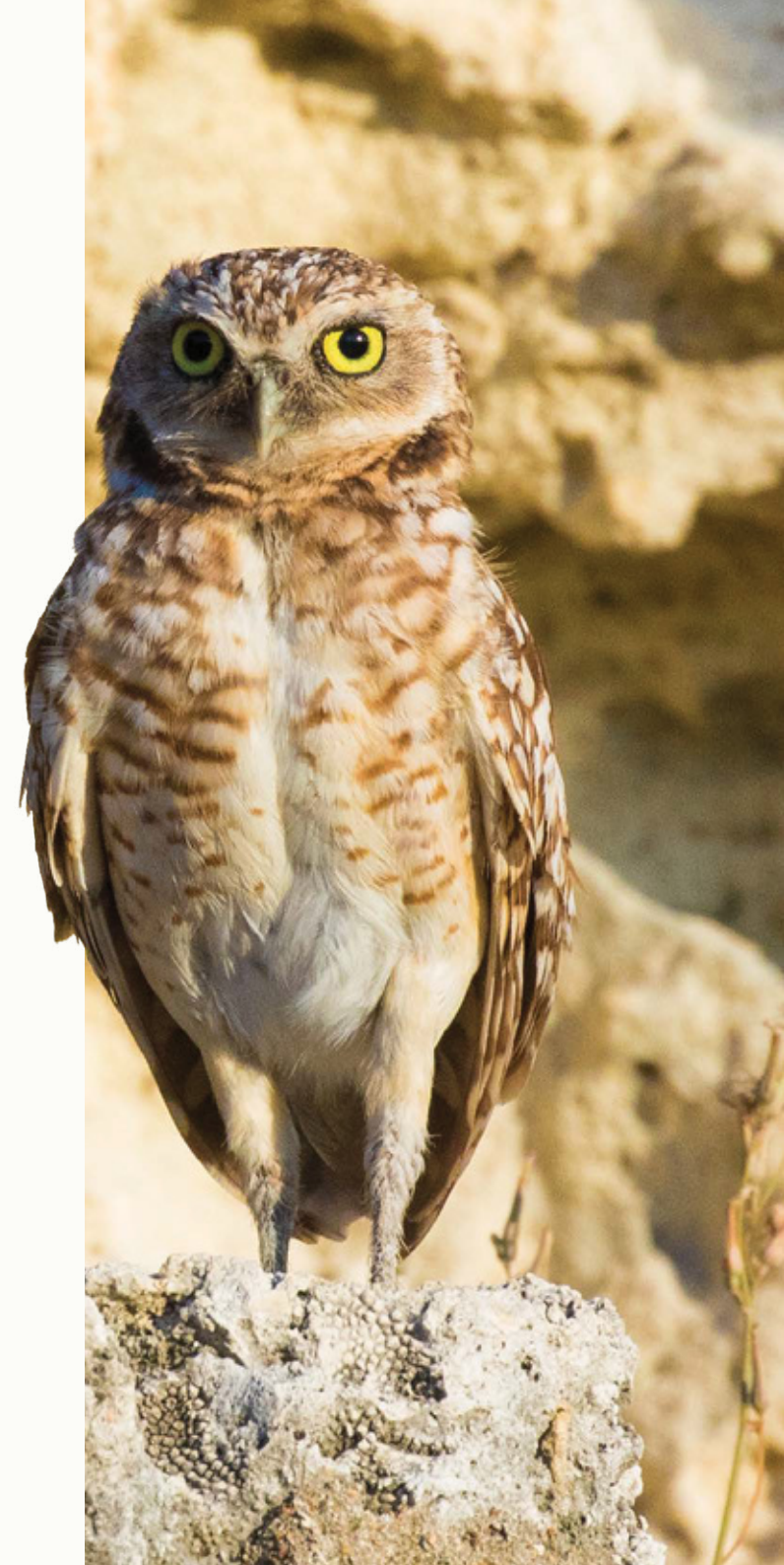
## Transition from a Traditional Park Management Organization to a *Modern Conservation Management Organization*

It becomes apparent that in order to modernize the organization, a shift is also needed from a conservative administrative mindset to a professional and agile mindset in order to successfully meet current nature conservation challenges, as well as implementing evidence-based and more innovative approaches to conservation, by working with increasingly integrated teams from various disciplinary backgrounds and developing a core conceptual framework (one which is open to pragmatic modification) for understanding and managing a complex of ecosystems.

There is a high urgency to move away from a superficial understanding and willingness at a national level to the necessary paradigm shift for a sustainable future for our island, its nature and its people. This shift is crucial in the short term if we want to safeguard and restore Aruba's biodiversity, its remaining natural

resources and ecosystem services, and ultimately conserve our natural heritage, which is part of our national identity and forms the basis of our economy.

FPNA's modern conservation management philosophy is characterized by an integrated and inclusive approach to nature conservation with a focus on heterogeneity and island wide connectivity of nature to maintain long term ecological sustainability, integrity of our biosphere, and related ecological processes. Therefore, we will transition to a modern conservation management organization. The envisioned organizational transformation within the coming years will better equip FPNA to meet these challenges, produce the required conservation results, and contribute directly to Aruba's sustainable future. With the appointment of the new management team this shift from a more cultural-historical oriented organizational focus to becoming an independent, high performing nature conservation organization, as well as a shift from an internal to a far more external focus, became reality.





## Our Aspiration 2032 and Multi Annual Corporate Strategy at a glance

Our Aspiration 2032 and Multi Annual Corporate Strategy 2023-2032 is visualized in the FPNA Strategy Articulation Map: how we give substance to our ambitious vision and sustainability journey to 2032 and how we conserve Aruba's Natural and Cultural Heritage and engage and inspire people to value and protect these for a Sustainable Future and its Present and Future Generations on Aruba.

Our Aspiration 2032 consists of our Sustainability Ambition with a contribution to 12 SDGs from our core tasks and from our own business operations, our Vision, Core Purpose, Roles and Core Values.

To accomplish our Aspiration 2032, we have committed to a broad strategic approach which enables us to focus our attention, energy and resources on four distinct but interrelated strategic areas, our four strategic pillars: (i) **Leadership In Nature Conservation**, (ii) **Transition to Sustainable Nature Experiences**, (iii) **Excellence in Conservation Co-creation**, (iv) **Sustainable Organizational Development**.

These four strategic pillars have been specified into 13 strategic goals - clear result areas to ensure both stability and growth to make the goals happen.

Finally, the strategic KPI's help us measure the progress and the impact for our customers, society, our stakeholders and our organization.

# A framework for sustained Value Creation and sustained Conservation

## Our Cycle of Business behind our Aspiration 2032

FPNA's Cycle of Business consists of three main flows which together function to improve the overall performance of FPNA and therewith improve the long-term integrity of the entire nature business ecosystem and prepare for a better tomorrow.

This Framework keeps our focus and management attention firmly on our primary task of nature conservation and consequently on value creation for our nature, our environment, our residents, our communities, our visitors and our economy, in order to generate their stewardship and support for sustained conservation of our natural assets.

Key is to ensure that the value of nature is brought into the heart of decision making by each and everyone. It is all about collectively understanding and valuing our natural capital (in environmental, social and economic terms) in order to continuously create optimal value for and from nature conservation, to sustain us all into the future.

### **Conserve:** *'Care for Nature with Resources'*

This flow encompasses the first and foremost task of FPNA and contributes to safeguarding the conservation of nature and cultural values both now and on the long term (Stability and Growth), within a dynamic environment.

### **Give Value:** *'Create Value for Nature'*

This flow aims at creating value through protection, preservation and restoration of biodiversity and habitats, improvement of the condition and sustainability of ecosystem services, and the development and provisioning of sustainable nature-based propositions and experiences.

### **Create Support:** *'Mobilize Resources for Conservation'*

This flow contributes to making long term conservation possible and better and aims at substantially increasing broad and deep understanding of the value of nature, commitment and support (respect, time, resources) and sustainable revenue streams to fund nature conservation for sustained conservation.



A close-up photograph of a snake with a brown and tan patterned body, coiled on a dark, textured rock. The snake's head is in the foreground, facing slightly to the left. The background is a blurred natural environment with dry grass and some green foliage. The lighting is soft, highlighting the texture of the snake's scales and the rock.

*“ For a Sustainable Future,  
We Act, Inspire, and Engage All  
to Value and Conserve Aruba’s  
Natural and Cultural Heritage ”*

## Our Implementation Strategy: 5 plateaus to transition to a leading position as a high performance Conservation Management Organization

We believe in a gradual transition and visualize this with a clear implementation strategy. Our implementation strategy is based on a plateau planning which serves as a compass in the change.

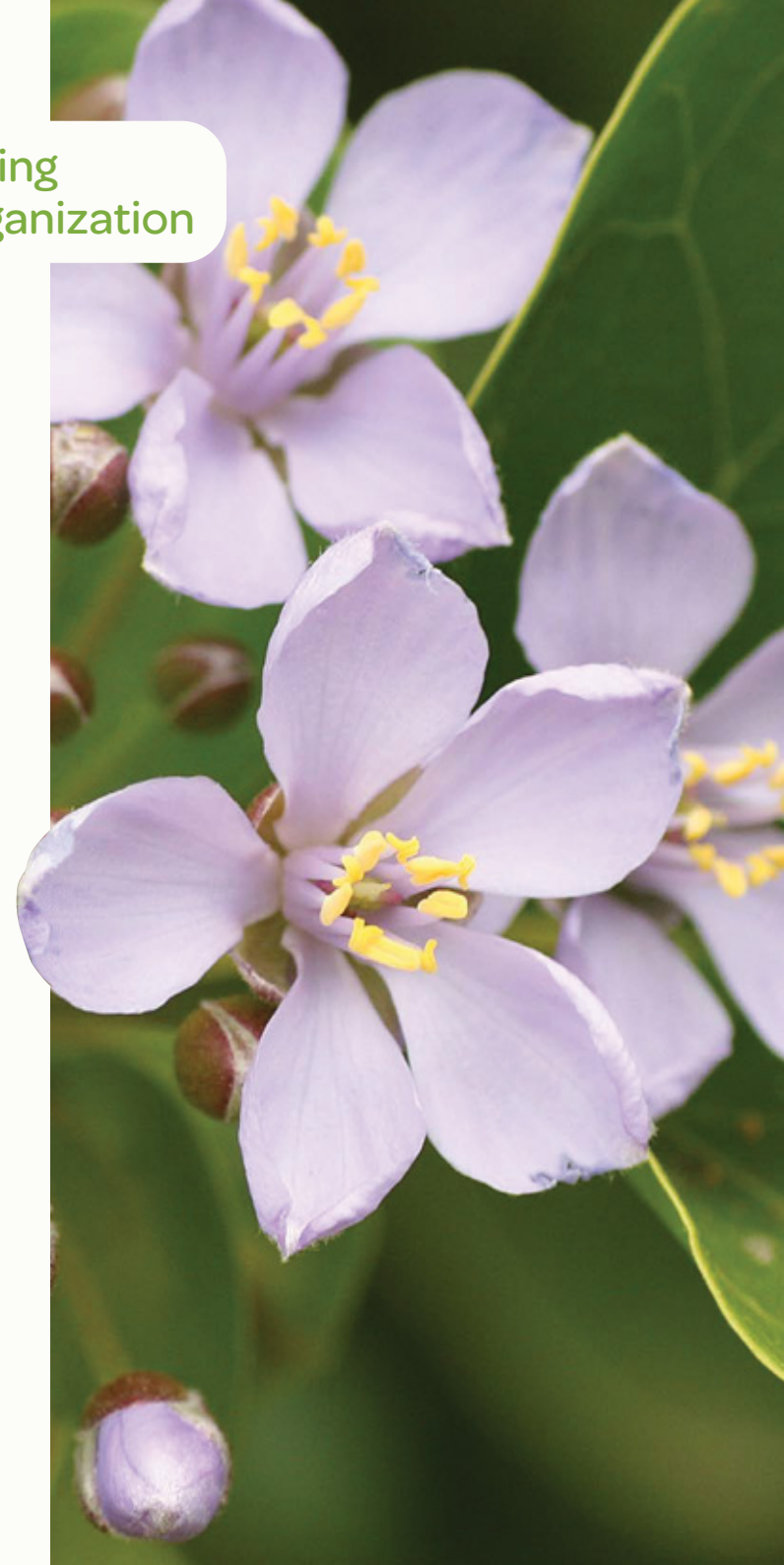
The plateau planning allows us to:

- to bring focus and clarity in prioritizing, planning and executing the strategic goals and tactics.
- to deploy the attention, people and resources where they are of greatest added value.
- have insight into the horizontal alignment of tactics and vertical alignment with the strategic goals.
- maintain sufficient flexibility to continuously recalibrate tactics, investments and intended results in response to dynamic environmental developments.

The plateau planning consists of several plateaus:

- each plateau is a step towards our strategic goals and aspiration.
- each plateau has its own time frame, a change theme that reflects the primary focus and intended changes and intended results of that plateau.
- in each plateau, the conditions for the next plateau are created, the planning is revised based on developments and realization and more detailed plans are made for the next plateau.

Our plateau planning consists of five plateaus; each indicating key results and outcomes. This planning forms input for our strategic project portfolio, multi-year plans, multi-year investment plans and annual plans



# Transition to a Modern Conservation Management Organization: Main Shifts in Philosophy

FPNA's modern conservation management philosophy is characterized by an integrated and inclusive approach to nature conservation with a focus on heterogeneity and island wide connectivity of nature to maintain long term ecological sustainability, integrity of our biosphere, and related ecological processes.

*The transition from traditional park management organization to a modern conservation management organization accelerates the need for:*

- a new core conceptual framework for understanding and managing a complex of ecosystems and protected areas
- new skills in biodiversity and ecosystems-based conservation management and protected-area economics

- a new business model with new value propositions and relationships between conservation and value-creation
- new approaches to performance management
- new systems of protected-area governance
- management attention for continuous value innovation and improvement
- stakeholder participation in adaptive conservation management
- generating stewardship and support for sustained conservation of our natural assets
- long-term financial commitments to assure financial sustainability for sustained long-term conservation of natural assets

*The main shifts are illustrated through the following themes on the next page:*

- positioning as a conservation authority, connector, educator and facilitator
- preserving, protecting and restoring biodiversity and ecosystems
- advancing the conditions of ecosystems-services to a sustainable level
- nature-based value propositions
- nature-based value creation
- low-impact visitation
- financial sustainability

## Transition from a *Traditional Park Management* model to a *Modern Conservation Management* model

Positioning	FROM:	TO:
	Park Manager, Educator & Researcher	→ Conservation Authority, Connector, Educator & Facilitator
	Conserve & Protect <i>Where Nature meets Culture</i>	→ Protect, Preserve, Conserve, Restore & Connect <i>Nature First</i>
Biodiversity & Ecosystems	FROM:	TO:
	Terrestrial	→ Terrestrial, Coastal and Marine
	Parke Arikok management area	→ <ul style="list-style-type: none"> <li>• Biodiversity Conservation</li> <li>• Ecosystem-based management</li> <li>• Precautionary Principle</li> <li>• Island wide connectivity of nature, including urban areas</li> <li>• Conservation Standards</li> <li>• Adaptive Management</li> </ul>
Value Proposition	FROM:	TO:
	Culture, flora & fauna	→ Sustainable Development of Aruba through Integrated and Inclusive Conservation of our Natural & Cultural Heritage
	Limited offering of recreational services, education services and conservation management services	→ Larger and diverse offering of conservation and sustainability driven transformational experiences
Value Creation	FROM:	TO:
	Project-based, Natural Capital preservation approach to conservation: <b>Conserve:</b> 'Care for Nature with Resources'	Integrated and inclusive approach to conservation: <ul style="list-style-type: none"> <li>• <b>Conserve:</b> 'Care for Nature with Resources'</li> <li>• <b>Give Value:</b> 'Create Value with Nature.'</li> <li>• <b>Create Support:</b> 'Mobilize Resources for Conservation'</li> </ul>

## Transition from a *Traditional Park Management* model to a *Modern Conservation Management* model

Visitor		
	FROM: Mass, <b>high-impact</b> visitation	TO: <b>Low-impact</b> , high-quality visitation
	Recreational and educational based visitor services	<b>Experienced based:</b> <i>High-quality, Authentic, Enriching, and especially Transformational, Sustainable Nature Experiential visitor services for better understanding and valuing of our natural resources</i>
	Focus on visitor (recreation) and government (formal education) customer segment	Targeted customer segments (demand & supply): <ul style="list-style-type: none"> <li>• <b>Nature Explorers &amp; Learners</b></li> <li>• <b>Sustainability &amp; Conservation Enthusiasts</b></li> <li>• <b>Health and Wellness Seekers</b></li> <li>• <b>Citizen Scientists &amp; Researchers</b></li> </ul>
	No Visitor or Stakeholder Management	<b>Prudent</b> Visitor and Stakeholder Management
Financial		
	FROM: Financially dependent on government: public sources	TO: Financially independent: public, private, and non-profit sources
	Funding model with <b>restricted public revenue streams</b> : government regulated entry fees, government subsidy	Funding model (by law) based on <b>sustainable funding</b> through diversified and dependable funding streams
Management		
	FROM: <b>One-tier governance model</b> : one board governing FPNA responsible for both supervisory and management functions	TO: <b>Two-tier Governance Model</b> : two separate boards governing FPNA with a Supervisory Board overseeing the Executive Board
	<b>Reactive, inefficient and siloed</b> (single park management focused) organization with inadequate organizational and employee capabilities	<b>High Performance</b> (conservation management) Organization: capable, resilient, agile and collaborative organization focused on sustainable organizational performance, with high employee empowerment led by aligned leadership

# Table of Contents

## 1. The Changing Landscape of FPNA

Introduction >

Transition to a Modern Conservation Management Organization: Main Shift in Philosophy >

Profile FPNA >

FPNA's Conservation Management Philosophy >

Our Framework for Value Creation and Sustained Conservation >

FPNA Legal Framework >

In Retrospect: our results in key figures >

## 2. Aspiration towards 2032

Introduction >

At a Glance: Our Aspiration 2032 >

Our Sustainability Ambition >

Our Core Purpose >

Our Vision >

Our Roles >

Our Corporate Ideology >

## 3. Corporate Strategy 2023 - 2032

Introduction >

At a Glance: Our Multi Annual Corporate Strategy >

Our Strategic Pillars >

Our Strategic Goals >

Our Strategic KPI's >

## 4. Implementation Strategy 2023 - 2032

Introduction >

Our Implementation Strategy >





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*For a **sustainable development** of Aruba, balancing the **diverse** and **interconnected** needs of society and the environment is vital.*

*In case of a **conflict** between preservation, protection and restoration of biodiversity, health and resilience of the ecosystem as a whole and its exploitation, nature and its conservation is always **predominant**, as our **quality of life** will ultimately **depend** on ecological sustainability, the integrity of our biosphere, and the ecological processes occurring within it.*

”



CHAPTER 1

# The Changing Landscape of FPNA

# The Changing Landscape of FPNA

## Introduction

After our establishment in 2003 as an independent foundation which manages Aruba's terrestrial and marine protected areas, FPNA has been guided by its first Management and Business Plan which was developed in 2009 with support of and funded by the EU.

Aruba's state of nature has reached a point where its conservation requires a re-visiting and re-balancing of priorities. The rapidly expanding demand for tourism development associated with nature emphasizes the need to provide clear guidance that will contribute towards sustainable tourism consistent with the primary conservation objectives of protected areas.

The "National Protected Areas Network" encompasses our broadened conservation management scope for in total 20 protected terrestrial and marine areas, a transformation from a traditional park management organization solely for the national park to a modern conservation management organization with a broader scope.

The main challenge for FPNA will be to expand our attention to a future proof conservation management organization in tandem with value innovation and support creation to ensure balanced growth without compromising the stability of current conservation efforts. This requires a fundamental new paradigm from our leadership, governance, organization, employees and stakeholders.

With FPNA now entering its third decade of existence, the Boards and Management of FPNA have decided to critically reflect upon its aspiration and direction towards 2032. There is an urgent need for a contemporary Strategic Plan with a ten-year outlook, which responds to new levels of conservation of Aruba's natural assets and cultural values, shaped by new insights, new perspectives, new challenges and new opportunities within the growing complexity of our dynamic local, regional and international landscape.



# Transition to a Modern Conservation Management Organization: Main Shifts in Philosophy

In 2000, Parke Nacional Arikok became Aruba's first protected area by national law. The foundation 'Fundacion Parke Nacional Arikok' (PNA) was established in 2003 and became fully operational in 2005, incorporating the former park staff from the government department of agriculture and fisheries. After several changes in directors and boards, in 2017 a new management team was formed to transition the organization into a professional nature conservation organization. Also in 2017, new protected areas (Spaans Lagoen, Rooi Frances, Rooi Bringamosa and Rooi Taki) were brought under the management of the Foundation and its name was respectively changed to 'Fundacion Parke Nacional Aruba' (FPNA) to better represent all the managed areas and its foundation status.

The scope of managed ecosystems and protected nature areas further increased with the addition of the Parke Marino Aruba in 2019 and the terrestrial Arianan Natural Protegi in 2020. In 2019, also a change was made in the administration of the Foundation according to the

principles of Good Governance, with the introduction of a two-tiered governance model consisting of an Executive Board and a Board of Supervisors.

Being entrusted by the government to manage the appointed protected areas and receiving subsidy for such, the Foundation is accountable to an assigned minister. The Foundation had until 2013 reported to the Minister of Culture, thereafter to the Minister entrusted with Nature and Environment.

Conversely, with this shift and with the appointment of a new management team as of 2016-2017, also came a shift from a more cultural-historical oriented organizational focus to becoming an independent, high performing nature conservation organization - a shift that as well entailed moving from an internal focus to a more inclusive, external focus and orientation.

At the same time, it became apparent that to modernize the organization, a shift was also needed from a conservative administrative mindset to a professional

and agile mindset in order to successfully meet current nature conservation challenges. It also became evident that it is necessary to implement evidence-based and more innovative approaches to conservation by working with increasingly integrated teams from various disciplinary backgrounds and developing a core conceptual framework (one which is open to pragmatic modification) for understanding and managing a complex of ecosystems within our, ideally, interconnected National Protected Areas Network. Such major shifts take time and require continuous dedicated efforts at all levels in the organization.

FPNA has in its brief existence come a long way, but increasingly faces complex challenges in understanding and conserving Aruba's natural resources. This is not only due to the dynamics and heterogeneity of the island's ecosystems, but also to a changing global environment, the current applied model of unsustainable national governance and economic development, as well as (changing) social and political

expectations, including those of visitors. Meanwhile, the threats to nature have accelerated and increased, and include global climate change, (long range) pollution, urbanization, coastal development, illegal and unsustainable harvesting, invasive species, and desertification.

There is a high urgency to move away from a superficial understanding and willingness at a national level and to make the necessary paradigm shift for a sustainable future for our island, its nature and its people. This shift is crucial in the short term to safeguard and restore Aruba's biodiversity, its remaining natural resources and ecosystem services, and ultimately conserve both our natural and cultural heritage, which are part of our national identity and forms the basis of our economy.

The envisioned organizational transformation within the coming decade will better equip FPNA to meet these challenges, produce the required conservation results, and contribute directly to Aruba's sustainable future.

FPNA's modern nature conservation philosophy is characterized by an integrated and inclusive approach to nature conservation with a focus on heterogeneity and an island wide connectivity of nature to enhance biodiversity, maintain long term ecological sustainability, integrity of our biosphere, and related ecological processes.

***The transition from a traditional park management organization to a modern nature conservation organization accelerates the need for:***

- a new two-tier governance structure: while FPNA has from the onset operated under a one-tier governance structure, in 2019 the Articles of Association were amended so that the foundation can operate under a professional executive board as well as a supervisory board, according to the principles of good corporate governance
- a new core conceptual framework for understanding and managing biodiversity and a complex of ecosystems

- new skills in conservation management and protected-area economics
- a new business model with new value propositions and relationships between conservation and value-creation
- new approaches to performance management
- new systems of protected-area governance
- management attention for continuous value innovation and improvement
- stakeholder participation and management in adaptive and integrated conservation management
- generating stewardship and support for sustained conservation of our natural assets
- long-term financial commitments to assure financial sustainability for sustained long-term conservation of natural assets
- becoming a high performing nature conservation organization

***The main shifts are illustrated through the following themes on the next pages:***

- positioning as an conservation authority, connector, educator and facilitator
- applying biodiversity conservation and ecosystem-based management
- advancing the conditions of ecosystems-services to a sustainable level
- applying the precautionary principle as a strategy to cope with possible risks and threats to natural values
- nature-based value propositions
- nature-based value creation
- low-Impact visitation
- financial sustainability
- High Performance Organization (HPO)

# Profile FPNA

## Governance and History

FPNA is an independent professional nature conservation authority on Aruba, entrusted with the conservation and management of designated terrestrial and marine protected areas in Aruba.

FPNA is first and foremost a nature conservation management organization which focusses on the execution of species and habitat conservation programs for biodiversity enhancement, ecosystem restoration, and protected area management, while educating and raising public awareness, and making the protected areas sustainably accessible to visitors for their enjoyment.

FPNA's purpose is based on its Articles of Association and defines the scope and context of activities FPNA undertakes to manage nature conservation areas within the sustainable development framework of the nation of Aruba.

The Foundation is committed to the preservation, protection and restoration of Aruba's heritage, seen from an ecological, environmental, geological, cultural, archaeological, and historical perspective.

While FPNA has from the onset operated under a one-tier governance structure, a two-tier structure based on principles of good corporate governance was introduced in 2019 so that the Foundation can operate under a professional Executive Board, as well as a Supervisory Board, with increasing commitment to Good Governance for accountability on how FPNA conducts its public affairs and manages public and donor resources in an efficient, effective and transparent way, guarantees an equitable and inclusive work environment and conduct that is essentially free of abuse and corruption, and with due regard for the rule of law, and is responsive to its stakeholders and consensus-oriented through a participatory approach.

*The timeline is illustrated on the next page.*



**1960's**  
Initial plans developed for a national park in Aruba.

**1980's**  
Plan for development of Arikok-Jamanota into a national park was formulated, with a small portion of the plan implemented: establishment of Cunucu Arikok.

**May 23rd, 1980:** Spaans Lagoen becomes Aruba's first Ramsar site.

**1995-1997**  
**February 13th, 1995:** Nature Protection Ordinance was established making the possibility under Article 10 to designate nature reserves (AB. 1995 No. 2).

**1996:** A commission was established to setup Parke Nacional Arikok.

**1997:** The commission presented a policy document for managing Parke Nacional Arikok.

**2000**  
**August 24th, 2000:** The establishment of Aruba's first National Park, Arikok, by way of a National Decree (AB. 2000 No. 59).

**2003**  
**September 26th, 2003:** Establishment of Fundacion Parke Nacional Arikok to manage Aruba's terrestrial park Parke Nacional Arikok.

**2004**  
**May 19th, 2004:** The Foundation was formally appointed by the Government of Aruba as the management organization of the Parke Nacional Arikok.

**2005**  
**January 1st, 2005:** The Foundation becomes fully operational as the management organization of Parke Nacional Arikok (transferred from the government Department of Agriculture, Livestock and Fishery).

**2017**  
**February 10th, 2017:** Ramsar site #198 - Spanish Lagoon, Rooi Taki, Rooi Frances and Rooi Bringamosa were annexed to Parke Nacional Arikok.

**December 1st, 2017:** The Foundation changed its name to Fundacion Parke Nacional Aruba to better reflect the increasing in scope and diverse management areas beyond Parke Nacional Arikok.

**2018**  
**December 20th, 2018:** The establishment of Aruba's first 4 marine protected areas, together called Parke Marino Aruba (AB. 2018 No. 77).

**2019**  
**January 31st, 2019:** Change in Articles of Association and incorporation of two-tier governance model (Introduction Executive and Supervisory Boards).

**April 1st, 2019:** Shete entrance closed in first move to curtail high impact recreation and nature degradation caused by off-roading with All-Terrain Vehicles (ATVs) and Utility Task Vehicles (UTVs).

**April 16th, 2019:** The Foundation was formally appointed by the Government of Aruba as management organization of the Parke Marino Aruba.

**2020**  
**March 2020:** Covid-19 crisis: decrease of income with 80% due to significant decrease in visitors but increased general public interest in nature. This remains unchanged throughout 2020.  
**May 5th, 2020:** And additional 11 nature reserves were established, together called Areanan Natural Protegi (AB. 2020 No. 67).  
**June 1st, 2020:** Low-Impact Recreation Policy becomes effective, banning ATVs and UTVs since November 2020 in the Park.  
**July 15th, 2020:** The foundation was formally appointed by the Government of Aruba the management organization of the newly established 11 nature reserves.

**2021**  
**January – August 2021:** Downsizing of FPNA due to the Covid-19 pandemic, continues with a reduction of 30% of the workforce (voluntary packages). Rangers and Maintenance departments are merged.

**2022**  
Induce Covid recovery and prepare for MACS 2023-2032 implementation.

# State of Natural Assets



## FPNA MANAGEMENT AREAS - In size and profile

### Protected areas under management of FPNA

**Parke Nacional Arikok** (2000), the first protected area and only national park in Aruba. Size: 3400 hectares.

**Spaans Lagoen** (Ramsar site # 198), Rooi Frances, Rooi Bringamosa and Rooi Taki (2017). Size: 70 hectares.

**Parke Marino Aruba** (2018/2019), consisting of 4 marine protected areas: MPA Oranjestad, MPA Mangel Halto, MPA Sero Colorado and MPA Arikok. Size: 6020 hectares.

**Areanan Natural Protegi** (2020), consisting of 11 new nature reserves and diverse ecosystems. Size: to be determined.

### Important bird and biodiversity areas (IBAs) under management of FPNA

IBAs are globally important sites for the conservation of bird species, as identified by Birdlife International. They are the sites needed to ensure the survival of viable populations of most of the world's bird species. The IBA network also holds a large and representative proportion of other biodiversity. IBAs are a subset of KBAs.

Aruba has four (4) IBAs: **Saliña Druif, Saliña Bubali, Oranjestad Reef Islands and San Nicolas Reef Islands**. All four IBAs fall under the management of FPNA.

### Ramsar site under management of FPNA

A Ramsar site is a wetland area of international importance, designated under the Ramsar Convention, also known as "The Convention on Wetlands", an intergovernmental environmental treaty established in 1971 by UNESCO.

Aruba currently has one (1) Ramsar site: **Spaans Lagoen** was designated a Ramsar site #198 on 23 May 1980 and remains to date the only Ramsar on the island, although additional ones have been proposed. Since 2017, Spaans Lagoen falls under the management of FPNA.

### Key biodiversity areas (KBAs) under management of FPNA

KBAs are sites that contribute significantly to the global persistence of biodiversity, in terrestrial, freshwater and marine ecosystems. They represent the most important sites for biodiversity conservation world-wide and are identified nationally using a Global Standard from the International Union for the Conservation of Nature (IUCN).

Aruba has five (5) KBAs: **Saliña Druif, Saliña Bubali, Oranjestad Reef Islands, Parke Nacional Arikok and San Nicolas Reef Islands**. All five KBAs fall under the management of FPNA.

## Aruba's Biodiversity

Aruba's biodiversity is surprisingly rich, despite the semi-arid environment and being heavily impacted by centuries of extensive agriculture, grazing, extraction and habitat loss due to conversion of lands. Considering the island is among the most densely populated countries in the world, the natural values, ecosystems and their services, as well as the island's biodiversity are under great pressure.

What we currently know about Aruba's unique biodiversity is that besides the 34 species endemic to Aruba, 28 species have been identified that are endemic to the ABC islands, and an additional 37 species have been identified that are endemic to ABC islands, northern Venezuela and Colombia.

Aruba's landscapes typically include windswept Buttonwood or Fofoti (*Conocarpus erectus*), Watapana (*Libidibia coriaria*), and different species of cacti. Aloe vera, a non-native species, is readily found all over the island. Hermit crabs and land crabs, butterflies and dragonflies, and different species of lizards and bats are common in the countryside. The Aruban cottontail (*Sylvanus floridanus nigronuchalis*), the Hummelinck's vesper mouse (*Calomys hummelincki*), the Colombian four-eyed frog (*Pleurodema brachyops*), the Crested bobwhite (*Colinus cristatus*) and the Caribbean crown conch (*Melongena melongena*) have become a rare sight in recent decades. Aruba burrowing owl (*Athene cunicularia arubensis*) and Aruba brown-throated parakeet (*Eupsittula pertinax arubensis*) are also decreasing. So far, 282 species of bird, including migratory, have been recorded on the island.

25% of the global population of Cayenne tern (*Thalasseus sandivicensis eurygnathus*), 90% of the Caribbean population of Common tern (*Sterna hirundo*), and 25% of the Caribbean population of Black noddy (*Anous minutus*) use the San Nicolas coastal area as their breeding grounds. A further 8 species of bat live on the island and 4 species of sea turtle typically nest on Aruba's beaches.

## Caribbean Biodiversity Hotspot

The Caribbean islands support an important biodiversity within its diverse terrestrial ecosystems with a high proportion of endemism making the region one of the world's greatest centers of biodiversity. Due to a high degree of connectivity, marine habitats share many of the same marine species, especially migrating species.

### 3 Endemic species of flora

**1** species of cactus  
*Melocactus stramineus*

**2** species of agave  
*Agave ruteniae*  
*Agave arubensis*

### 31 Endemic species of fauna

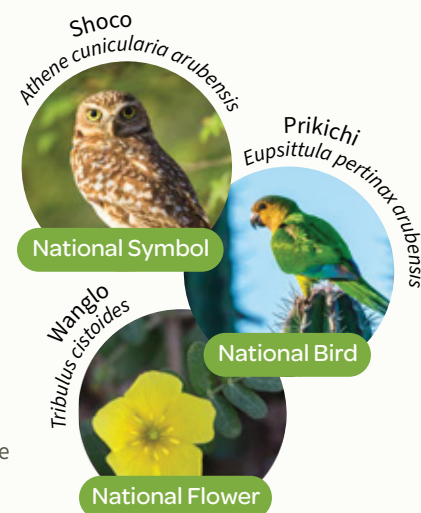
**18** species of mollusc  
(including 17 marine)

**2** species of pseudoscorpion  
*Pseudochthonius arubensis*  
*Pachyolpium arubense*

**4** species of beetle  
*Epitragus hummelincki*  
*Heterachtes arubae*  
*Urgleptes hummelincki*  
*Meinertellus xerophilus*

**4** species of crustacean  
Including isopod  
*Arubolana imula*

**3** species of reptile  
Aruba Whiptail Lizard:  
*Cnemidophorus arubensis*  
Aruba Leaf-toed Gecko:  
*Phyllodactylus julienei*  
Aruba Island Rattlesnake:  
*Crotalus unicolor*



## Aruba's Ecosystem Services



### Supporting

- Photosynthesis
- Habitat
- Biodiversity
- Soil formation



### Provisioning

- Water
- Food
- Medicine
- Raw materials



### Regulating

- Flood control
- Climate regulation
- Cleaning water and air
- Pollination




### Cultural

- Aesthetics
- Spirituality
- Recreation
- Education

## ⚠ Main threats to ecosystems & biodiversity

- |   |   |   |   |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>• Climate change</li> <li>• Population growth (over-capacity)</li> <li>• Unsustainable tourism</li> <li>• High-impact recreation</li> <li>• Unsustainable food sources/harvesting (fisheries &amp; agriculture)</li> </ul> | <ul style="list-style-type: none"> <li>• Urban development</li> <li>• Coastal development</li> <li>• Private properties and lease land in protected areas</li> <li>• Land clearing</li> <li>• Invasive species</li> <li>• Feral (domestic) animals</li> </ul> | <ul style="list-style-type: none"> <li>• Quarries (sand / stone mining)</li> <li>• Landfills</li> <li>• Pesticides, herbicides and insecticides</li> <li>• Solid Waste pollution</li> <li>• Water pollution by chemicals</li> <li>• Sewage pollution</li> </ul> | <ul style="list-style-type: none"> <li>• Marine debris</li> <li>• Soil degradation and pollution</li> <li>• Air pollution</li> <li>• Light pollution</li> <li>• Noise pollution</li> <li>• Trash pollution</li> </ul> |
|---|---|---|---|

A Spotted Woodhoopoe is perched on a thick, dark tree branch. The bird has brown and white mottled plumage and large, bright yellow eyes. It is looking directly at the camera. The background is a soft-focus green, suggesting a forest or wooded area. The lighting is warm, possibly from the sun being low in the sky.

“ Through Conservation  
Leadership Excellence,  
we lay the Foundation  
for Thriving Biodiversity,  
Resilient Ecosystems,  
and Celebrated Heritage,  
For a Sustainable Aruba ”



Ecosystem-  
Based  
Management



Biodiversity  
Conservation



Strategic  
Conservation  
Management



Evidence-based  
Conservation



Precautionary  
Principle



Adaptive  
Management



Integrated  
Approach



Conservation  
Standards

# FPNA's Conservation Management Philosophy

## 8 Conservation Guiding Principles

The 8 conservation guiding principles set a standard for our conservation work and help in decision-making and daily operations.

At FPNA, we apply **strategic, evidence-based, precautionary, adaptive, and integrated conservation management** to address conservation issues, deliver conservation objectives and critically evaluate all our conservation endeavors.

We work according to the principles of **Ecosystem-Based Management (EBM) and Biodiversity Conservation**, using the **Conservation Standards** (Theory of Change) to deliver high conservation performance.

**Ecosystem-Based Management (EBM)** is an integrated management approach applied by FPNA in all conservation efforts. EBM aims to manage in an integrated and precautionary manner human uses and their cumulative impacts on terrestrial, marine and coastal ecosystems functioning on an ecological scale, rather than confined to jurisdictional boundaries or considering single issues, species or ecosystem services in isolation. This approach will address the shortfalls of traditional single-sector approaches and provide a comprehensive, integrated approach to the management of human-ecosystem interactions. Basing management decisions on the ecosystem entails that planning needs to be adapted to the dynamics of the whole ecosystem to at least preserve, if not to enhance, their potential to delivering services and benefits society depends upon. EBM includes the following core characteristics:


- adaptive and flexible, responsive to monitoring and research results;
- place-based with geographic areas defined by ecological criteria;
- cross-sectoral, considering interactions between sectors of human activity;
- proactive, incorporating tradeoffs to manage the terrestrial, marine and coastal environments;
- inclusive and collaborative, encouraging participation from all levels of government, indigenous peoples, stakeholders.

**Biodiversity Conservation** goes hand in hand with habitat and ecosystem conservation. FPNA prioritizes in-situ biodiversity conservation – but where necessary also ex-situ, to directly support in-situ conservation – with a strong focus on the conservation of endemic species, keystone species, threatened/ endangered species and the mitigation of invasive/alien species.

**Strategic conservation management** helps FPNA identify her conservation priorities and goals, and high impact, cost effective implementation strategies, which assists FPNA in building the capacity to fulfil her conservation vision. Strategic conservation management includes:

- the ongoing planning, monitoring, analysis and assessment of all conservation actions that FPNA needs to take to meet its goals and objectives;
- changes in the conservation environment which will require FPNA to constantly assess its strategies for success;
- a process which helps FPNA take stock of the present situation, chalk out strategies, deploy them and analyze the effectiveness of the implemented management strategies.

Under **evidence-based conservation** we consider the application of evidence in conservation management actions and policymaking. It is defined as systematically assessing scientific information from published, peer-reviewed publications and texts, practitioners' experiences (including best practices), independent expert assessments, and local and indigenous knowledge – amongst other information sources - on a specific conservation topic. This includes assessing the current effectiveness of different management interventions, emerging threats and issues, and economic and social factors.



Whenever and wherever necessary, FPNA will apply the **precautionary principle** as a strategy to cope with possible risks where scientific understanding is yet incomplete, as is often the case for Aruba. The precautionary principle is a principle of environmental law:

- where serious or irreversible damage is imminent, the lack of full scientific certainty should not be used as a reason to continue activities and to postpone measures to prevent degradation of nature and the environment;
- which entails that FPNA does not have to wait to take nature and environmental protection measures until an indisputable proof of harmful effects has been provided;
- which legitimizes FPNA's action to regulate certain potentially harmful activities, including activities in which the available scientific data do not yet allow for a detailed risk assessment. When the threshold of environmental risks is met, this principle shifts the burden to the proponent of an activity to demonstrate that it does not cause harm.

**Adaptive management** gives special emphasis to uncertainty about management impacts, iterative learning to reduce uncertainty, and improved management as a result of learning. Adaptive management:

- is a decision process that promotes flexible decision making that can be adjusted in the face of uncertainties as outcomes from management actions and other events become better understood. Careful monitoring of advances (scientific) understanding and adjustment of policies or operations as part of an iterative learning process.
- recognizes the importance of natural variability in contributing to ecological resilience and productivity. It is not a 'trial and error' process, but rather emphasizes learning while doing.
- provides a means to more effective decisions and enhanced benefits. Its true measure is in how well it helps meet environmental, social, and economic goals, increases scientific knowledge, and reduces tensions among stakeholders.

FPNA values an **integrated approach** to conservation that includes the consideration of ecological, environmental, social and economic challenges, and the interests of both people and nature with intentional focus on durable and measurable outcomes that benefit the future well-being of the planet and the community. The barriers to our conservation work are a multitude and underscore the importance of true conservation collaboration. Collaboration that is broad in participation and comprehensive in goal setting can build the necessary bridges and deliver solutions to couple stewardship of our natural landscapes with stewardship of our society. Hence the importance of integrating meaningful stakeholder engagement as part of the formula for conservation success.

FPNA applies the **Conservation Standards** (also known as the Open Standards or Theory of Change) to streamline conservation project and program design, management, monitoring, and learning, to help teams improve the practice of conservation. The Conservation Standards are a widely adopted set of principles and practices that bring together common concepts, approaches, and terminology, oriented around a five-step management cycle: (1) assess, (2) plan, (3) implement, (4) analyze & adapt, (5) share. This increasingly utilized model of systematic project design also aims to respond to the problem of conservation organizations using different languages, processes, and terminology, which prevents them from learning from each other and sharing common goals.

# A Framework for Value Creation and Sustained Conservation

## Our Cycle of Business towards 2032

This Framework keeps our focus and management attention firmly on our primary task of nature conservation and consequently on value creation for our nature, our environment, our residents, our communities, our visitors and our economy, in order to generate their stewardship and support for sustained conservation of our natural assets.

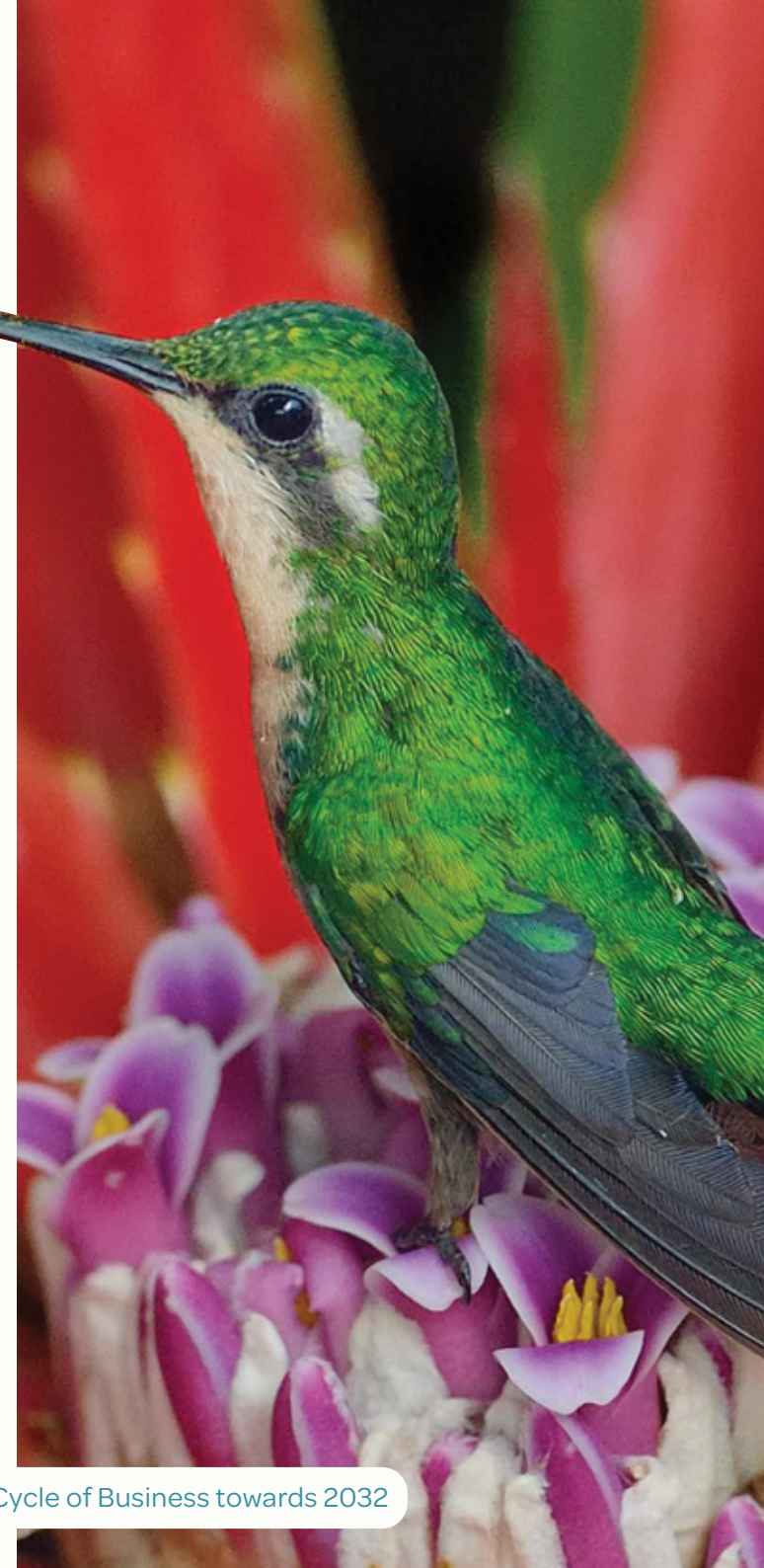
A Cycle of Business (CoB) in general describes (visually) a business system. This CoB describes the nature ecosystem of which FPNA is the custodian. It provides a deeper contextual understanding of the interrelations and flow between the key components for a sustained long-term conservation of natural assets, including the assurance of financial sustainability of FPNA to be able to sustain investing in conservation. We cannot conserve our natural resources without long-term financial commitments.

FPNA's Cycle of Business consists of three main flows:

**CONSERVE:** 'Care for Nature with Resources'. This flow encompasses the first and foremost task of FPNA and contributes to safeguarding the conservation of nature and cultural values both now and on the long term (Stability and Growth), within a dynamic environment.

**GIVE VALUE:** 'Create Value for Nature'. This flow aims at creating value through protection, preservation and restoration of biodiversity and habitats, improvement of the condition and sustainability of ecosystem services, and the development and provisioning of sustainable nature-based propositions and experiences.

**CREATE SUPPORT:** 'Mobilize Resources for Conservation'. This flow contributes to making long term conservation possible and better and aims at substantially increasing broad and deep understanding of the value of nature, commitment and support (respect, time, resources) and sustainable revenue streams to fund nature conservation for sustained conservation.



The three parts of the cycle together function to improve the overall performance of FPNA. The goal is to improve the performance and long-term integrity of the entire nature business ecosystem and prepare for a better tomorrow.

Key is to ensure that the value of nature is brought into the heart of decision making by each and everyone. It is all about collectively understanding and valuing our natural capital (in environmental, social and economic terms) in order to continuously create optimal value for and from nature conservation, to sustain us all into the future.

To achieve organizational excellence, management of FPNA must focus on the transformation of our organization from a traditional park management model to a modern conservation management model with management attention for continuous value innovation and improvement.



# Legal Framework

Overview of most relevant legal and policy obligations for Nature & Cultural Heritage Conservation by FPNA

As part of the Kingdom of the Netherlands, Aruba is obliged to comply with numerous international treaties and conventions. Aruba also has its own laws, regulations and national policies directly related to nature & cultural heritage conservation, often derived from international treaties and conventions. Furthermore, there are other legal and policy frameworks closely interlinked to and directly impacting conservation, restoration and sustainable use of ecosystems in Aruba. These policy domains need to be consistent with nature & cultural heritage conservation management strategies and desired outcomes. FPNA will identify the critical areas of alignment and take position on the level of involvement required to proactively mitigate negative influences on primary conservation goals and influence for the benefit of conservation efforts. A nexus approach can contribute to revealing the interdependencies between nature & heritage conservation and relevant policy sectors and improve the coherence across different policy sectors for conservation management.

## INTERNATIONAL



## ARUBA

### International Treaties & Conventions

- Signed December 2nd, 1946: International Convention for the Regulation of Whaling (ICRW), effective June 14th, 1977.
- Signed February 2nd, 1971: Ramsar Convention on Wetlands, effective May 23rd, 1980.
- Signed November 16th, 1972: World Heritage Convention, effective March 22nd, 1993.
- Signed February 17th, 1973: International Convention for Prevention of Pollution from Ships (MarPol), effective October 2nd, 1983.
- Signed July 1st, 1975: Convention on International Trade in Endangered Species of Wild Fauna & Flora (CITES), effective March 29th, 1995.
- Signed November 6th, 1979: Convention on Migratory Species of Wild Animals (CMS), effective January 1st, 1986.
- Signed March 24th, 1983: Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region (Cartagena Convention).
- Signed January 18th, 1990: Specially Protected Areas and Wildlife (SPAW) Protocol.
- Signed December 29th, 1993: The Convention on Biological Diversity (CBD), effective June 4th, 1999.
- Signed December 1st, 1996: Inter-American Convention for Protection and Conservation of Sea Turtles (IAC), effective May 2nd, 2001.
- Signed October 6th, 1999: The Protocol Concerning Pollution from Land-Based Sources and Activities, effective August 13th, 2010.
- Signed November 2nd, 2001: The UNESCO Convention on the Protection of the Underwater Cultural Heritage.
- Signed October 17th, 2003: The Convention for the Safeguarding of the Intangible Cultural Heritage Expressions, effective May 15th, 2012.
- Signed November 14th, 2014: SIDS Accelerated Modalities of Action (SAMOA) Pathway.
- Signed September 25th, 2015: United Nations' Sustainable Development Goals (SDGs).
- Signed December 12th, 2015: The Paris Agreement - a legally binding international treaty on climate change, effective November 4th, 2016.

### Local Regulations & Policies

- Landsbesluit openbare wateren en stranden (AB 1987 no. 124)
- Hinderverordening (AB 1988 GT 27)
- Regeling zwem- en vaarzones (AB 1989 No. 66)
- Monumentenverordening (AB 1991 No. GT 46)
- Visserijverordening (AB 1992 No. 116)
- Verordening op het vissen met sleepnetten (AB 1992 No. GT 17)
- Visserijbesluit (AB 1993 no. 15), February 25th, 1993
- Regeling zwem- en vaarzones Sint Nicolaasbaai en Klein Lagoen (AB 1994 No. 12)
- Natuurbeschermingsverordening Aruba (AB 1995 No.2), February 13th, 1995
- Landsverordening Voorkoming van Verontreiniging door Schepen (AB 1997 No. 34)
- Landsbesluit Parke Nacional Arikok (AB 2000 No. 59), August 24th, 2000
- FPNA Articles of Association, September 26th, 2003/January 31st, 2019
- Landsbesluit Aanwijzing FPNA beheerder Arikok, May 19th, 2004
- Landsbesluit Parke Nacional Arikok (AB 2017 No. 11 aanwijzing Spaans Lagoengebied als natuurreserveaat), February 10th, 2017
- Landsbesluit Bescherming Inheemse Flora en Fauna (AB 2017 No. 48), July 14th, 2017
- Landsbesluit instelling Parke Marino Aruba (AB 2018 No. 77), December 20th, 2018
- Landsbesluit Aanwijzing Beheerder Parke Marino, April 16th, 2019 Nr. 1
- Landsbesluit verboden onderwaterjachtmiddelen (AB 2001 no. 115), August 3rd, 2001
- Landsbesluit Nieuwe Aanwijzing Domeingronden als Natuurreserveaat (AB 2020 No. 67), May 5th, 2020 Nr. 1
- Landsbesluit Aanwijzing FPNA Beheerder Natuurreserveaten, July 15th, 2020 Nr. 1
- Policy Directive - Spatial Management Beaches, July 1st, 2014
- Onze Natuur & Ons Milieu, op weg naar een evenwichtige toekomst. DNM Natuur-en Milieubeleidsnota 2018-2021
- Landsbesluit no. 1 dd 17 juli 2019, DIP-3590 ter Vaststelling Ruimtelijke Ontwikkelingsplan (ROP) Aruba 2019
- Policy Build with Nature (DNM), September 2019
- Aruba National Strategic Plan 2020-2022
- Landsbesluit dd 28 juli 2021 Ruimtelijk Ontwikkelingsplan met Voorschriften (ROPV) (AB 2006 no. 38)

### Other relevant policy domains

- Tourism & Recreation
- Urban & Spatial Planning
- Agriculture, Livestock and Fisheries
- Disaster Response
- Enforcement
- Climate Change
- Waste Management
- Education (primary, secondary, tertiary)
- Research (academic)
- National Nature Conservation Policy (DNM)
- Sustainability (incl. SDGs)
- Water Management
- Energy
- Environmental degradation
- Economy
- Cultural Heritage
- Sports & Wellbeing
- Maritime

# In Retrospect: our results in key figures

FPNA has proven to be a stable organization with a solid financial and non-financial performance. This overview shows our performance\* over the period 2019-2021 in the key areas of park visitors, organization and financials.

Parke Arikok Visitors	2019	2020	2021
Tourists	230.964	61.168	108.711
Local	17.679	15.268	19.350
<b>TOTAL</b>	<b>248.643</b>	<b>76.436</b>	<b>128.061</b>

Unit: #

Organization	2019	2020	2021
Directors	2	2	2
Management	7	7	6
Staff	46	40	31
<b>TOTAL</b>	<b>55</b>	<b>49</b>	<b>39</b>

	Financial	2019	2020	2021
Results	Income	7.459	4.583	5.074
	Subsidies: <i>Government</i>	2.442	2.478	2.034
	Subsidies: <i>Wage SVB</i>	-	647	732
	Subsidies: <i>Marine Park</i>	750	-	-
	Entrance fees	3.917	1.183	1.946
	Other Income & F&B	107	80	94
	BBO accruals	(241)	(76)	-
	Contributions, Donations & Grants	484	271	269
	<b>Total Operating Expenses</b>	<b>(7.885)</b>	<b>(5.441)</b>	<b>(4.923)</b>
	<b>Resulting Surplus/Deficit</b>	<b>(426)</b>	<b>(858)</b>	<b>151</b>
Other	Net Cashflow (from audit report)	723	(1.460)	527
	Investments in tangible assets	1.562	1.015	71

Unit: AWG 1000



## CHAPTER 2

# Our Aspiration towards 2032

# Our Aspiration Towards 2032: Introduction

## Methodology

Our aspiration is a journey of discovery, it cannot be reached overnight. The aspiration helps us to ask the right questions every day and to make conscious decisions. An informed aspiration has two parts with five components:

### PART 1:

#### The Core Ideology:

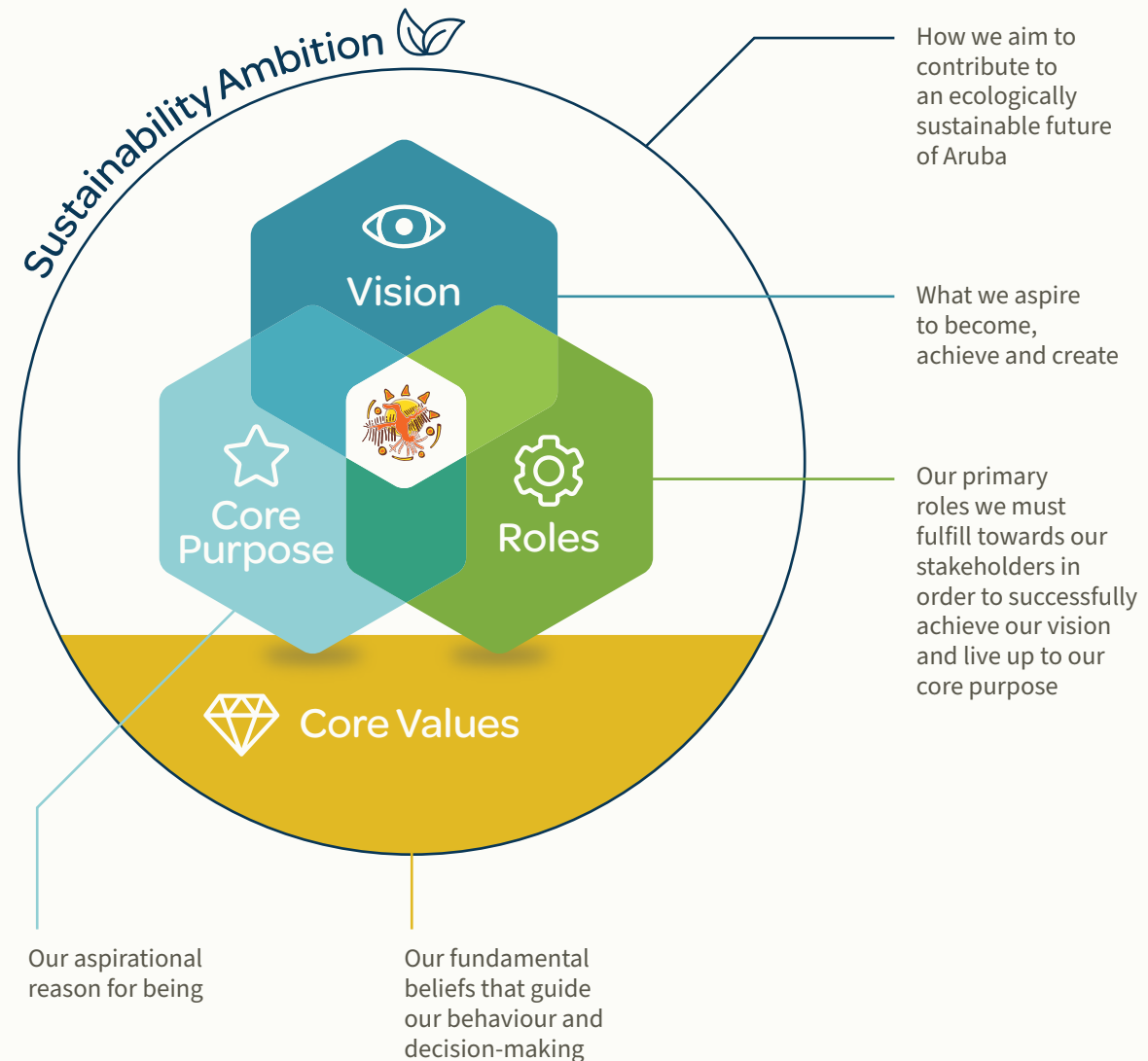
Core Purpose, Core Value, Sustainability Ambition

### PART 2:

#### An Inspiring Vision of the Future:

the Vision and the Roles

The aspiration of FPNA is articulated in the following pages. The sustainability ambition sets the framework, as sustainability will be integrated as a point of departure in all our considerations and choices we will make now and for the future.



# At a Glance: Our Aspiration 2032

The Aspiration of FPNA provides a clear picture about what we as a foundation stand for and where we want to go, with sustainability central in everything we do. As a custodian of protected areas on behalf of Aruba, we promote sustainable practices that integrate environmental, social, cultural and economic objectives and that address long-term concerns, in meaningful ways to ensure that our natural and cultural resources remain relevant for present and future generations. We lead by example and embrace the sustainable development goals in our everyday decision making.



## Core Purpose

For a Sustainable Future,  
We Act, Inspire, and Engage  
All to Value and Conserve Aruba's  
Natural and Cultural Heritage



## Vision

Through Conservation Leadership  
Excellence, We lay the Foundation  
for Thriving Biodiversity, Resilient  
Ecosystems, and Celebrated Heritage,  
For a Sustainable Aruba



## Roles

- Conservation Authority
- Connector
- Educator
- Facilitator



## Core Values

- Passion
- Integrity
- Unity
- Commitment
- Innovation



## Sustainability Ambition

### Sustainable Natural Ecosystems

Diverse, Healthy  
and Resilient  
Natural Ecosystems

### Sustainable Transformational Experiences

Connected and  
Engaged with Nature

### Sustainable Operations

Exemplary in  
Sustainability

# Our Sustainability Ambition

## The 2030 Agenda for Sustainable Development

The 2030 Agenda for Sustainable Development and the accompanying Sustainable Development Goals (SDGs) were adopted in September 2015 by the 193 United Nations (UN) Member States, who set an international framework for sustainable development to be reached by 2030. The SDG framework strives for a balanced and sustainable development of countries, where the three dimensions of sustainable development; biosphere, society and economy are considered. The SDG's cover 17 goals, 169 targets and 232 indicators.

The depiction above of the 17 SDGs illustrates that protecting the biosphere is an essential precondition for social justice and economic development. Without a healthy and resilient biosphere, the world will fail to achieve the social and economic goals.

The Kingdom of the Netherlands adopted the SDGs, and the government of Aruba has committed to implement the SDGs on a national scale.

### ECONOMY

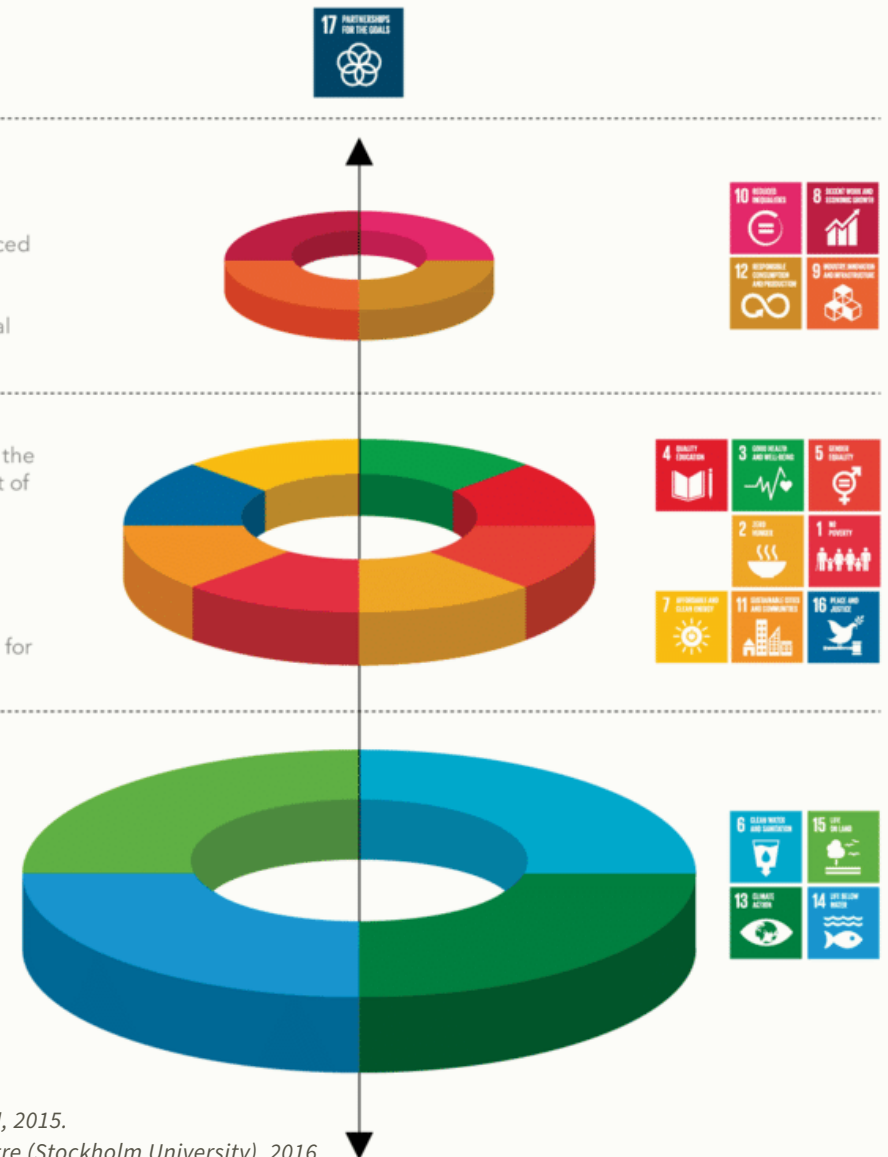
Building on the biosphere and society, the economic goals direct attention towards industry, innovation and infrastructure; reduced inequalities; responsible consumption and production; and decent work and economic growth that is decoupled from environmental degradation.

### SOCIETY

The goals addressing societal issues, call for the eradication of poverty, and the improvement of social justice, peace and good health. Social development depends upon a protected biosphere. In addition, the goals on clean energy, no poverty, zero hunger, peace and justice, sustainable cities, education, gender equality and good health are the foundation for the goals related to the economy.

### BIOSPHERE

Protecting the biosphere is an essential precondition for social justice and economic development. If we do not achieve the goals related to clean water and sanitation, life below water, life on land, and climate action, the world will fail to achieve the remaining goals.



Aruba has developed a National Strategic Plan (NSP) with a 2030 vision to implement the SDGs in Aruba at the national level to achieve balanced sustainable economic growth, fostering an increase in the quality of life of all citizens in Aruba while protecting our environment. The National Strategic Plan (NSP) 2020-2022, 'Nos Plan, Nos Futuro' was approved in January 2020. After the COVID-19 pandemic started, the NSP 2020-2022 was adapted to focus on a priority list that would accelerate the implementation of the most urgent actions of the NSP for the next three years.

Nine accelerators (programs) are defined to catalyze progress towards the SDGs, aimed to improve biosphere, societal and economic dimensions of sustainable development to guarantee a balanced development. Each program has its strategic objectives and outcomes formulated for the period 2020-2022.

With regards to the accelerator 'natural resource management', the aim of the government of Aruba is: by 2030, Aruba will adopt sustainable natural resource management practices, where the ecosystem services, local species and environmental state is secured by mitigating, preventing and minimizing the anthropogenetic impacts.



*The National Strategic Plan 2021-2022 'Nos Plan, Nos Futuro'; Aruba, 2020*

# Nature is key to the Sustainable Development of Aruba

We as FPNA have the goal of making a positive contribution to the '2030 Agenda for Sustainable Development of the UN and Aruba's National Strategic Plan (NSP). The sustainable development priorities set out in NSP reflect broader priorities and align with FPNA's core responsibility to preserve, protect and restore Aruba's natural and cultural heritage.

Nearly a third of the SDG targets depend on nature for their achievement :

- The SDGs explicitly recognize the intimate connections between the economy, society and the environment and provide an unprecedented opportunity to protect and maintain our natural capital — the sources of the benefits that nature provides to humanity, such as biodiversity, climate regulation and fresh water.
- Ultimately, the degradation and loss of nature affects us all as it undermines our food systems, our economic systems and our well-being.

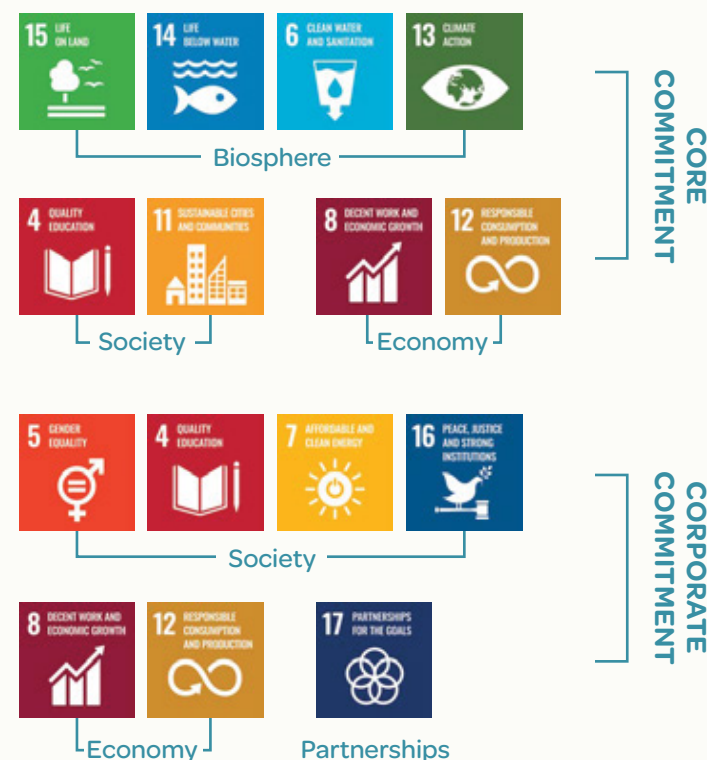
We therefore believe that by working with nature, solutions can be created to the challenges set out in the SDGs, that are positive for environmental, social, economic and governance and outcomes.

FPNA could contribute directly to three of the policy priority areas of Aruba's National Strategic Plan (NSP) through its Aspiration 2032 and Multi Annual Corporate Strategy 2023-2032:

- Policy priority area 'Natural Resources Management'
- Policy priority area 'Sustainable Tourism'
- Policy priority area 'Aruba as Model for Sustainable Development'

As the nature conservation authority of Aruba mandated to manage the island's protected nature areas, it is crucial that the government incorporates FPNA's expertise when developing national plans. In this respect, a revision of the NSP still needs to take place.

While all goals are important, 12 SDGs have been identified to which FPNA will contribute:



**Core Commitment** refers to the contribution of FPNA to the SDG through its core projects, programs, products, services, and experiences.

**Corporate Commitment** indicates the contribution of FPNA to the SDG in the way it conducts its operations.

## Our contribution on the SDG's

We describe how we are committed to achieving the sustainable goals to which we want to contribute and which we can influence.



### Society: 4 Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

#### FPNA:

- develop and deploy a conservation and sustainability education program and integrate the education program in the national curriculum of our Government and institutions to contribute to the acquisition of knowledge and skills of all learners needed to promote sustainable development (SDG 4.7).
- develop and deploy a conservation and sustainability education program spin-off for our employees for them to acquire knowledge and skills on topics such as conservation, sustainability lifestyle, human rights, gender equality, culture of peace and non-violence, global citizenship and cultural diversity (SDG 4.7).



### Society: 5 Gender Equality

Achieve gender equality and empower all women and girls.

#### FPNA:

- develop and deploy a policy on equality and non-discrimination on the basis of gender and include diversity in recruitment in our strategic HR Policy to contribute to ending all forms of discrimination against all women and girls everywhere (SDG 5.1).
- develop and deploy policies for the prevention of physical, sexual or psychological violence to contribute to the elimination of all forms of violence against all women and girls in the public and private spheres (SDG 5.2).



### Biosphere: 6 Clean Water & Sanitation

Ensure availability and sustainable management of water and sanitation for all.

#### FPNA:

- adhere to RWZI Water quality standards and monitor and report on water quality to contribute to the improvement of water quality (SDG 6.3).
- conduct water management of wetland areas to contribute to water-related ecosystems protection and restoration (SDG 6.6).

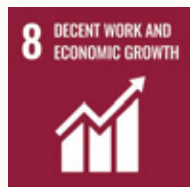


### Society: 7 Affordable & Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all.

#### FPNA:

- increase our renewable energy portfolio to contribute to the increase of the substantially of the share of renewable energy in the global energy mix (SDG 7.2).
- develop and deploy energy efficiency policy to contribute to doubling the global rate of energy efficiency improvement (SDG 7.3).



### Economy: 8 Decent Work & Economic Growth

Make cities and human settlements inclusive, safe, resilient and sustainable.

#### FPNA:

- develop and deploy a commercial plan to contribute to the achievement of higher levels of economic productivity through diversification, technological upgrading and innovation (SDG 8.2).
- develop a collective agreement to contribute to protecting labour rights for all workers (SDG 8.8).
- promote and facilitate low impact high value recreation, grant Park certifications and collaborate with the A.T.A and AHATA for the promotion of certified tour operators to contribute to the promotion of sustainable tourism that creates jobs and promotes local culture and products (SDG 8.9).



### Society: 11 Sustainable Cities & Communities

Make cities and human settlements inclusive, safe, resilient and sustainable.

#### FPNA:

- promote the Ecologische Hoofdstructuur (EHS) and steppingstones through wildlife garden reserves to contribute to the provisioning of universal access to safe, inclusive and accessible, green and public spaces (SDG 11.7).



### Economy: 12 Responsible Consumption & Production

Ensure sustainable consumption and production patterns.

#### FPNA:

- conduct visitor flow management, develop and enforce a policy for resource extraction/activities, develop adaptive management plans and introduce an ecological sustainability certification to contribute to the achievement of the sustainable management and efficient use of natural resources (SDG 12.2).
- implement a waste separation and recycling program to contribute to a substantial reduction in waste generation through prevention, reduction, recycling and reuse (SDG 12.5).
- incorporate a sustainability chapter into our annual reports to contribute to the enhancement of sustainability information in reporting (SDG 12.6).
- develop and deploy a conservation and sustainability education program to contribute to ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature (SDG 12.8).



### Biosphere: 13 Climate Action

Ensure availability and sustainable management of water and sanitation for all.

#### FPNA:

- conduct terrestrial and marine reforestation and restoration to contribute to strengthening the resilience and adaptive capacity to climate-related hazards and natural disasters (SDG 13.1).
- develop and deploy a conservation and sustainability education program to contribute to the improvement of education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning (SDG 13.3).



### Biosphere: 14 Life Below Water

Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

#### FPNA:

- conduct pollution awareness campaigns, coastal clean-up events and trash collection, monitor and report on water quality according to RWZI water quality standard to contribute to the prevention and significant reduction of marine pollution (SDG 14.1).
- develop adaptive management plans and conduct reforestation and restoration to contribute to the sustainable management and protection of marine and coastal ecosystems (SDG 14.2).
- advocate island round marine park, conduct continuous dialogue with fisheries and write position paper on fisheries and marine spatial planning to contribute to the restoration of fish stocks as well as increasing the economic benefits from sustainable use of marine resources (SDG 14.4, 14.6 and 14.9).
- develop adaptive management plans and introduce Bay Police to contribute to the conservation of coastal and marine areas (SDG 14.5).



### Biosphere: 15 Life On Land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

#### FPNA:

- push for Ramsar designations, advocate for the expansion of the Ecologische Hoofdstructuur (EHS) for an integrated approach to ecosystem management, develop adaptive management plans (SDG's 15.1, 15.2).
- focus on goat and invasive species management, species conservation programs, watershed management and reforestation to combat land and natural habitat degradation as well as prevention and control of invasive alien species (SDG 15.3, 15.5, 15.8).
- promote national conservation policies, conduct invasive species management, species conservation programs and introduce Bay Police to protect and prevent the extinction of threatened species (SDG 15.7).
- promote national conservation policies and position papers to integrate ecosystem and biodiversity values into national and local planning and development processes (SDG 15.9).



### Society: 16 Peace, Justice & Strong Institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

#### FPNA:

- implement a good governance code for the Supervisory Board, Executive Board, and Management Team to contribute to a substantial reduction in corruption and bribery in all their forms (SDG 16.5).
- conduct surveys on service experience to contribute to the development of effective, accountable and transparent institutions (SDG 16.6).
- strengthen stakeholder engagement and management to ensure responsive, inclusive, participatory and representative decision-making at all levels (SDG 16.7).




### Society: 17 Partnerships For The Goals

Strengthen the means of implementation and revitalize the global partnership for sustainable development.

#### FPNA:

- focus on mobilizing increased financial resources in the form of international donations, subsidies, grants and payments (SDG 17.3).
- encourage debt swap for nature conservation initiatives (SDG 17.4).
- seek regional and international cooperation (SDG 17.6).
- include SDG's in our strategic plan to contribute to the enhancement of policy coherence for sustainable development (SDG 17.14).
- participate in the SDG National Commission, Targets and Indicator working group and the SDG working group on DCNA level to contribute to the mobilization and sharing of knowledge, expertise, technology and financial resources in support of achieving the sustainable development goals (SDG 17.16).
- develop a volunteer program and enter into public and private partnerships (SDG 17.17).



“ In order to generate stewardship and support for sustained nature conservation, we focus on value creation through 3 main flows:

**Conserve**  
'Care for Nature with Resources'.

**Give Value**  
'Create Value for Nature'.

**Create Support**  
'Mobilize Resources for Conservation'.

”

A close-up photograph of a large, bright yellow flower with several bees on it. One bee is in the center, another is to its right, and a third is below them. The background is dark and out of focus, showing a green cactus-like plant.

## Integrated approach to Sustainable Development

We at FPNA take an integrated approach to the delivery of our mandate of preserving, protecting and restoring Aruba's natural and cultural heritage and broader goals of contributing to sustainable development. As the custodian of protected areas on behalf of Aruba, we promote **sustainable practices that integrate environmental, social, cultural and economic objectives** and that **address long-term concerns** in meaningful ways, to **ensure that our natural and cultural resources remain relevant for present and future generations**. In our sustainability ambition, we have identified **three focal points supporting our renewed core purpose, vision, and roles**:



### Sustainable Natural Ecosystems

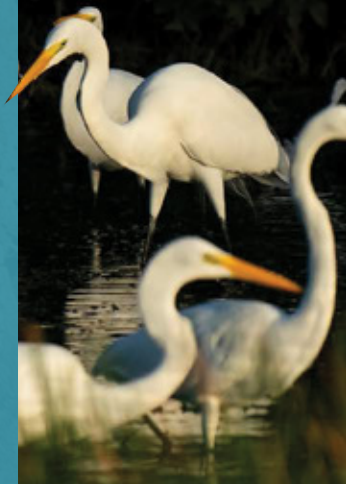
#### Diverse, Healthy and Resilient Natural Ecosystems supporting Biodiversity

FPNA applies an integrated ecosystem management approach in all its conservation efforts. Our integrated approach focuses on preserving, protecting and restoring Aruba's unique biodiversity and aims to maintain and advance the condition and sustainability of each category of ecosystem services delivered by Aruba's natural capital within the protected areas and if so required, beyond, both for nature's own sake and the social and economic well-being of its people.

This approach recognizes the full array of interactions within an ecosystem, including modified,

man-made and human-dominated (e.g. urban) ecosystems common to the Aruban context, rather than considering single issues, species, or ecosystem services in isolation.

Currently FPNA manages diverse ecosystems within the protected areas, including coral reefs, sea grass beds, beaches and dunes, mangroves, wetlands, saliñas, xeric shrubland, caves, and rocky shores. In order to effectively practice an integrated approach to ecosystem management FPNA aspires to acquire a broader range of ecosystems for optimal connectivity of nature and biodiversity conservation.





## Sustainable Transformational Experiences

### Connected and Engaged with Nature

Outdoor recreation, one of the societal services provided by our natural and cultural capital, requires our dedicated attention. Visiting natural and cultural-historical settings and being outdoors are widely recognized as important for improving human health and well-being, enhancing social connections, connecting people with their natural and cultural heritage, generating revenues for use in conservation, contributing to local economies, fostering local identity, and developing a conservation consciousness and sense of place.

Our vision is to encourage high value, low impact visitor activity by local visitors and tourists, that underscores our conservation work and encourages sustainable

behaviors. In short, we promote sustainable visitation, maximizing the benefits from outdoor recreation, while minimizing its negative impacts, and constantly adapting to changing conditions.

As FPNA we will innovate the recreational and educational programs and services, in co-creation with our partners, to achieve the transition to sustainable and transformational offerings. These must facilitate meaningful - even life-changing, high-quality and low-impact visitor experiences, that in turn will contribute to an increased and sustained appreciation and sense of stewardship for and connection with our natural and cultural heritage and our protected areas.



## Sustainable Operations

### Exemplary in Sustainability

FPNA strives to demonstrate exemplary leadership for sustainability by managing operations and adapting facilities in a sustainable manner to preserve our resources for present and future generations. We will invest our efforts in upgrading and innovating our facilities and operations to a more sustainable use and advance an organizational culture that promotes sustainability and encourages sustainability-oriented innovation at all levels.

FPNA commits to sustainable waste and water management and a smarter use of sustainable energy, adoption of sustainable transportation methods, sustainable consumption and applying the different

R's, i.e.: Refuse, Reduce, Reuse, Recycle and Rot. Needless to say, the impact of our operations on the environment must be kept to a minimum and even become carbon neutral.

FPNA's sustainability-oriented organizational culture goes beyond ecologically and environmentally sound initiatives and includes improvements for the good and well-being of society. We encourage and incentivize the entire organization to be more aware of the environmental and social impacts of the way we do things that extend past our core conservation efforts, and to turn awareness into action. After all, we embody sustainability in its purest form.

# Our Core Purpose

Our Core Purpose is our **fundamental reason for being** and the **true product with which FPNA contributes**.

## For a Sustainable Future, We Act, Inspire, and Engage All to Value and Conserve Aruba's Natural and Cultural Heritage

Articulation of key words:

### For a Sustainable Future,...

- The ultimate goal of our conservation efforts is to safeguard the natural conditions and cultural heritage for their long-term permanence, both for its own sake as for the well-being of humanity as a whole and the Aruban community in particular, of both present and future generations, to thrive. The multiple well-being benefits include ecologically sustainable, socially relevant and economically viable outcomes.
- FPNA champions a sustainable development of Aruba where the diverse and interconnected needs of society and the environment are well balanced out. As human and ecological well-being are interconnected, sustainability in both is only possible when they are addressed together. But in case of a conflict between the conservation of biodiversity, health and resilience of the ecosystem as a whole and its exploitation, conservation is at all times predominant, as our quality of life ultimately depends on ecological sustainability, the integrity of our biosphere, and the ecological processes occurring within it.

### ...We Act, Inspire, and Engage All to Value

- Meaningful long-term conservation is only viable by achieving positive transformation in policies as well as in people's attitudes and behaviors. Our role is to foster a deep sense of stewardship, create a broad base of support towards our natural and cultural heritage and inspire action through inclusion and collaboration, encouraging participation from all levels of government, communities, partners and other stakeholders.
- Hence, we actively engage in advocacy, disseminate conservation intelligence, address policy implications, provide educational resources, raise awareness, facilitate extraordinary nature experiences and build and empower our community.
- Engagement and inspiration starts within FPNA. We strive to cultivate a workplace where our employees have a positive employee experience and are inspired and enthused to give their best.

### ...and Conserve Aruba's Natural and Cultural Heritage

- We conserve Aruba's Natural and Cultural Heritage by keeping our focus and management attention firmly on our primary task of nature conservation and consequently on value creation for our nature, our environment, our residents, our communities, our visitors and our economy, in order to generate their stewardship and support for sustained conservation of our natural assets.
- Through our Cycle of Business we:

**CONSERVE:** 'Care for Nature with Resources' – the first and foremost task of FPNA is to contribute to safeguarding the conservation of nature and cultural values both now and on the long term (Stability and Growth), within a dynamic environment.

**GIVE VALUE:** 'Create Value for Nature' – we aim at creating value through preservation, protection and restoration of biodiversity, improvement of the condition and sustainability of ecosystem services and the development and provisioning of sustainable nature-based propositions and experiences.

**CREATE SUPPORT:** 'Mobilize Resources for Conservation' – we contribute to making long term conservation possible and better and aim at substantially increasing broad and deep understanding of the value of nature, commitment and support (respect, time, resources) and sustainable revenue streams to fund nature conservation for sustained conservation.



# Our Vision

The vision provides a **vivid picture of what FPNA aspires to become, achieve and create.**

Through Conservation Leadership Excellence,  
We lay the Foundation for Thriving Biodiversity,  
Resilient Ecosystems, and Celebrated Heritage,  
for a Sustainable Aruba

Articulation of key words:

## ...Through Conservation Leadership Excellence...

- We drive the conservation of Aruba's natural resources by demonstrating best practice in integrated ecosystem management in Aruba, and champion Aruba as leading in the field of nature conservation and sustainability - not only regionally but also globally – with FPNA playing a significant role herein as a high performance conservation leadership organization.
- Our ability to generate solid support and participation will depend on our profile as organization and our ability to articulate (and measure) environmental, social and economic impacts and benefits for a sustainable future for Aruba and its present and future generations.

- To maintain long-term ecological integrity, nature conservation in Aruba should be integrated and inclusive to deliver the greatest impact:

### **A more integrated approach to conservation**

aims at enhancing the conservation of protected areas and providing for multiple well-being benefits for both people and nature to achieve ecologically sustainable, socially relevant and economically viable outcomes for Aruba. This includes promoting the sustainable use of natural resources and protecting the condition of ecosystems services to enhance social and economic benefits to local communities and increase the competitive advantage for Aruba with its pristine nature.

### **A more inclusive approach to conservation**

accommodates and balances different perspectives and creates a broad base of respect, trust, shared understanding and national conservation culture for effective management of our protected areas. It makes everyone part of the conservation efforts with the aim of connecting people to nature, create support for / participation in conservation and broadening the stewardship of the natural and cultural heritage.

## ...We lay the Foundation For Thriving Biodiversity, Resilient Ecosystems, and Celebrated Heritage.

- We preserve, protect and restore the biodiversity of Aruba's unique nature and advance the condition and sustainability of the ecosystem services delivered by Aruba's natural capital. Our conservation work is primarily focused on the managed reserves and protected areas under our custody. But from an ecological sustainability perspective we at all times consider and actively extend our conservation work and research outside the boundaries of these areas when conservation matters require such.
- Preserve, protect and restore biodiversity.  
Our national ambition is to support a rich, healthy biodiversity of indigenous flora and fauna. Healthy biodiversity contributes to healthy environments and that creates healthy people. It also contributes to the island's economic sustainability – through tourism, by providing a desirable base for businesses, and contributing to our quality of life. As we currently steward approximately 25% of Aruba's natural values, with the perspective of growth, we fulfill a crucial role in maintaining, restoring and even increasing the diversity within and among species and diversity within and among ecosystems (species, genetic and ecosystem diversity). We ensure effective protection of native species, particularly threatened or endangered species, and their populations by maintaining habitats, reversing habitat loss, combating invasive species and restoring connectivity.
- Advance the condition and sustainability of the ecosystem services.  
Resilient, biodiverse and stable ecosystems are essential to sustain all human activities. Aruba's natural capital provides us with a wide range of ecosystem services: drinking water and irrigation water, fisheries/seafood, building materials (sand and gravel), medicinal plants, coastal protection, erosion prevention, air purification, cultural heritage, landscape beauty, social cohesion, tourism and recreation. FPNA contributes significantly to enhancing these ecosystem services for sustenance of Aruba's present and future generations.
- Preserve, protect, restore and give sustainable access to cultural heritage in protected areas. Besides conserving nature, FPNA also plays a role in conserving cultural heritage in the form of numerous tangible cultural heritage (i.e. monuments, archaeological sites and remains, and shipwrecks) and landscapes within the boundaries of the protected natural areas that FPNA manages, as well as relevant artefacts (books, documents, objects, photos etc.). Hence, FPNA also has the obligation of cultural heritage conservation. Moreover, FPNA stimulates the dissemination of knowledge on our cultural heritage as part of a discourse and reflection on the changing relationship of humans with nature and the environment. In this sense, FPNA also contributes to keeping the intangible cultural heritage (oral traditions, performing arts, rituals and gastronomy) 'alive' in so far as it pertains to FPNA's history and that of the protected areas and heritage.

## For a Sustainable Aruba

- FPNA champions a sustainable development of Aruba where the diverse and interconnected needs of society and the environment are well balanced out. As human and ecological well-being are interconnected, sustainability in both is only possible when they are addressed together. But in case of a conflict between the conservation of biodiversity, health and resilience of the ecosystem as a whole and its exploitation, conservation is at all times predominant, as our quality of life ultimately depends on ecological sustainability, the integrity of our biosphere, and the ecological processes occurring within it.

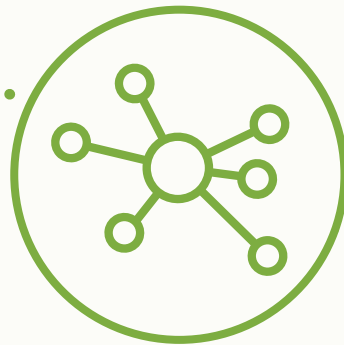
# Our Roles

The primary roles we must fulfill towards our stakeholders in order to successfully achieve our vision and live up to our core purpose.



## Conservation Authority

FPNA is an independent, professional nature conservation authority on Aruba, mandated by legislation, charged with the conservation and management of the island's terrestrial and marine protected areas, with a broad base of support.



## Connector

FPNA fulfills a leadership role in building critical support, stewardship, active participation and strategic partnerships for long-term nature and cultural heritage conservation in Aruba, by expanding and deepening our relationships.



## Educator

FPNA facilitates continuous, memorable, inspirational, and transformational learning experiences focusing on Aruba's unique nature, cultural heritage, conservation and sustainability practices, to emotionally engage and create a deep understanding of the values being protected.



## Facilitator

FPNA provides visitors of nature with possibilities to experience and enjoy Aruba's nature in a sustainable, authentic, memorable and transformative way, that encourages sustainable behaviors.



## Conservation Authority

FPNA is an independent, professional nature conservation authority on Aruba, mandated by legislation, charged with the conservation and management of the island's terrestrial and marine protected areas, with a broad base of support.

### Custodian of Nature

FPNA is the custodian of terrestrial reserves and marine protected areas. FPNA preserves, protects and restores Aruba's valuable heritage, seen from an ecological, environmental, geological, cultural, archaeological, and historical perspective with the ultimate aim to secure a measurable improvement in the overall biodiversity, health and (climate) resilience of Aruba's ecosystems.

### Conservation Policy & Regulation Advisor

FPNA actively influences national policy, by providing advice, input and facilitation in evidence-based decision-making with respect to defining direction, initiating policies, addressing policy implications and updating and developing laws and regulations regarding the natural and cultural heritage conservation.

### Enforcer of Nature Protection Laws

FPNA drives, as joint effort with local enforcement agencies, the quality and effectiveness of the enforcement of laws and regulations that were designed to safeguard Aruba's natural and cultural heritage, both in terms of soft enforcement, which includes management measures that encourage people to follow the rules, and hard enforcement in cases where soft enforcement is not effective.

### Body of Conservation Intelligence

FPNA facilitates and actively supports applied (scientific) research and the collection, compilation and publication of data, in short conservation intelligence – within our organization, managed areas and beyond – to facilitate conservation and environmental decision making. Being evidence-based and using the best available (scientific) data, information and practices to address issues, deliver conservation objectives and critically evaluate all our endeavors – is necessary in achieving operational excellence and overall effectiveness.



## Connector

FPNA fulfills a leadership role in building critical support, stewardship, active participation and strategic partnerships for long-term nature and cultural heritage conservation in Aruba, by expanding and deepening our relationships.

### Advocate of Conservation Vision, Agenda & Priorities

We amplify the voices of those who would not otherwise be heard. First of all, we are the voice of nature, but also the voice of our future generations.

As advocate for natural and cultural heritage, we urge key stakeholders to step up their efforts to preserve, protect and restore nature - along with the ecosystems, species, and communities it supports - on the path of recovery, as well as the conservation of the cultural heritage inside the protected areas.

FPNA influences and articulates the natural and cultural heritage conservation vision, agenda and priorities towards the public administration, communities, partners and other stakeholders, encouraging all to put our nature and culture at the heart of our decision making and thus cultivating a national conservation culture.

### Bridge Builder

As convener of stakeholders, FPNA brings together the public administration, communities, partners and other stakeholders to share ideas, build networks, engage in more proactive, strategic conservation and plan and execute conservation programs and activities with more long-term, goals and objectives, while respecting ecological, cultural, social and economic needs.

### Co-creator in Conservation

FPNA provides opportunities for public, private and non-profit entities and community groups (local, regional and international) such as researchers, volunteers, funders and partners to become more broadly and deeply connected and engaged, by delivering their expertise, time and money, and becoming lifelong stewards of our natural and cultural heritage.



## Educator

FPNA facilitates continuous, memorable, and inspirational and transformational learning experiences focusing on Aruba's unique nature, cultural heritage, conservation and sustainability practices, to emotionally engage and create deep understanding of the values being protected.

### Program Developer

FPNA is the driver for integration of conservation and sustainability into the national curriculum. FPNA develops education and outreach programs to raise awareness and inform and inspire the Aruban community and visitors alike about Aruba's unique nature and conservation practice, develop a more sustainable view of the future and provide them with the necessary tools for attaining a biodiverse, nature-rich, and sustainable future.

To conserve nature, one must realize and understand the relationships therein – it is impossible to effectively protect something remote and unknown. Nature is best protected and conserved when people know how to and want to conserve nature in all its diversity.

### Learning Facilitator

FPNA provides the Aruban community and visitors opportunities to learn about the value of our natural and cultural-historic resources through information and programming, for example corporate education, informative signs, visitor centers, exhibitions, events, guided tours, presentations, and the many programs and projects.

As learning facilitator FPNA aims to cultivate the next generation of conservation leaders by inspiring and engaging the community and visitors alike to think, act, behave sustainably and underscore nature conservation and sustainability.

### Advocate

FPNA engages in continuous communication to targeted audiences to help foster trust and understanding around conservation matters and encourage - prolonged - sustainable behaviors and active conservation support.



## Facilitator

FPNA provides visitors of nature with possibilities to experience and enjoy Aruba's nature in a sustainable, authentic, memorable and transformative way, that encourages sustainable behaviors.

### Visitor Experience Provider

FPNA develops and provides a range of sustainable, authentic, unique, inclusive (accessible to all) and hassle-free nature experiences (real and virtual), to a diverse group of local and international visitors, that will cultivate a base of loyal customers and contribute to an increased sense of stewardship for nature and protected areas.

FPNA ensures a welcoming environment through display of excellent hostmanship towards its guests and delivery of WOW factor through its experiential, transformational services.

### Visitor Manager

FPNA, together with the tourism industry and public authorities, effectively manages the levels of anticipated visitation to the parks and protected areas, acceptable level of impacts, appropriate experience opportunities and actual visitor use, maximizing the benefits from local and international tourism and visitation (enhancement of human health and well-being, encouragement of conservation ethics, expansion of financial opportunities and national economic growth), while minimizing its negative impacts on ecological and cultural-historic values that FPNA manages.

### Marketeer

FPNA focuses on market research and analysis to achieve a strong understanding of different constituents and engages in marketing and marketing outreach strategies to effectively target these diverse stakeholder groups.

# Our Corporate Ideology

## Our Organizational Guiding Principles

FPNA has a set of core principles that are instrumental in our organizational philosophy and guide our organization in supporting its purpose, vision, priorities and daily decision making in all circumstances, irrespective of changes in the goals, strategies, type of activities undertaken, or leadership.

This set of guiding principles can be grouped into 3 core principles which are integral to our success and guide our decision making: **Nature First**, **Community Partnership**, and **Organizational Excellence**.

# 1

## Nature First

### Nature Conservation is Predominant

1. We place **Nature First**, to maintain and increase biodiversity and prevent impairment of natural resources and objects of natural value;
2. We ensure that **conservation is predominant** at times of conflict between the protection of nature and the increase of biodiversity, and its exploitation.
3. Whenever and wherever necessary, we apply the **Precautionary Principle** as a strategy to cope with possible risks where evidence gathering, and understanding is yet incomplete;
4. We employ a tone that leaves no room for misunderstanding of FPNA's commitment to **public appropriate use and enjoyment**, including education and interpretation, of the system of protected areas and natural resources, while preventing unacceptable impacts;
5. We apply our **8 Conservation Guiding Principles** to address conservation related issues, deliver conservation objectives and critically evaluate the organization's endeavors in terms of nature conservation;
6. We realize effective conservation outcomes and building **concrete conservation solutions** through a combination of field-based projects, policy initiatives, capacity building and education work; through the **dedicated efforts of our diverse and qualified staff and volunteers**, all of whom are committed to their positive conservation impact;

# 2

## Community Partnership

We build upon strong relationships

7. We involve the **local community** in the planning and execution of our conservation programs and activities, through meaningful stakeholder engagement , while respecting their cultural and social needs;
8. We enhance our conservation effectiveness through the help and support of our many partners, from individuals and government to local and international nonprofits and corporations; **creating a solid base of support**;
9. We seek **dialogue in a positive and constructive way** and avoid unnecessary confrontation;

# 3

## Organizational Excellence

Our High Performance Organization is resilient and agile in responding to challenges and meeting best practices

10. We ensure **financial sustainability** as key to our future success.
11. We maintain **independence, impartiality, and non-affiliation** to any political organization;
12. We are a **locally oriented but globally minded** nature conservation, management, and leadership organization;
13. We continually build our **organizational leadership quality, capacity and agility** aimed at facing unprecedented challenges in a rapidly changing environment while driving processes of change;
14. We value our human resources and a healthy organizational culture. Using an **empowering, collaborative approach** while promoting an **adaptive culture** and staying true to our **core values: passion, integrity, unity, commitment and innovation**;
15. We run our operations in a sustainable and **cost-effective** manner and applying donors' funds, subsidies and revenues according to the highest standards of **accountability**. Being efficient and effective in securing and managing the resources we need to deliver our conservation objectives;
16. We incorporate **good governance** into our operations in being responsive to the present and future needs of FPNA, while exercising prudence in our policy-setting and decision-making and considering the best interests of all stakeholders through an on-going discourse that attempts to capture all the considerations involved in assuring that stakeholder interests are addressed and reflected in policy initiatives.

## Our Core Values

At FPNA we believe that meaningful work and effective conservation outcomes stem from immense passion, high integrity, strong unity, and great commitment, and innovation that contributes to the sustainable future of Aruba.



### Passion

We Love Nature and  
We Love What We Do.

We love nature and we love what we do!! We are proud and enthusiastic about FPNA and the work we perform.

We share our enthusiasm and appreciation of and caring for Aruba's natural and cultural heritage with our colleagues, our community, our stakeholders, our audiences, and our guests. It is important to bring out our individuality and humanity as well as others', by showing we care and promoting a sustainable workplace and lifestyle.

We value and protect Aruba's environmental, ecological and cultural values, and inspire others to do the same.



### Integrity

We Do The Right Thing.  
Always.

We maintain high standards of honesty at all times and act on strong moral principles. We are trustworthy, take full responsibility for what we do and are accountable. Our actions and activities are transparent, so that people can trust that we are fair and honest.

We maintain a strong internal communication regarding activities, issues and policies, as well as a strong external communication. Fostering ethics and integrity helps us to achieve our full potential: we work better together, build local legitimacy, and earn the trust of our community, donors, supporters, government and partners.





## Unity

Together We Achieve More.

We demonstrate fair treatment of each other and respect each other's contribution to FPNA's purpose, vision and aims. We accept and appreciate diversity, and support wellbeing by enabling a safe and supportive environment: emotionally, psychologically, socially, and spiritually.

We show empathy, empower each other, and reinforce a positive team and family spirit. We build honest relationships with open communication, personal awareness and sensitivity to others.

We collaborate by working in partnership with our colleagues, volunteers, members, communities, businesses, government, NGOs and other local, regional and international organizations to achieve our vision.



## Commitment

We Aim for Excellence in All That We Do.

We are committed to nature conservation and sustainability, our jobs and to FPNA. We embrace and drive change for a healthy organization, and nature and environment.

We pursue personal growth and learning, and continuously strive to become the best version of ourselves.

We are proactive and lead by example, with a strong sense of responsibility, direction and purpose – whatever our position.

We uphold and foster a culture of wellbeing, excellence and performance, and actively contribute to a secure, respectful, and welcoming environment. Towards our guests we display excellent hostmanship and deliver WOW factor through our sustainable experiential services.



## Innovation

We Look for Solutions from Fresh Perspectives.

We are inquisitive: curiosity fuels creativity, which in turn fuels innovation. We are not afraid to ask questions and are not afraid to seek answers that we do not know.

We encourage consistent rethinking and reframing of our core problems in creative and innovative ways, which contribute to conservation and our sustainable future.

We encourage a proactive approach to solicit diverse perspectives in order to solve problems. We discourage settling for “best practices” and “good enough” in places where we could and should be excelling and innovating.

An underwater photograph of a sea turtle resting on a sandy seabed. The turtle is positioned in the lower right, facing left. Its head and front flippers are visible. The background features a large, dark, branching coral structure against a clear blue sky. A white text box is overlaid on the left side of the image.

## CHAPTER 3

# Our Corporate Strategy 2023 - 2032

# Our Corporate Strategy 2023 - 2032: Introduction

## Methodology

Our Corporate Strategy is built according to a multi-level cascade structure in which each step is achieved by the next. It is built on a logic-based relationship that reads, "in order to have ... (aspiration), we must achieve ... (goal):

- **Our Aspiration: where to, why** and for **whom**: our envisioned future.
- **Our Strategic Pillars & Goals:** **what** are our long term aims with which to deliver our Aspiration 2032.
- **The Key Performance Measures (and targets): how** will we measure our success.
- **Key Results & Outcomes: what** are the most important desired outcomes per strategic pillar to meet the goals and fulfill our Aspiration 2030.

We have made sharp choices that we will be working on over the next nine years towards our Aspiration 2032. It is impossible to predict how and with what speed the changes will take place.

However, from our shared aspiration we will grow towards it together. We will focus on what we are good at and do it even better. Our focus is on improving our conservation management scope, services and value creation and enable broad and deep understanding of the value of nature for increased commitment and support on all levels to safeguard sustained conservation. We cannot and will not do it alone. We do this in close collaboration with our members, community, partners and other key stakeholders. Our strategy distinguishes **four strategic pillars** which form the foundation for the steps to be taken in the coming 10 years.

These four strategic pillars have been specified in 13 strategic goals. To realize these goals, we have formulated specific strategic tactical interventions. Finally, the strategic performance indicators help us measure the progress of our strategic direction and the impact for our customers, society, our stakeholders and our organization.

A starting point in our strategy is that we maintain a focus on the balance between stability and growth in order to create lasting value:

- **Stability** is needed today to be able to safeguard preservation, protection and restoration of natural and cultural heritage in existing protected areas (**today**).
- **Growth** is necessary to be able to safeguard preservation, protection and restoration of natural and cultural heritage in current and newly assigned protected areas (**tomorrow**).

One is a precondition for the other: stability is a precondition for sustainable growth; growth is a precondition for lasting stability.

## Our four strategic pillars

I Leadership in  
nature conservation

II Transition To Sustainable  
Nature Experiences

III Excellence In  
Conservation  
Co-Creation

IV Sustainable  
Organizational  
Development

A close-up photograph of a lizard, likely a spiny-tailed iguana, showing its head and neck. The lizard has a large, bright orange dewlap (throat fan) that is partially inflated. The skin is covered in small, bumpy scales. The background is blurred.

*“ Our focus is on improving our conservation management scope, services and value creation and enabling a broad and deep understanding of the value of nature for increased commitment and support on all levels, to safeguard sustained conservation.*

*”*

# At a Glance: Our Multi Annual Corporate Strategy

 <b>Aspiration 2023</b>		
 <b>Core Purpose</b>	 <b>Vision</b>	 <b>Roles</b>
For a Sustainable Future, We Act, Inspire, and Engage All to Value and Conserve Aruba's Natural and Cultural Heritage	Through Conservation Leadership Excellence, We lay the Foundation for Thriving Biodiversity, Resilient Ecosystems, and Celebrated Heritage, For a Sustainable Aruba	<ul style="list-style-type: none"> <li>Conservation Authority</li> <li>Connector</li> <li>Educator</li> <li>Facilitator</li> </ul>
 <b>Core Values</b>		 <b>Our Sustainability Ambition</b>
<b>Passion</b> We Love Nature and We Love What We Do.	<b>Integrity</b> We Do The Right Thing. Always.	<b>Unity</b> Together We Achieve More.
<b>Commitment</b> We Aim for Excellence in All That We Do.	<b>Innovation</b> We Look for Solutions from Fresh Perspectives.	<b>Sustainable Natural Ecosystems</b> Diverse, Healthy and Resilient Natural Ecosystems
		<b>Sustainable Transformational Experiences</b> Connected and Engaged with Nature
		<b>Sustainable Operations</b> Exemplary in Sustainability

 <b>Strategic Pillars &amp; Goals</b>			
I: Leadership In Nature Conservation	II: Transition To Sustainable Nature Experiences	III: Excellence In Conservation Co-Creation	IV: Sustainable Organizational Development
1.1 Position FPNA as Professional Conservation Authority 1.2 Optimize Ecosystem-Based Conservation Management 1.3 Strengthen Biodiversity-Based Conservation Management 1.4 Advocate Optimal Biodiversity Conservation (Including Urban Areas)	2.1 Build Future Proof Infrastructure for Sustainable Nature Experiences 2.2 Build Sustainable Nature Experiential and Transformative Visitor Propositions and Experiences 2.3 Build Inclusive and Inspiring Sustainable Nature Education and Learning Propositions and Experiences	3.1 Build Inclusive and Engaging Sustainable Nature Education and Learning Propositions And Experiences 3.2 Build Inclusive Sustainable Nature Engagement Propositions and Experience 3.3 Build Network of Strategic Partnerships to Mobilize Resources for Sustained Nature & Heritage Conservation	4.1 Cultivate an Agile, High Performance Organization and Thriving Workplace 4.2 Safeguard Financial Sustainability and Resilience 4.3 Position FPNA as Exemplary in Sustainability and Corporate Social Responsibility

# Our Strategic Pillars

Our 2032 Aspiration requires a clear strategy that we will be working with over the next ten years. The key questions are: *What will FPNA do in the next 10 years, on the way to its 2032 Aspiration? What is our focus and what results do we want to achieve? How will we achieve this, which strategies are most appropriate? And how will we measure if we are successful?*

With our Strategic Multi-Year Plan 2023-2032 we are taking an important first step towards the Aspiration 2032. FPNA has made sharp choices and distinguishes **four pillars that form the foundation for our strategic choices for the coming 10 years**. To accomplish our Aspiration 2032, we have committed to a broad strategic approach which enables us to focus our attention, energy and resources on four distinct but interrelated strategic areas. These 4 strategic pillars are translated in a set of strategic goals.

## I Leadership in nature conservation

*Integrated and inclusive Care for Nature of Aruba and its sustained conservation*

## II Transition To Sustainable Nature Experiences

*Create Value towards a nature based-experience economy for Nature of Aruba, Aruba as a whole and its stakeholders*

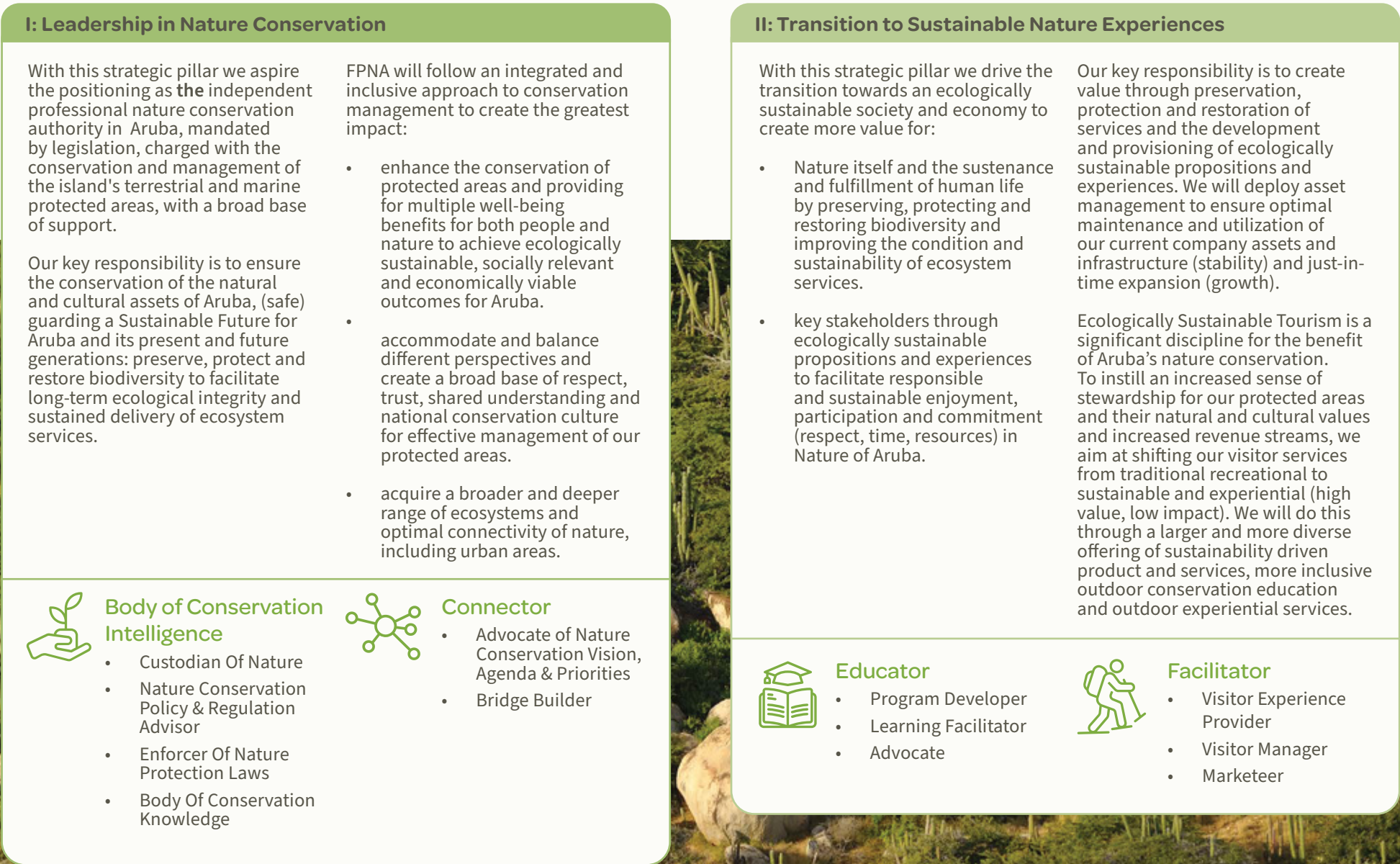
## III Excellence In Conservation Co-Creation

*Connect and Engage People to Nature by increasing understanding, stewardship and support for long term Conservation*

## IV Sustainable Organizational Development

*Transformation to a modern, high performing conservation management organization with future proof capabilities and exemplary leadership in sustainability*

The four strategic pillars form the foundation for the steps to be taken in the coming 10 years.



### III: Excellence in Conservation Co-creation

With this strategic pillar we aspire to proactively broaden and facilitate understanding of the value of nature and cultural heritage and facilitate support for sustained conservation on all levels (local, regional and international): collaboration, participation and commitment by key stakeholders (local and international, public, private, non-profit, community stakeholders).

Our key responsibility is to connect people to nature and make everyone part of the nature conservation and sustainability efforts to ensure that the value of nature and the cultural heritage is brought into the heart of decision making by each and everyone for a sustained long-term conservation of these assets.

We aim at making long term conservation possible and better by substantially increasing:

- a collective understanding and valuing our natural capital and cultural assets (in environmental, social and economic terms)
- multiple well-being benefits for both people and nature
- opportunities and partnerships to become connected and engaged, by delivering their expertise, time and money, and become lifelong stewards of our natural and cultural heritage.
- sustainable revenue streams to sustain investing in conservation.



#### Connector

- Advocate of Nature Conservation Vision, Agenda & Priorities
- Bridge Builder
- Co-creator in conservations



#### Educator

- Program Developer
- Learning Facilitator
- Advocate

### IV: Sustainable Organizational Development

With this strategic pillar we aspire organizational excellence through the transformation of FPNA to a modern, high performance conservation management organization with future proof capabilities and a positioning as exemplary in sustainability and corporate social responsibility.

We will safeguard financial sustainability through more diversified and dependable funding streams.

The main challenge for FPNA will be to expand our attention to a future proof conservation management organization in tandem with value innovation and support creation to ensure balanced growth without compromising the stability of current conservation efforts.

This requires a fundamental new paradigm from our leadership, governance, organization, employees and stakeholders.

We will cultivate a workplace where our employees have a positive employee experience and are inspired to give their best work. This calls on FPNA's change and learning capacity and requires inspiring and facilitating leadership. We will drive organizational excellence through development of our organizational performance capabilities and automation and digitization of our processes, with management attention for the following business processes: conservation management, visitor management, asset management, branding & marketing, experience development, funds management and project portfolio management.



#### Body of Conservation Intelligence

- Custodian Of Nature
- Nature Conservation Policy & Regulation Advisor
- Enforcer Of Nature Protection Laws
- Body Of Conservation Knowledge



#### Educator

- Program Developer
- Learning Facilitator
- Advocate



#### Connector

- Advocate of Nature Conservation Vision, Agenda & Priorities
- Bridge Builder

# Our Strategic Goals

Our four strategic pillars have been translated into 13 strategic goals with which FPNA can guarantee both stability and achieve growth.

## I: Leadership in Nature Conservation

### Strategic Goal 1.1

#### Position FPNA as a Professional Body of Conservation Intelligence

Strategically position FPNA as the leading independent custodian of nature, nature conservation advocate, enforcer of nature protection and body of conservation knowledge in Aruba, mandated by legislation.

### Strategic Goal 1.2

#### Optimize Ecosystem-Based Conservation Management

Enhance the health and sustainability of Aruba's ecosystem services through preservation, protection & restoration of Aruba's ecosystems.

### Strategic Goal 1.3

#### Strengthen Biodiversity-Based Conservation Management

Set up management framework to increase Aruba's biodiversity integrity through preservation, protection & restoration.

### Strategic Goal 1.4

#### Advocate for Optimal Biodiversity Conservation (Including Urban Areas)

Prepare and advocate for more areas as protected area and optimal interconnectivity, species conservation and a broader range of ecosystems to restore and enhance biodiversity & resilience of the ecosystem.

## II: Transition to Sustainable Nature Experiences

### Strategic Goal 2.1

#### Build Future Proof Infrastructure for Sustainable Nature Experiences

Making the protected areas infrastructure future-proof through a modular and scalable approach aimed at 'just in time' renewal and capacity expansions to ensure optimal maintenance and utilization of our current company assets and infrastructure (stability) and expansion (growth).

### Strategic Goal 2.2

#### Build Sustainable Nature Experiential and Transformative Visitor Propositions and Experiences

Develop targeted propositions, programming and services that provide inclusive, meaningful, authentic, educational, hassle-free and most importantly sustainable experiences with Aruba's natural and cultural values, aiming at cultivating transformative experiences, a sense of stewardship and conservation culture.

### Strategic Goal 2.3

#### Build Inclusive and Inspiring Sustainable Nature Education and Learning Propositions and Experiences

Cultivate a national conservation culture by inspiring and engaging the community and visitors alike to think, act, behave sustainably and underscore nature conservation and sustainability.

### III: Excellence in Conservation Co-creation

#### Strategic Goal 3.1

##### Build Inclusive and Engaging Sustainable Nature Education and Learning Propositions and Experiences

Cultivate a national conservation culture by inspiring and engaging the community and visitors alike to think, act, behave sustainably and underscore nature conservation and sustainability.

#### Strategic Goal 3.2

##### Build Inclusive Sustainable Nature Engagement Propositions and Experience

Develop targeted propositions, programming and services and communicate the value of propositions and programs proactively to engage the community, volunteers, nature philanthropists and corporate funders in strategic conservation programs for sustained conservation support, collaboration and co-creation.

#### Strategic Goal 3.3

##### Build Network of Strategic Partnerships to Mobilize Resources for Sustained Nature & Heritage Conservation (Incl. Ecologically Sustainable Tourism)

Build effective and durable Public-Private-People-Partnerships (PPPP's) as a strong and effective support system across sectors for sustained achievement of conservation objectives and therewith multiple well-being benefits for the community of Aruba.

### IV: Sustainable Organizational Development

#### Strategic Goal 4.1

##### Cultivate an Agile, High Performance Organization and Thriving Workplace

Drive transition to a modern conservation management organization, based on good governance principles, with a positive workplace with proud, committed, passionate employees who are inspired to excel in conservation management.

#### Strategic Goal 4.2

##### Safeguard Financial Sustainability and Resilience

Significantly improve financial performance and position, independent and resilient to crisis by creating sustainable funding, diversified streams of income and a dedicated investment fund

#### Strategic Goal 4.3

##### Position FPNA as Exemplary in Sustainability and Corporate Social Responsibility

Contribute to the sustainable development of FPNA and Aruba through more sustainable business operations and a large social responsibility footprint.

# Our Strategic KPI's By 2032, we aim for ...

To reflect the pace and impact of the transition, we have further articulated our aspiration in ambitious goals towards 2032 with target figures. Our ambitious goals are:

## Leadership in Nature Conservation

Integrated and inclusive Care for Nature of Aruba and its sustained conservation

Rebrand FPNA in **Q3 of 2023**

Advocate for **5** changes to national legal framework

**15** working conservation plans executed successfully

**5** sustained project-based funding for eco-based conservation

Increase project-based funding by **75%** for eco-based conservation

**3** diversified project-based funding for eco-based conservation

Reduce the number of locally endangered species by **3**

**10** sustained project-based funding for species-based conservation

Increased project-based funding by **75%** for species-based conservation

**3** Diversified project-based funding for species-based conservation

Increased number of watersheds as protect area by **30%**

## Transition to Sustainable Nature Experiences

Create Value towards a nature based-experience economy for Nature of Aruba, Aruba as a whole and its stakeholders

Ratio of low impact tour operators in protected areas is **1:3**

Minimal Visitor Experience score of **8** out of 10

Increased revenue per visitor by **70%** (based on carrying capacity)

Realization of Strategic Partnership with ATA in **2023**

Minimal Learner Experience score of **8** out of 10 (user perspective)



## Excellence in Conservation Co-Creation

Connect and Engage People to Nature by increasing understanding, stewardship and support for long term Conservation

3 educational programs per customer segment

Realization National Curriculum nature conservation and sustainability by **2025**

Increased number of volunteering hours by **100%**

Increased revenue per member of **170% (local)**

Increased number of international memberships by **100%**

Sustained support by **5** nature philanthropists

Increased support by nature philanthropists by **100%**

Diversified support of nature philanthropists in **2** continents (EU/US)

**20** co-created programs and projects



## Sustainable Organizational Development

Transformation to a modern, high performing conservation management organization with future proof capabilities and exemplary leadership in sustainability

Minimal employee experience score of **8** out of 10

Realization of FPNA Culture Alignment by **2025**

Realization Organizational Model alignment with FPNA MACS by **2023**

Realization of Key Positions in place by **2023**

Minimal Competency Development of FPNA employees score of **8** out of 10

Realization of Financial Model by **2026**

Decreased share contribution gov. subsidy of total income by **10%**

Share of annual budget from international donations to be **20%**

Increased revenue from niche propositions to **5%** of total revenue

Increased revenue from nature philanthropists to be **10%** of conservation budget

Increased revenue per visitor by **70%** (sustainable recreation)

Increased share energy consumption from renewable sources by **100%**

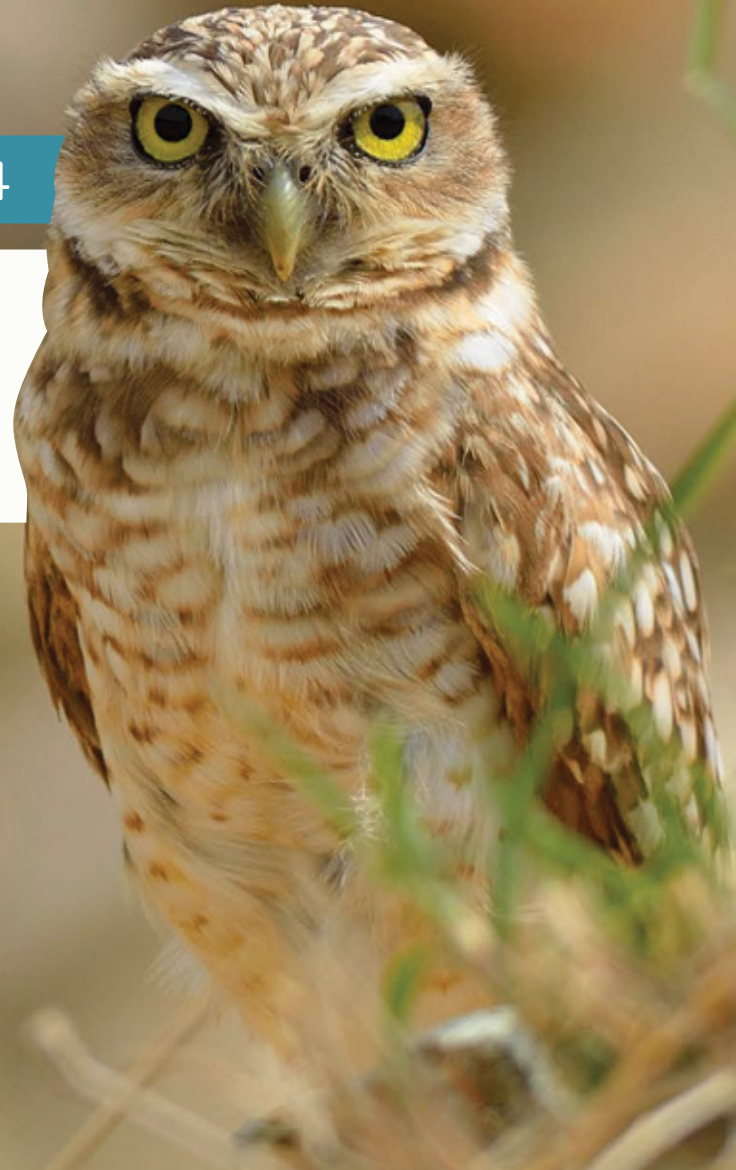
Ratio OPEX-CAPEX to be **50/50**

A total of **5** sustainability certification for FPNA (by 3rd parties)

A total of **20** sustainability certification by FPNA

## CHAPTER 4

# Our Implementation Strategy 2023 - 2032



# Our Implementation Strategy 2023 - 2032: Introduction

## Methodology

Our Implementation Strategy: 5 plateaus aimed at making the transition to a leading position as sustainable high performance Conservation Management Organization.

We believe in a gradual transition and visualize this with a clear implementation strategy. Our implementation strategy is based on a plateau planning which serves as a compass in the change.

### The plateau planning allows us to:

- to bring focus and clarity in prioritizing, planning and executing the strategic goals and tactics
- to deploy the attention, people and resources where they are of greatest added value.
- have insight into the horizontal alignment of tactics and vertical alignment with the strategic goals
- maintain sufficient flexibility to continuously recalibrate tactics, investments and intended results in response to dynamic environmental developments.

### The plateau planning consists of several plateaus:

- each plateau is a step towards our strategic goals and aspiration
- each plateau has its own time frame, a change theme that reflects the primary focus and intended changes and intended results of that plateau.
- on each plateau, the conditions for the next plateau are created, the planning is revised based on developments and realization and more detailed plans are made for the next plateau.

The plateau planning as a management instrument supports our organizational transition for a traditional park management organization to a leading position as sustainable high performance Conservation Management Organization.

### Our plateau planning consists of 5 plateaus:

- I. Compost & Soil (2023)
- II. Collect & Plant (2024- 2025)
- III. Water & Nourish (2026-2027)
- IV. Care & Grow (2028-2029)
- V. Flourish & Propagate (2030-2032)



*“ Our implementation strategy is our compass in the transition to a leading position as a sustainable, high performance Conservation Management Organization. ”*



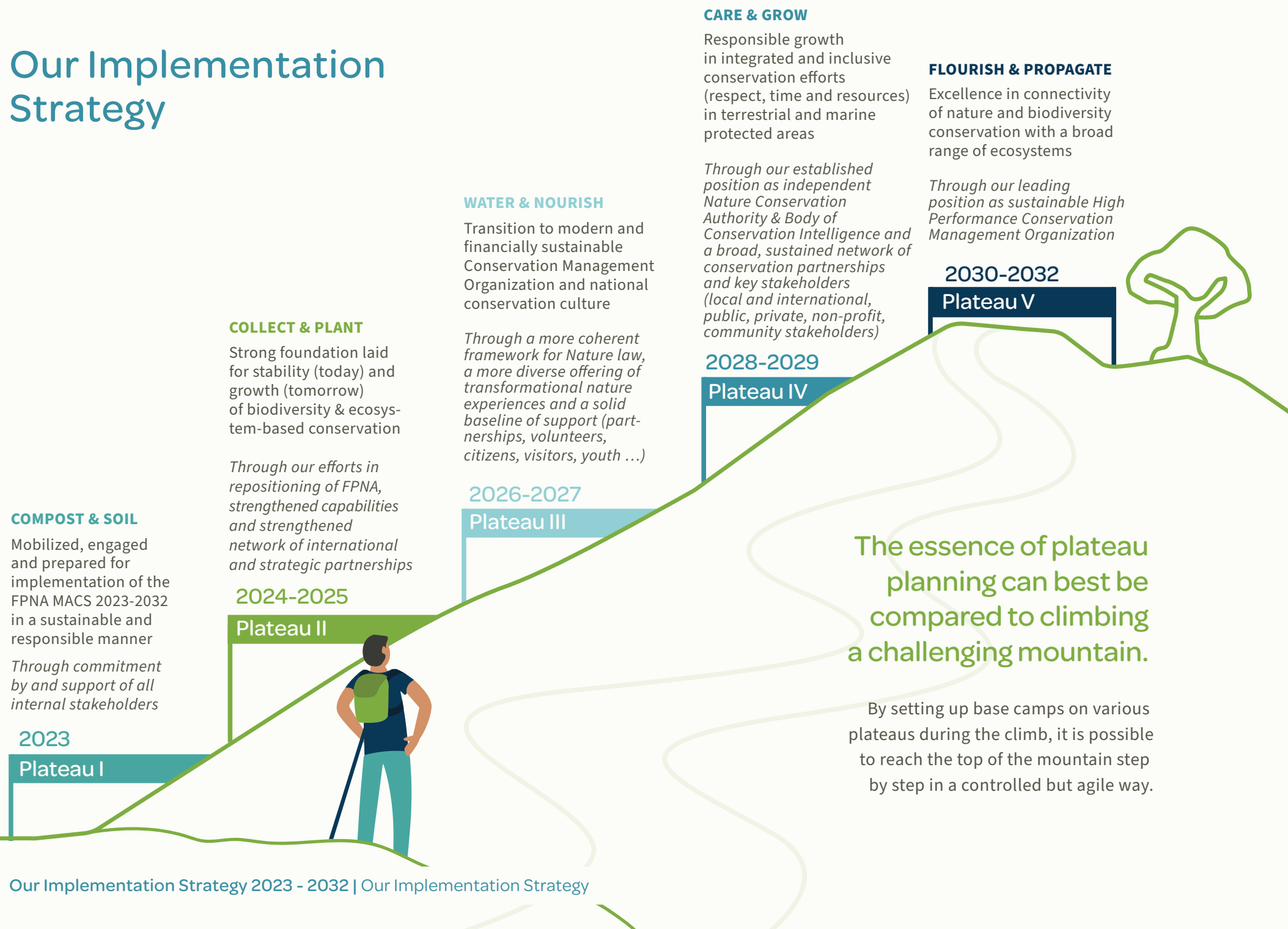
# Our Implementation Strategy

The first two plateaus 'Compost & Soil' and 'Collect & Plant' are critical to the success of our Multi-Year Corporate Strategy 2023-2032. The focus is on 'getting commitment and support' and 'getting the FPNA house in order' to create a solid foundation (stability) for growth in a responsible manner by creating a baseline and preconditions for:

- **Organizational Excellence:** organizational alignment, capability enhancement and strengthened partnerships.
- **Conservation Excellence:** optimize conservation operations (current) and develop management framework (new).
- **Customer Excellence:** enhanced understanding of customer needs, improved relations and service levels.
- **Commercial Excellence:** rebranding, selected sustainable proposition development and marketing, with implementation of quick wins.
- **Financial Sustainability:** through resource mobilization for support and a baseline of sustainable proposition offerings.



# Our Implementation Strategy



For each plateau, we focus on the following result areas and outcomes for each of our strategic pillars:

## Leadership in nature conservation

PLATEAU I Compost & Soil 2023	PLATEAU II Collect & Plant 2024-2025	PLATEAU III Water & Nourish 2026-2027	PLATEAU IV Care & Grow 2028-2029	PLATEAU V Flourish & Propagate 2030-2032
Key results and outcomes				
<ul style="list-style-type: none"> <li>• Inventory of current conservation projects and programs implemented or in pipeline</li> <li>• Develop 10-year Conservation Strategy with a priority list of conservation actions</li> <li>• Manpower assessment for the next two years</li> <li>• Inventory of assistance needed from the government</li> <li>• Rebranded &amp; Communicated FPNA as a conservation organization</li> </ul>	<ul style="list-style-type: none"> <li>• Increased &amp; fortified internal capacity and stakeholder management for conservation</li> <li>• Established &amp; Introduced knowledge platform and data base</li> <li>• Prioritized &amp; Strengthened biodiversity conservation (incl. Urban nature)</li> <li>• Optimized SLA with government</li> <li>• Defined status of national ecosystems</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritized &amp; strengthened biodiversity &amp; ecosystem conservation</li> <li>• Defined &amp; proposed national laws and policies for conservation</li> <li>• Defined &amp; proposed national laws and policies for sustainability</li> <li>• Managed capacity &amp; stakeholders</li> <li>• Defined &amp; Optimized urban nature for biodiversity</li> <li>• Defined &amp; Optimized wildlife corridors for biodiversity</li> <li>• Advocate cross sectoral conservation and sustainability issues</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened local, regional and international partners and recognition</li> <li>• Shared conservation success through communication, advisory &amp; consultancy</li> <li>• Increased and optimal coverage of terrestrial and marine protected area</li> </ul>	<ul style="list-style-type: none"> <li>• Increased recognized KBA, IBA, etc.</li> <li>• Contribute to a healthy and resilient ecosystems</li> <li>• Thorough capacity and stakeholder management</li> <li>• Increased biodiversity within urban areas</li> </ul>

# Transition to Sustainable Nature Experiences

PLATEAU I Compost & Soil 2023	PLATEAU II Collect & Plant 2024-2025	PLATEAU III Water & Nourish 2026-2027	PLATEAU IV Care & Grow 2028-2029	PLATEAU V Flourish & Propagate 2030-2032
Key results and outcomes				
<ul style="list-style-type: none"> <li>• Inventory and assessment of current offerings</li> <li>• Priority list for product development</li> <li>• Proposals for e-commerce and booking platform</li> <li>• Planning of F&amp;B offerings at Boca Prins and Visitor's Center Arikok</li> <li>• Inventory of themed outdoor learning experiences ideas</li> <li>• Manpower assessment for the next two years</li> <li>• Established an e-commerce and booking platform</li> </ul>	<ul style="list-style-type: none"> <li>• Revised and strengthened transformational experiences for 'Nature Explorers &amp; Learners' &amp; 'Health &amp; Wellness' segments</li> <li>• Increase experience through storytelling (F2F and interpretation sign)</li> <li>• Aligned branding and marketing with experiences</li> <li>• A visitor amenities masterplan developed for Arikok, Spaans Lagoen, Bubali</li> <li>• Realization of F&amp;B offerings in Fontein and Parke Marino</li> <li>• Develop themed outdoor learning experiences</li> <li>• Developed &amp; deploy botanical gardens network</li> <li>• Realization of Marine Conservation Center</li> </ul>	<ul style="list-style-type: none"> <li>• Realization of Spaans Lagoen &amp; Bubali visitor amenities and VC/FB.</li> <li>• Developed and deploy transformational experiences for 'Citizen Scientists &amp; Researchers' segments</li> <li>• Solidified transformational experiences for 'Nature Explorers &amp; Learners' segments</li> <li>• Enhanced experiences through digital storytelling</li> <li>• Developed &amp; deploy niche propositions for Celebration &amp; Corporate</li> <li>• Developed themed outdoor learning and outreach programs</li> <li>• Enhanced visitor experience with introduction of wilderness play and nature gym</li> </ul>	<ul style="list-style-type: none"> <li>• Realization of renovation Arikok Visitor Center</li> <li>• Introduced overnight camping possibilities at specified locations</li> <li>• Solidified, diversified and transitioned to sustainable nature experiences</li> <li>• Enhanced transformational experience through different touchpoints (digital/non-digital)</li> </ul>	<ul style="list-style-type: none"> <li>• Successfully transition to sustainable transformational nature experiences</li> <li>• An engaged and broad customer relation</li> <li>• Ambassadors for nature conservation and sustainability</li> <li>• Excellence transformational experience through different touchpoints</li> </ul>

# Excellence in Conservation Co-Creation

PLATEAU I Compost & Soil 2023	PLATEAU II Collect & Plant 2024-2025	PLATEAU III Water & Nourish 2026-2027	PLATEAU IV Care & Grow 2028-2029	PLATEAU V Flourish & Propagate 2030-2032
Key results and outcomes				
<ul style="list-style-type: none"> <li>• Inventory and assessment of current education offerings</li> <li>• Inventory and assessment of current conservation partnerships</li> <li>• Manpower assessment for the next two years</li> <li>• Developed education and learning philosophy aligned to conservation objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Increased conservation &amp; sustainability knowledge and understanding of youth and tour guides (forerunner of Academy)</li> <li>• Established volunteer platform</li> <li>• Established and deployed nature philanthropist engagement programs</li> <li>• Stakeholder communication strategy, plan and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Established Conservation and Sustainability Academy focusing on youth education and tour guide education</li> <li>• Intensify and proactively managed stakeholder relations</li> <li>• Developed and deploy corporate engagement programs</li> <li>• Strengthened conservation partnerships</li> <li>• Strengthened volunteer platform</li> <li>• Conservation &amp; Sustainability integrated into national curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Further strengthening Conservation and Sustainability Academy diversifying offerings to vocational schools and adults.</li> <li>• Develop conservation and sustainability practical guides through academy</li> <li>• Deploy international education through digitalization of the academy</li> <li>• Increased conservation success through local, regional and international partnerships</li> <li>• Solidify Sustainability and Conservation Academy through international certification and recognition</li> <li>• Solidify volunteer platform</li> </ul>	<ul style="list-style-type: none"> <li>• Increased excellence in conservation through co-creation with partners</li> <li>• Showcase co-creation success for conservation on a local, regional and international platform.</li> </ul>

# IV Sustainable Organizational Development

PLATEAU I Compost & Soil 2023	PLATEAU II Collect & Plant 2024-2025	PLATEAU III Water & Nourish 2026-2027	PLATEAU IV Care & Grow 2028-2029	PLATEAU V Flourish & Propagate 2030-2032
Key results and outcomes				
<ul style="list-style-type: none"> <li>Assessment of organizational priorities</li> <li>Manpower assessment for Plateau 1, 2</li> <li>Conservation fee phased restructuring proposal</li> <li>Financial allocation for implementation of Plateau 1</li> <li>Corporate plan for Plateau 1</li> <li>Developed and deployed commercial plan</li> <li>Aligned and updated Articles of Association with strategy</li> <li>Aligned and communicated organizational model to Aspiration 2032</li> <li>Streamlined HPO framework into HR Strategy &amp; Policy</li> <li>Increased employee satisfaction, productivity &amp; wellbeing (CAO)</li> <li>Developed new corporate branding and communication aligned with organizational model</li> </ul>	<ul style="list-style-type: none"> <li>Established Conservation and Sustainability Academy for employees FPNA</li> <li>Increased conservation &amp; sustainability knowledge and understanding of employees</li> <li>Robust financial &amp; cost control management</li> <li>Strengthened organizational capabilities (for stability)</li> <li>Structured stream of income through levy</li> </ul>	<ul style="list-style-type: none"> <li>Embedded Value-based FPNA culture</li> <li>Strengthened organizational capabilities (for growth)</li> <li>Developed and implemented sustainable policies &amp; attain certification</li> <li>Fortified corporate governance code</li> <li>Diversified stream of income including international fundraising</li> <li>Established strategic trust &amp; investment fund</li> <li>Implemented commercial plan</li> </ul>	<ul style="list-style-type: none"> <li>Excellent employee satisfaction, productivity &amp; wellbeing (CAO)</li> <li>Integrated strategic sustainability partnerships and provide certification</li> <li>Solidify organizational growth &amp; stability</li> </ul>	<ul style="list-style-type: none"> <li>FPNA recognized as an HPO</li> <li>FPNA recognized as a sustainable organization</li> <li>FPNA recognized for its strong financial position</li> <li>FPNA contributes to a sustainable Aruba</li> </ul>

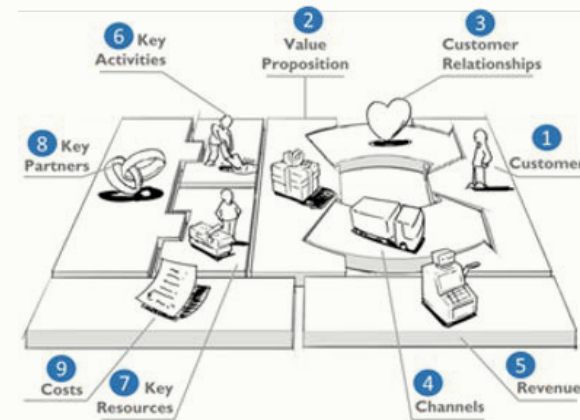


# Appendix

# Appendix I

## Introduction to Business Model

The FPNA Business Model describes the rationale of how FPNA creates and delivers value and makes money. It provides a shared language that allows FPNA to easily describe and adapt its business model to create new strategic alternatives. The FPNA business model is like a blueprint for our strategy to be implemented through organizational structures, processes, systems and interrelations. FPNA has re-interpreted its business model and strategy through the lens of the Business Model Canvas (Alex Osterwalder and Yves Pigneur). The business model is described through nine basic building blocks that cover the four main areas of a business or organization: customers, value proposition/offering, infrastructure, and financial viability.



*Business Model Generation, Alex Osterwalder and Yves Pigneur*

1	Customer Segments	The specific customer segments that are being served on the demand as well as on the supply side.
2	Value Proposition	A promise of the value to be delivered to satisfy the need or solve specific problems of specific customer segments
3	Customer Relationships	Customer relationships are established and maintained with each customer segment.
4	Channels	Value propositions are delivered to customer segments through communication, distribution, and sales channels.
5	Revenue Streams	Revenue streams result from value propositions successfully offered to customer segments.
6	Key Activities/Processes	The key activities/processes required to offer and deliver the previously described elements.
7	Key Resources/Assets	The assets required to offer and deliver the previously described elements.
8	Key Partnerships	Stakeholders, partners and suppliers who help deliver the value proposition to the customer segments.
9	Cost Structure	The business model elements result in a cost structure.

*Nine Building Blocks of the Business Model*

## FPNA Business Model towards 2032 | Building Blocks

1. Value Proposition	
Significant Changes	Considerations
Integrated and inclusive conservation management	<p>★ Nature should be protected for both its own sake (intrinsic value) as for the humanity/ community well-being to thrive (instrumental value); human and ecological well-being are highly interdependent. For a sustainable development of Aruba, balancing the diverse and interconnected needs of society and the environment is vital. In case of a conflict between the preservation, protection and restoration of biodiversity, health and resilience of the ecosystem as a whole and its exploitation, nature and its conservation is at all times predominant, as our quality of life will ultimately depend on ecological sustainability, the integrity of our biosphere, and the ecological processes occurring within it.</p> <p>To maintain long term ecological integrity, nature conservation in Aruba should be more integrated and inclusive to create the greatest impact:</p> <ul style="list-style-type: none"> <li>A more <b>integrated approach to conservation</b> aims at enhancing the conservation of protected areas and providing for multiple well-being benefits for both people and nature to achieve ecologically sustainable, socially relevant and economically viable outcomes for Aruba. This includes promoting the sustainable use of natural resources and protecting the condition of ecosystems services to enhance social and economic benefits to local communities and increase the competitive advantage for Aruba with its pristine nature.</li> <li>A more <b>inclusive approach to conservation</b> accommodates and balances different perspectives and creates a broad base of respect, trust, shared understanding and national conservation culture for effective management of our protected areas. It makes everyone part of the conservation efforts with the aim of connecting people to nature, create support for / participation in conservation and broadening the stewardship of the natural and cultural heritage.</li> <li>Our ability to <b>generate solid support and participation</b> will depend on our profile as organization and our ability to articulate (and measure) environmental, social and economic impacts and benefits for a sustainable future for Aruba and its present and future generations.</li> </ul> <div data-bbox="1377 829 1691 1181"> </div> <p>Sustainable Development of Aruba</p>
Larger and more diverse offering of sustainability driven product and services	<p>A larger and more diverse products and services portfolio to targeted customer segments will significantly increase the value FPNA can offer to each segment in return for more sustainable behavior, stewardship and ownership for nature and conservation resources (time, expertise and or funding).</p>

## 1. Value Proposition: *continued*

Significant Changes	Considerations
More inclusive outdoor education and conservation experiential services	☆ <b>Conservation Education &amp; Learning Services.</b> Our conservation education and learning services will include more inclusive outdoor experiences to provide people with a more firsthand experience with nature.
Shift visitor services from recreational to sustainable and experiential	<p>☆ <b>Sustainable Outdoor Experiential Visitor Services.</b> To achieve high value, low impact visitation by tourists and residents we must offer clear, appealing and targeted propositions, programming and services that provide meaningful, authentic, educational, hassle-free and most importantly sustainable transformational experiences with Aruba's natural and cultural values. With our offerings we focus on both cultivating transformative experiences for an individual's personal growth and well-being and creating a sense of stewardship, a conservation culture and conservation support through our holistic and integrated offerings.</p> <p>The offerings can range from guided events such as hikes and corporate programs to dedicated trails for the more (self)explorative visitor. Hassle-free includes raising the accessibility to the protected areas, e.g. number of entries, accessibility to designated places, travel between areas and more sustainable transport, as well as enhancing the comfort level in the protected areas.</p>
Leverage nature conservation expertise & intelligence	★ <b>Nature conservation intelligence.</b> Nature conservation intelligence from research and data on both conservation and visitor management is a valuable service FPNA seeks to offer in a more structured manner for on the one hand evidence-based policymaking, decision-making and action in conservation, tourism and other related cross-sectoral policy areas and on the other hand to advance conservation management practice in general.
Clear offering of research programs	☆ <b>Research Programs.</b> Up until now research projects are decided upon and funded on a singular basis. With a clear offering of research programs FPNA facilitates itself, researchers and funders with a platform to engage in strategic conservation and more effectively connect programs, projects and resources.
Clear offering of nature engagement programs	<p>★ <b>Nature Engagement Programs.</b> FPNA's potential conservation allies must be aware of and understand what FPNA has to offer for them to actively demonstrate their stewardship for nature and cultural heritage. Clear, distinctive and targeted offerings of nature engagement programs will enable FPNA to more effectively appeal to, involve and engage the community, volunteers, nature philanthropists and corporate funders.</p> <p>For example, <b>communities</b> can be involved through workshops such as creating a wildlife garden reserve and invasive species mitigation, and volunteers can be engaged through dedicated volunteer conservation programs such as trail creation and wildlife monitoring/observing.</p> <p><b>Nature (individual, foundation and corporate) philanthropists</b> can engage in more proactive, strategic conservation programs with long-term goals and objectives aligned with the highest conservation priorities and/or through corporate social responsibility programs with specific conservation priorities they wish to support.</p>
Transition to Sustainable Transport Services	★ <b>Sustainable Transport Services.</b> Transportation modes is important to get right because of their potential for serious negative effects on the protected areas. FPNA will invest in sustainable transportation initiatives—those that try to minimize energy consumption, carbon emissions, and infrastructure footprint, while still maintaining a high-quality experience for the user.

2. Customer Segments	
Significant Changes	Considerations
Inclusion of Nature of Aruba as the prime customer	<p>★ <b>Nature of Aruba.</b> Putting Nature First has been only a recent focus in FPNA's philosophy. However, explicitly stating Nature of Aruba as our prime customer, and with that ourselves as its voice, is entirely new. Classifying nature as a customer emphasizes that the conservation management services we offer to Nature are targeted at preserving, protecting and restoring the biodiversity, health and resilience of the ecosystems for both nature's intrinsic and instrumental value. At times, when human and non-human interests' conflict, nature is paramount. FPNA even aspires to take the value of this most important customer a step further by advocating for nature to gain a legal status (Rights of Nature) and for FPNA to fulfill the role of Nature Ombudsman.</p>
Grow conservation education in volume, diversity and quality	<p>★ <b>Educational Institutions.</b> Towards 2030 FPNA will grow public awareness and the educational programs on nature conservation in volume, diversity, accessibility and quality through different channels, to promote and enhance people's (both local and international) awareness of and connection to nature and instill an increased sense of stewardship for nature. Providing clear and distinctive educational programs to better serve both local and international educational institutions is instrumental.</p>
More targeted approach of communities	<p>★ <b>Volunteers.</b> As government funding is increasingly strained, volunteers are a valuable source of time, expertise and even funding to support and facilitate FPNA in its conservation and management practices.</p> <p>★ <b>Extractive communities.</b> Active involvement of these communities in conservation of the marine and coastal protected areas through targeted nature engagement programs will allow us to create awareness and learning about the importance of low impact use of these ecosystem services and instill an increased sense of stewardship for and ownership of these areas. It is imperative that FPNA strikes the right balance between recreational needs/ livelihoods and natural resources with their economic and social impacts, and the long-term conservation of the marine and terrestrial ecosystems.</p> <p>☆ <b>Research community.</b> As evidence-based conservation management lies at the heart of conservation management policymaking and action, FPNA's research output capacity must grow significantly compared to our current outturn. This includes the relatively newly acquired marine and terrestrial protected areas. A more structured approach by FPNA in facilitating and supporting applied (scientific) research is required.</p>
From high impact to low impact visitation	<p>★ <b>Tourists &amp; visitors.</b> An important shift for FPNA is to promote the sustainable nature based-experience economy and foster connection of multiple local and international stakeholders with our protected areas' values, making it a potentially positive force for nature conservation on the long term.</p> <p>☆ The focal point for FPNA is to reduce the mass visitation to an increased high value, low impact visitation in order to minimize the negative impacts on protected areas, aimed at broadening the base of sustainability minded visitors, through identified, targeted customer segments: Nature Explorers &amp; Learners, Health &amp; Wellness Seekers, Conservation &amp; Sustainability Enthusiasts, and Citizen Scientists &amp; Researchers.</p>
From high impact to low impact visitation	<p>★ <b>Nature (individual, foundation and corporate) philanthropists.</b> These significant stakeholders provide long lasting strategic investments to create long-lasting and effective impact and contribute significantly to a more diversified revenue stream to secure FPNA's financial sustainability. Categorizing them as both partner and customer mobilizes FPNA to articulate the distinctive value it must offer to appeal to this group, create awareness of the opportunities to support a worthwhile cause and get and keep them onboard for the long-term. Structural and strategic stakeholder engagement, marketing outreach and engagement programs will equip FPNA to leverage funding from this yet untapped source.</p> <p>★ <b>On &amp; off-island providers.</b> Like the nature philanthropists, the on and off-island providers are both partners and customers. In FPNA's quest to create more sustainable experiential visitor services, our partners in tourism marketing and experience delivery must be equipped with conservation knowledge and presented with unique and authentic nature based experiential propositions. This in order to attract more sustainability minded (eco) tourists and align their own offerings to co-facilitate meaningful and high-quality visitor experiences that will contribute to an increased sense of stewardship for nature.</p>

### 3. Customer Relationships

Significant Changes	Considerations
Extension of transactional customer relationships	<ul style="list-style-type: none"> <li>☆ <b>Personal assistance.</b> Currently, we provide personal assistance by handling Boa and Shoco (and other wild birds) incidents all over Aruba ourselves, as well as by providing customer service and guided tours. In our new business model, we will offer ranger-led tours and programs through our experienced service rangers and facilitate and assist residents with education and tools to become more self-sufficient in handling incidents.</li> <li>☆ <b>Co-creation.</b> As it is neither desirable nor feasible to have all resources available in-house to effectively conduct conservation, visitor management and organizational management, co-creation with a diverse set of local and international partners with a broad set of capabilities, more and more becomes an important vehicle to successfully deliver our conservation efforts.</li> <li>☆ <b>Self-service/automated.</b> In our new business model, we will leverage media and digital strategies and technologies to link the public with information throughout their entire visitor lifecycle. We bring nature to people.</li> </ul>
Building lasting engagement	<ul style="list-style-type: none"> <li>☆ <b>Memberships.</b> Through memberships nature conservation enthusiasts are facilitated with the opportunity to contribute and support FPNA in a long-lasting manner.</li> <li>☆ <b>Communities.</b> The relationships with our communities will include volunteers and researchers. Actively investing in expanding and deepening these relationships will allow us to achieve mutual benefits. For researchers and volunteers our programs enable them to research and/or protect these precious ecosystems, while exploring a new part of the world.</li> </ul>

4. Channels	
Significant Changes	Considerations
Expanding our visitor touchpoints	<ul style="list-style-type: none"> <li>☆ <b>FPNA Visitor Centre and Signage Touch Points (digital).</b> Currently the channels through which we deliver information and experiences to our customer segments are largely physical, through our visitor center and our signage touch points. Technology offers us vast opportunities to deliver more interpretive, educational and immersive experiences with nature through these same channels within and beyond the boundaries of the protected areas.</li> <li>☆ <b>FPNA Visitor Centre and Signage Touch Points (physical).</b> Our volume of physical visitor centers will increase with new centers planned at Bubali and Spaans Lagoen, and for Parke Marino Aruba.</li> <li>★ <b>FPNA Holistic and Integrated F&amp;B and merchandise experiences.</b> FPNA will engage in developing themed F&amp;B offerings aligned with the purpose and vision of FPNA, at various strategic locations, together with themed merchandise offerings to have a lasting transformational experience of the visitor.</li> <li>★ <b>Service Rangers.</b> While we fully embrace the new possibilities digital channels offer to engage people with nature in new virtual ways, we also believe that high-quality interpretive, educational and support services offered on the ground by our experienced rangers are valuable for visitors to connect with, experience, and learn about natural and cultural heritage in a more direct and authentic way.</li> </ul>
Effective digital platform to collaborate across borders	<ul style="list-style-type: none"> <li>★ <b>Collaboration Platform.</b> The idea is that of a digital platform that facilitates collaboration and conservation action, where FPNA, volunteers and researchers, partners, and on- and off island tour providers can connect and interact, ranging from registration to the dissemination and sharing of information, data and ideas.</li> </ul>
Expanding our visitor touchpoints	<ul style="list-style-type: none"> <li>☆ <b>A.T.A.</b> We consider the A.T.A. as tourism branding and marketing expert an important and strategic channel to reach and attract the appropriate type of nature-based tourism and inform and create awareness around sustainable behaviors. Alignment with A.T.A on FPNA's sustainable outdoor proposition is key.</li> <li>☆ <b>Sustainable/Eco Tourism Operations.</b> FPNA will work with on- and off island touroperators that align with our sustainable recreation proposition through their marketing, services offering and facilities.</li> <li>★ <b>Residents of Aruba.</b> Each and every resident of Aruba is a custodian of nature as 'nature is our home'. A person can take individual nature protection action but can also influence another to do the same. As such, the community of Aruba are a new channel who FPNA must actively tap into to through enhanced public awareness, education, involvement and engagement efforts.</li> </ul>

6. Key Processes	
Significant Changes	Considerations
Positioning of FPNA as conservation authority	<p>☆ <b>Conservation Policy Advisory &amp; Enforcement.</b></p> <ul style="list-style-type: none"> <li>Our influencing role as policy advisor and advocate needs to be further intensified. It requires us to provide advice, input and facilitation in evidence-based decision-making with respect to defining direction, initiating national policy, addressing policy implications and developing laws and regulations regarding the natural and cultural heritage conservation and significant interlinkages across sectors.</li> <li>Enforcement by the Government of Aruba and FPNA is lacking due to outdated legislation and effective enforcement practices. On the one hand, FPNA must increasingly fulfill an active role in advocating and facilitating in the development or revision of relevant conservation laws and regulations. On the other hand, enforcement improvement opportunities can be attained by leveraging technological and digital advances for monitoring and enforcement in protected areas, as well as providing FPNA with the status of special investigating officer.</li> <li>FPNA seeks dialogue in a positive and constructive way and avoids unnecessary confrontation. However, in placing Nature First, to maintain and increase biodiversity and prevent impairment of natural resources and objects of natural value, and inconsideration where necessary of the need to apply the precautionary principle, FPNA may need to resort to legal counsel and legal action.</li> </ul>
Enhanced role of connector	<p>☆ <b>Stakeholder Management.</b> Although FPNA currently engages in mainly issues-based stakeholder management, there is ample opportunity to include, engage and inspire stakeholders across sectors in a more structured, meaningful and effective way to build critical support, stewardship, active participation and strategic partnerships for long-term nature conservation in Aruba.</p> <p>★ <b>Funds Management.</b> To attain a sustainable funding model funds management is a key process which puts dedicated attention to building diversified and dependable funding support for strategic conservation and holistic long-term programs through a balanced mix of fees, subsidies, levies, philanthropic and corporate grants, royalties and other funding opportunities.</p>
Expansion of operations	<p>★ <b>Marine Operations.</b> As FPNA relatively recently attained the Parke Marino Aruba, marine operations needs to be established from the ground up in terms of plans, policies, management and organization, people, processes, infrastructure and resources.</p> <p>☆ <b>Terrestrial Operations.</b> The terrestrial areas FPNA attained in 2017 and 2020, such as Spaans Lagoen, Rooi Bringamosa, Rooi Taki and the 'Areanan Natural Protegi', consisting of in total 10 new nature reserves, including four important bird and biodiversity areas (a.o. Saliña Bubali, Saliña Druif), also need to be operationalized.</p> <p>☆ <b>Experiential Operations.</b> In order to offer authentic, unique and hassle-free sustainable nature experiences to our visitors, these experiential services must be properly prepared and delivered.</p> <p>★ <b>Connectivity Advocacy.</b> Prepare and advocate for more terrestrial and marine areas (island-round marine park) as protected area for enhanced connectivity to create buffers and wildlife corridors that not only connect these isolated areas with the core natural areas but also help link different ecosystems with protected areas. This type of conceptual planning is critical for landscape level ecosystem management and success of national conservation initiatives.</p>

## 6. Key Processes: continued

Significant Changes	Considerations
Improvement of area management	<p>☆ <b>Protected Area Management.</b> In our new business model, we embed a more strategic and integrated protected areas management model to meet the changing ecological, environmental, political, cultural demographic and social challenges aimed at sustainable outcomes: achieving financial independence from reliance on government funding, sustainable use/maintain long term ecological integrity of natural resources, establish new conservation areas, and develop relationships with people/communities. This will include a broadening of scope as to new threat mitigations and new disciplines within conservation management such as water management and pollution management.</p> <p>★ <b>Visitor Management.</b> Since our aim is low-impact high-quality visitation, visitor management is a key process to, together with the tourism industry and public authorities, effectively manage the levels of anticipated visitation, acceptable level of impacts, appropriate experience opportunities and actual visitor use. As such, FPNA may restrict or prohibit access to certain areas within the protected areas insofar it does not exceed the carrying capacity or impedes nature in any way as this is necessary for achieving the management objectives and for mitigating unsustainable impacts.</p> <p>★ <b>Zoning Management.</b> Zoning refers to what can and cannot occur in different areas of the protected areas in terms of natural resources management, cultural resource management, human use and benefit, visitor use and experience, access, facilities and Protected Area development, maintenance and operations. Adequate zoning in terrestrial and marine protected areas is required to ensure proper natural and cultural resource conservation, while accommodating compatible user experiences. Zoning helps to reduce or eliminate conflict between different users of the Protected Areas, to improve the quality of activities such as tourism, and to facilitate compliance. Zoning can also be temporal, as would be the case in an area set aside for different uses at different times, within the course of the day, over the week or seasonally.</p> <p>☆ <b>Asset Management.</b> The protected areas infrastructure is outdated, lacks maintenance, leads to safety and accessibility issues and overall does not fit the enhanced sustainable experiential visitor services and nature conservation programs. Towards 2030 FPNA must focus on modernizing critical infrastructure assets in managed protected areas with emphasis on facilities, trails, systems, and visitor services, to meet the needs of visitors and communities of residents, volunteers and researchers.</p>
Reinforcement of business drivers	<p>☆ <b>Branding &amp; Marketing.</b> A comprehensive rebranding of FPNA is required to reflect its new identity and value proposition as a nature conservation authority with a clear sustainability proposition from a triple bottom line (environmental, social and economic value) perspective to all its stakeholders. FPNA must gain a strong understanding of different constituents through market research and analysis and engage in marketing and marketing outreach strategies to effectively target these diverse stakeholder groups.</p> <p>★ <b>Experience Development.</b> FPNA must invest significantly in the development processes of clear sustainable propositions and targeted services and sustainable programs.</p>
Digital Transformation and introduction of new technologies	<p>★ <b>Data &amp; Technology:</b></p> <ul style="list-style-type: none"> <li>• <b>Adoption of Software:</b> FPNA will work on the adoption of necessary software to facilitate the automatization of different processes inside the protected areas. This ideally includes software for visitor and conservation management.</li> <li>• <b>Introduction of New Technologies:</b> After careful assessment FPNA will introduce new technologies to increase the efficiency of different processes, including the utilization of drones and remote sensors.</li> </ul> <p>★ <b>Enhance Business Intelligence (employee, visitor, conservation, etcetera).</b> Data collection, analysis &amp; reporting will be taken to a next level for more coordinated intelligence capabilities within FPNA. This will lead to improved insights, knowledge sharing and strategic utilization of the acquired intelligence in problem solving and decision-making.</p>

## 7. Key Resources (Assets)

Significant Changes	Considerations
Significant assets in positioning FPNA as authority	<ul style="list-style-type: none"> <li>☆ <b>Natural Capital – terrestrial &amp; marine protected area.</b> FPNA currently manages 24,3% of Aruba's terrestrial and 0,2% of its marine natural assets with the aspiration to acquire more protected areas. Proper conservation of these assets allows Aruba to maintain and advance the condition of the ecosystem services along with a rich biodiversity for generations to come and thus contributing to nature's intrinsic and instrumental value.</li> <li>★ <b>Rights of Nature.</b> The Rights of Nature incorporated in the constitution acknowledges that nature in all its life forms has the right to exist, persist, maintain and regenerate its vital cycles. This premise is both an innovative, progressive and 'natural' departure from the assumption that nature is property under the law. The constitution will give FPNA and any organization or individual a voice for nature the legal authority to enforce the rights on behalf of the ecosystems and will thus function as a powerful tool in conservation.</li> <li>☆ <b>Conservation knowledge, skills &amp; content.</b> To influence evidence-based policymaking, regulation development and decision-making and to develop and deliver awareness, educational and experiential programming and services, conservation knowledge, content, expertise and intelligence are vital assets we must gain and or procure.</li> <li>★ <b>Nature Conservation Database.</b> Digitization of our data and intelligence is an important next step in professionalizing the availability of data and intelligence for internal and external users in research and decision-making.</li> <li>★ <b>Human Resources.</b> To foster the well-being and productivity of the personnel into a high performance organization.</li> </ul>
Sustainable funding	<ul style="list-style-type: none"> <li>★ <b>Financial Model by law.</b> FPNA is appointed as the legal beneficiary of the nature levy collected by the tax department of the Aruba Government. Payment of environmental levy is strictly governed by tax law and as a result is collected effectively and efficiently. The Tax Authority is responsible for complete and timely collection of the environmental levy and audit the declarations of the accommodations.</li> <li>★ <b>FPNA Conservation Trust.</b> The addition of a nature fund based on the environmental levy imposed on tourists and a trust fund managing private donations and grants will enable FPNA in overseeing and handling these new revenue streams.</li> </ul>
Enablement of digital communication and collaboration	<ul style="list-style-type: none"> <li>★ <b>Digital communication &amp; collaboration platform.</b> The digital communication &amp; collaboration platform will allow FPNA employees and customers such as volunteers, researchers and nature philanthropists to connect and interact through the dissemination and sharing of information, data and ideas.</li> </ul>
Transition to sustainable transport fleet	<ul style="list-style-type: none"> <li>★ <b>Sustainable transportation fleet.</b> FPNA's will manage a sustainable transportation fleet—those that try to minimize energy consumption, carbon emissions, and infrastructure footprint, while still maintaining a high-quality visitor experience.</li> </ul>

8. Key Partners	
Significant Changes	Considerations
Enhance connection with and engagement of the Community of Aruba	<ul style="list-style-type: none"> <li>☆ <b>Community of Aruba.</b> Each and every resident of Aruba is a custodian of nature as ‘nature is our home’. An individual can actively protect, and conserve nature and can also influence another to do the same. As such, the residents of Aruba are a rekindled channel, we must actively tap into through enhanced public awareness, education, involvement and engagement efforts.</li> </ul>
Intensified partnerships	<p>Success will not be possible without the collaboration with many partners and co-creators. FPNA aims to build effective and durable Public-Private-People-Partnerships (PPPP’s) to build a strong and effective support system for sustained achievement of conservation objectives.</p> <ul style="list-style-type: none"> <li>★ <b>Volunteers, Private Philanthropists and Knowledge/Research Institutes (including schools and universities).</b> These partnerships provide time, expertise and or funds to increase our conservation and research output.</li> <li>★ <b>KPA, City Inspector, and Coast Guard.</b> The law enforcement partners play a vital role in FPNA's law enforcement efforts in terrestrial and marine protected areas to minimize negative impacts to the natural values of these areas.</li> <li>☆ <b>Sustainable Tour Operators/OTA's.</b> FPNA will work with selected touroperators and OTA's that align with our sustainable nature-based recreation proposition through their marketing, services offering, and facilities. This, in order to provide a “bridge” to attract more sustainability minded (eco)tourists and align their own offerings to co-facilitate meaningful and high-quality visitor experiences that will contribute to an increased sense of stewardship for nature.</li> <li>☆ <b>Government of Aruba, Directie Natuur en Milieu, Dutch Caribbean Nature Alliance, and nature NGO's.</b> Build strategic partnerships, based on structured collaboration.</li> <li>★ <b>Cultural Heritage partners.</b> Build new strategic partnerships, based on structured collaboration.</li> </ul>
Align suppliers with sustainable outdoor experience proposition	<ul style="list-style-type: none"> <li>☆ <b>Aruba Tourism Authority (A.T.A).</b> We consider the A.T.A. to be a tourism branding and marketing expert and FPNA seeks to source this capability. In that capacity the A.T.A. can fulfill a critical role as supplier of branding and marketing services for FPNA, in reaching and attracting the appropriate type of tourism (sustainable tourism) and inform and create awareness around sustainable behaviors. Hence the need to join forces to make the transition to a High Value-Low Impact Tourism model, consistent with preservation of our natural resources, cultural values and community needs.</li> <li>☆ <b>Sustainable Tour Operators.</b> FPNA will work with touroperators and OTA's that align with our sustainable recreation proposition through their marketing, services offering and facilities. This in order to attract more sustainability minded (eco)tourists and align their own offerings to co-facilitate meaningful and high-quality visitor experiences that will contribute to an increased sense of stewardship for nature.</li> </ul>

9. Cost Structure	
Significant Changes	Considerations
Increase in fixed expenses	<ul style="list-style-type: none"> <li>☆ <b>Payroll.</b> The payroll will see an increase as the expanded operations and other processes will to a certain degree translate into an increase in staffing in volume and quality.</li> <li>★ <b>ICT Platform.</b> The ICT platform will be extended to incorporate more digital capabilities.</li> </ul>
Increase in variable expenses	<ul style="list-style-type: none"> <li>★ <b>Investments (CAPEX).</b> the CAPEX will see a significant increase due to investments development of new protected areas (territorial and marine), infrastructure and land purchase. A sound land purchasing strategy will be developed. Increase in investments in visitor centers, retrofitting of buildings, and installation of solar panels and other sustainable and efficiency technology.</li> <li>★ <b>Branding &amp; Marketing.</b> FPNA will significantly step up with its Branding and Marketing activities for maximum reach and impact on information, education, engagement and support from all stakeholder groups.</li> <li>★ <b>Legal Counsel.</b> An increase in legal expenses is expected in the coming years due to enhanced advocacy and legal enforcement cases for an increased amounts of protected areas managed by FPNA.</li> <li>★ <b>Maintenance Management.</b> An increase in maintenance costs is expected in the coming years due to expansion of protected areas to be maintained.</li> </ul>

# Appendix II

## Glossary

**Adaptive management:** also known as adaptive resource management or adaptive environmental assessment and management, is a structured, iterative process of robust decision making in the face of uncertainty, with an aim to reducing uncertainty over time via system monitoring.

**Adventure tourism:** tourism that usually (but certainly not always) takes place in wilderness environments. Often, the natural environment is a venue or backdrop for adventure activities and the focus is on the activities rather than the environment.

**Biodiversity:** the biological variety and variability of life on Earth. Biodiversity is a measure of variation at the genetic, species, and ecosystem level.

**Biodiversity hotspot:** Hotspots of biodiversity refer to biogeographic regions where significant levels of biodiversity with richness and unusual concentration of endemic species are found. Across the world, 36 areas are marked as hotspots of biodiversity, representing approximately 2.3 percent of the Earth's land surface, and supporting more than half of the world's endemic plant species and almost half of birds, mammals, reptiles, and amphibians as endemic – all threatened with exploitation and destruction. Aruba is included in the Caribbean Islands Biodiversity Hotspot.

**Biome:** A biome is a specific geographic area notable for the species living there. A biome can be made up of many ecosystems. Not all scientists classify biomes in the same way. Some use broad classifications and count as few as six biomes: forest, grassland, freshwater, marine, desert, and tundra. Other scientists use more precise classifications and list dozens of different biomes.

**Biosphere:** the biosphere, also known as the ecosphere, is the worldwide sum of all ecosystems. It can also be termed the zone of life on Earth, functioning together with the lithosphere, atmosphere, and hydrosphere.

**Biosphere Reserve:** Biosphere reserves are areas comprising terrestrial, marine and coastal ecosystems that together function as a 'Science for Sustainability support site' – a special place for testing interdisciplinary approaches to understanding and managing changes and interactions between social and ecological systems, including conflict prevention and management of biodiversity. Biosphere Reserves are designated under the intergovernmental Man and Biodiversity (MAB) Programme by the Director-General of UNESCO following the decisions of the MAB International Coordinating Council (MAB ICC). There are currently 727 biosphere reserves in 131 countries, that belong to the World Network of Biosphere Reserves.

**Botanic garden:** Botanic gardens are institutions holding documented collections of living plants for the purpose of scientific research, conservation, display and education. Following the Botanic Garden Conservation International (BGCI), FPNA places a greater emphasis on conserving rare and threatened native/endemic plants through dedicated botanic gardens, in compliance with (inter)national policies, and sustainability and ethical initiatives.

**Building with Nature:** a concept where nature is used to cope with climate change risks, such as sea level rise, drought, and climate warming. It is also called 'nature-based solutions' or 'eco-engineering'. The Government of Aruba (i.e. the Department of Nature and Environment (DNM)) applies its own 'Build with Nature' concept and framework, see: [Build\\_with\\_Nature.pdf](#) ([dnm-aruba.org](#))

**(Ecological) Carrying capacity:** In ecology, carrying capacity refers to an environment's maximum load: the maximum population size of a biological species that can be sustained by that specific area or environment, given the food, habitat, water, and other resources available. These physical characteristics of the surroundings function as restraints (e.g. food, water, competition, etc.). As a result, the population limit is likely to be influenced by these factors. Note that the species being referred to can also be the human species.

**(Ecologic) Connectivity:** the unimpeded movement of species and the flow of natural processes that sustain life on Earth.

**Conservation:** Conservation is a broad approach to preserving what is already there and the due care and attention to protecting it for the future. It is also dedicated to restoring something to a natural state and maintaining equilibrium. It is a practice and a philosophy, utilizing scientific tools and methods with applied ethics, and, where necessary, regulation and environmental law to limit the use of certain materials. It can apply to many areas, not just the natural environment. Typically, it covers three broad areas:

- Conservation of cultural heritage and the built environment of archaeological monuments, buildings of historic importance, and landscapes. This promotes cultural awareness and respect and preserves a built heritage for future generations to enjoy;
- Conservation ecology: the branch of ecology and evolutionary biology that deals with the preservation and management of biodiversity and natural resources. It is a discipline that is emerging rapidly as a result of the accelerating deterioration of natural systems and the worldwide epidemic of species extinction. Its goal is to find ways to conserve species, habitats, landscapes, and ecosystems as quickly, as efficiently, and as economically as possible;
- Resource conservation: the careful use of resources without wastage and to reduce the strain on the supply, as well as the active way in which we seek to protect valuable resources like minerals, wildlife, trees, water and others, and allowing for or actively inducing regeneration.

**Conservation education:** Conservation Education (CE) helps people of all ages understand and appreciate our island's natural resources and learn how to conserve those resources for future generations. Through structured educational experiences and activities targeted to varying age groups and populations, CE enables people to realize how natural resources and ecosystems affect each other and how resources can be used wisely. CE helps people develop the critical thinking skills they need to understand the complexities of ecological problems. CE also encourages people to act on their own to conserve natural resources and use them in a responsible manner by making informed resource decisions.

**Conservation management organization (CMO):** is a professional and authoritative organization that actively advocates for and executes conservation management to secure the health of ecosystems and the integrity of biodiversity in a most favorable condition for nature and people, for current and future generations, and for contemplation, education, and applied natural science, in perpetuity, while counterbalancing the unchecked and unsustainable exploitative use of natural resources.

**Conservation Standards:** The Conservation Standards (CS) are a widely adopted set of principles and practices that bring together common concepts, approaches, and terminology for conservation project design, management, and monitoring. See: The Open Standards for the Practice of Conservation ([conservationstandards.org](http://conservationstandards.org)).

**Corporate Social Responsibility (CSR):** a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.

**Cultural heritage:** an expression of the ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions, and values.

**Degradation:** the process of something becoming worse or weaker or being made worse or weaker.

**Ecotourism:** is defined as responsible travel to natural areas that has minimal impact on fragile natural environment and provides nature-based experiences that conserve the environment, sustains the wellbeing of local people and involves interpretation and education.

**Ecology:** the branch of biology that deals with the relations of organisms to one another and to their physical surroundings.

**Ecological sustainability:** means that, based on a long-term perspective, we conserve the productivity of the waters, the soil and the ecosystem, and reduce our impact on the natural environment and people's health to a level that the natural environment and humanity can handle.

**Ecological Network:** An interconnected system of protected nature areas, other natural areas of (potential) national value and connecting zones. The Ecological Network is an important part of FPNA's nature policy and consists of a coherent network of existing and future nature reserves in Aruba with the aim of at least stabilizing biodiversity, and thus preventing further decline (see the standstill principle accepted by the EU). The Ecological Network consists of:

- **Core areas:** national parks, nature reserves and other nature areas, estates, dry forests and scrubland areas, water catchment and containment areas (i.e., dams) and valuable agricultural cultural landscapes
- **Nature development areas:** areas with good opportunities for developing natural values, of national and/or international significance.
- **Connecting zones:** areas that connect core and nature development areas, as it were; ecological corridors (a functional zone of passage).

**Ecosystem:** An ecosystem is a natural environment and includes the flora (plants) and fauna (animals) that live and interact within that environment. Flora, fauna, and bacteria are the biotic or living components of the ecosystem. Ecosystems are dependent on the abiotic or non-living components climate, soil, and water. The biotic parts of the ecosystem have a complex relationship with the abiotic components - changing one will lead to a change in the other. A variety of ecosystems are spread across the world, each with distinctive interacting characteristics and components. They range from small (e.g. a freshwater pond) to global (e.g. the desert biome).

**Ecosystem-based conservation:** the integrated management of land, water and living resources that promotes conservation and sustainable use in an equitable way. Application of the ecosystem approach will help to reach a balance of the three objectives of the Convention. It is based on the application of appropriate scientific methodologies focused on levels of biological organization which encompass the essential processes, functions and interactions among organisms and their environment. It recognizes that humans, with their cultural diversity, are an integral component of ecosystems.

**Ecosystem-based management (EBM):** is an integrated management approach that recognizes the full array of interactions within an ecosystem, including humans, rather than considering single issues, species, or ecosystem services in isolation. EBM allows for consideration of resource tradeoffs that help protect and sustain diverse and productive ecosystems and the services they provide.

**Ecosystem services:** the direct and indirect contributions ecosystems (known as natural capital) provide for human wellbeing and quality of life. This can be in a practical sense, providing food and water and regulating the climate, as well as cultural aspects such as reducing stress and anxiety.

**Endemic species:** species that are found only in a limited, restricted, and defined area or habitat, with no traces of its populations in any other part of the world.

**Endangered species:** species that is endangered is close to extinction — meaning there aren't very many of that type of species left in the world. This word is used mostly to describe species that are not doing very well. Species usually become endangered because of over hunting, harvesting or the destruction of their habitat.

**Environment:** 1. the surroundings or conditions in which a person, animal, or plant lives or operates. 2. the natural world, as a whole or in a particular geographical area, especially as affected by human activity.

**Environmental tourism:** tourism that takes place in natural settings with an emphasis on understanding and conserving natural environments.

**Erosion:** the gradual destruction of something by natural forces (such as water, wind, or ice) or through human activity.

**Evidence-based:** is defined as systematically assessing scientific information from published, peer-reviewed publications and texts, practitioners' experiences (including best practices), independent expert assessment, and local and indigenous knowledge – amongst other information sources - on a specific (conservation) topic. This includes assessing the current effectiveness of different management interventions, threats and emerging (ecological) problems, and economic and social factors.

**Extinction:** a situation in which a species no longer exists.

**Fauna:** the animals of a particular region, habitat, or geological period.

**Flagship species:** species chosen to raise support for biodiversity conservation in a given place or social context. Definitions have varied, but they have tended to focus on the strategic goals and the socio-economic nature of the concept, to support the marketing of a conservation effort. The species need to be popular, to work as symbols or icons, and to stimulate people to provide money or support.

**Flora:** the plants of a particular region, habitat, or geological period.

**Geology:** the physical structure and substance of the earth, their history, and the processes which act on them.

**GeoPark:** UNESCO Global Geoparks are single, unified geographical areas where sites and landscapes of international geological significance are managed with a holistic concept of protection, education, and sustainable development. Their bottom-up approach of combining conservation with sustainable development while involving local communities is becoming increasingly popular and provides new opportunities for Aruba. Unique geological formations and minerals such as Ayo, Casibari, Hooiberg, Sero Crystal as well as man-made structures such as the phosphate mines at Sero Colorado would be applicable for this sustainability management concept.

**Habitat:** A habitat is a place where an organism makes its home. A habitat meets all the environmental conditions an organism needs to survive. For an animal, that means everything it needs to find and gather food, select a mate, and successfully reproduce. For a plant, a good habitat must provide the right combination of light, air, water, and soil.

**High impact recreation:** recreation that has a destructive impact on nature and the environment leading to its degradation, e.g. soil erosion and compaction, damage to landscape and vegetation, disturbance to wildlife, soil, water, air and light pollution, vandalism and noise.

**High Performance Organization (HPO):** A High Performance Organization is an organization that achieves financial and non-financial results that are exceedingly better than those of its peer group over a period of time of five years or more, by focusing in a disciplined way on that which really matters to the organization, and typically excelling in: quality of management, openness & action orientation, long-term orientation, continuous improvement & renewal, and quality of employees.

**Important bird and biodiversity area (IBA):** an area identified using an internationally agreed set of criteria (BirdLife International) as being globally important for the conservation of bird populations. Often IBAs form part of a country's existing protected area network, and so are protected under national legislation. IBAs also hold a large and representative proportion of other biodiversity and are a subset of Key Biodiversity Areas (KBAs).

**Introduced or non-native species:** organisms that do not occur naturally in an area but are introduced as the result of deliberate or accidental human activities.

**Invasive species:** an introduced organism that becomes overpopulated and negatively alters its new environment. Although their spread can have beneficial aspects, invasive species adversely affect the invaded habitats and bioregions, causing ecological, environmental, and/or economic damage.

**Key Biodiversity Area (KBA):** 'sites contributing significantly to the global persistence of biodiversity', in terrestrial, freshwater and marine ecosystems. The Global Standard for the Identification of Key Biodiversity Areas (IUCN 2016) sets out globally agreed criteria for the identification of KBAs worldwide.

**Keystone species:** organisms, usually animals, that play a crucial role in different habitats and have a huge effect on the environment around them. They may help control the population of other species, or perhaps help the growth of certain types of plants in an ecosystem. A keystone species is an organism that helps hold the system together. Without its keystone species, ecosystems would look very different. Without keystone species, the ecosystem would be dramatically different or cease to exist altogether.

**Low impact recreation:** consists of activities which are respectful of flora and fauna and conserves the natural values while minimizing any negative impact on the environment.

**Marine protected area (MPA):** involves the protective management of natural areas according to pre-defined management objectives. MPAs can be conserved for a number of reasons including economic resources, biodiversity conservation, and species protection. They are created by delineating zones with permitted and non-permitted uses within that zone.

**Native species:** organisms that occur naturally in a given area or region. A species that originated and developed in its surrounding habitat and has adapted to living in that particular environment. Native is sometimes called as indigenous.

**National Protected Areas Network:** see Ecological Network.

**Natural heritage:** refers to natural features, geological and physiographical formations and delineated areas that constitute the habitat of threatened species of animals and plants and natural sites of value from the point of view of science, conservation, or natural beauty. It includes private and publicly protected natural areas, zoos, aquaria and botanical gardens, natural habitat, marine ecosystems, sanctuaries, reservoirs etc.

**Nature:** the physical world and everything in it (such as plants, animals, mountains, oceans, stars, etc.) that is not made by people. Note that the difference between environment and nature is that environment is the surroundings of, and influences on, a particular item of interest while nature is (uncountable) the natural world; consisting of all things unaffected by or predating human technology, production and design e.g. the ecosystem, the natural environment, virgin ground, unmodified species, laws of nature.

**Nature-based tourism:** a broad term that covers all tourism experiences centered on wild or natural environments.

**Nature-based solutions:** are actions to protect, sustainably manage, and restore natural and modified ecosystems that address societal challenges effectively and adaptively, while simultaneously providing human well-being and biodiversity benefits. (current socio-environmental challenges include climate change, water security, water pollution, food security, human health, biodiversity loss, and disaster risk management).

**Nature conservation:** the protection, preservation, management, or restoration of flora, fauna and natural resources. It focuses on protecting species from extinction, maintaining and restoring habitats, enhancing ecosystem services, and protecting biological diversity.

**Nature First:** is a concept applied by FPNA which places Nature First, to maintain Aruba's natural values and prevent impairment of protected area resources and objects of natural value; ensuring that conservation is predominant at times of conflict between the protection of nature and its exploitation.

**Paradigm shift:** an important change that happens when the usual way of thinking about or doing something is replaced by a new and different way.

**Precautionary principle:** The precautionary principle states that if a product, an action, or a policy has a suspected risk of causing harm to the public or to the environment, protective action should be supported before there is complete scientific proof of a risk. In the absence of scientific consensus, the principle implies that there is a social responsibility to protect the public or environment from potential harm.

**Preservation:** the act of keeping something in its original state or in good condition; the act of keeping something safe from harm or loss.

**Protected nature area:** locations which receive protection because of their recognized natural, ecological or cultural values. There are several kinds of protected areas, which vary by level of protection depending on the enabling laws of each country or the regulations of the international organizations involved. Generally speaking, though, protected areas are understood to be those in which human presence or at least the exploitation of natural resources is limited.

**Protection:** the process of keeping (something or someone) safe.

**Purpose-driven economy:** the consumer landscape has evolved to embrace a purpose-driven economy; one based on achieving the right balance between people, place, planet and profit.

**RAMSAR site:** A Ramsar site is a wetland site designated to be of international importance under the Ramsar Convention, also known as "The Convention on Wetlands", an intergovernmental environmental treaty established in 1971 by UNESCO. The Convention on Wetlands is the intergovernmental treaty that provides the framework for the conservation and wise use of wetlands and their resources.

**Rights of Nature:** a legal and jurisprudential theory that describes inherent rights as associated with ecosystems and species, similar to the concept of fundamental human rights. The rights of nature concept challenges twentieth-century laws as generally grounded in a flawed frame of nature as "resource", to be owned, used, and degraded. Proponents argue that laws grounded in rights of nature direct humanity to act appropriately and in a way consistent with modern, system-based science, which demonstrates that humans and the natural world are fundamentally interconnected.

**Reforestation:** the process of regenerating or replanting forest areas that have been destroyed or damaged for the benefits of mankind.

**Resilience:** the ability to recover after disturbances or significant, unpredictable changes in the local environment, such as those caused by a fire, flood, economic development, or climate change.

**Restoration:** "Ecosystem restoration" is defined as a process of reversing the degradation of ecosystems, such as landscapes, lakes and oceans to regain their ecological functionality; in other words, to improve the productivity and capacity of ecosystems to meet the needs of society. This can be done by allowing the natural regeneration of overexploited ecosystems or, for example, by planting trees and other plants. In general, the term "habitat restoration" means the manipulation of the physical, chemical, or biological characteristics of a site with the goal of returning the majority of natural functions to the lost or degraded native habitat.

**Responsible tourism:** responsible tourism respects the natural and cultural environment and contributes to local economic development in an ethical manner. It helps conserve fragile cultures, habitats and species by maximizing the benefits to local communities and minimizing negative social or environmental impacts.

**(Natural)Resource:** materials from the Earth that are used to support life and meet people's needs. Any natural substance that humans use can be considered a natural resource. Oil, coal, natural gas, metals, stone and sand are natural resources. Animals, birds, fish, and plants are natural resources as well.

**(Ecological) Steppingstone:** steppingstones or steppingstone corridors are smaller areas of quality habitat that are intended to aid movement of individuals by serving as islands of favorable habitat in between larger core nature areas.

**Sustainability:** the integration of environmental health, social equity and economic vitality in order to create thriving, healthy, diverse and resilient communities for this generation and generations to come. The practice of sustainability recognizes how these issues are interconnected and requires a systems approach and an acknowledgement of complexity.

**Sustainable development:** sustainable development aims to facilitate growth that aligns with the present needs without compromising with the availability of resources for future generations. Sustainability is all about long term preservation of resources rather than consuming them incessantly for satiating short-term needs. There are four dimensions to sustainable development – society, environment, culture and economy – which are intertwined, not separate. Sustainability is a paradigm for thinking about the future in which environmental, societal and economic considerations are balanced in the pursuit of an improved quality of life. Sustainability is often thought of as a long-term goal (i.e. a more sustainable world), while sustainable development refers to the many processes and pathways to achieve it (e.g. sustainable agriculture and forestry, sustainable production and consumption, good government, research and technology transfer, education and training, etc.).

**Sustainable exploitation (natural resources):** exploitation capable of being maintained at a steady level without causing irreversible ecological damage and exhausting natural resources, allowing resources to renew or replenish themselves.

**Sustainable finance:** sustainable finance refers to either (1) the process of taking environmental, social and governance (ESG) considerations into account when making investment decisions in the financial sector, leading to more long-term investments in sustainable economic activities and projects, or specifically (2) aligning our financial systems and services to promote long-term environmental sustainability and economic prosperity.

**Sustainable recreation:** sustainable recreation is an environmentally and socially responsible form of tourism which focuses on the intrinsic attractions of the natural and cultural environment and minimizes the impacts on biodiversity, ecosystems and the human community, while providing economic benefits to local residents on sustained rather than seasonal or short-term basis. (same as for sustainable tourism but on a smaller scale)

**Sustainable tourism:** tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. The aim of sustainable tourism is to increase the benefits and to reduce the negative impacts caused by tourism for destinations. This can be achieved by protecting natural environments, wildlife and natural resources when developing and managing tourism activities.

**Sustainable yield:** the amount of a certain resource that can be harvested or obtained without causing depletion. Sustained yields are most commonly applied to forestry and fishing activities and limit short-term harvests to allow for longer-term regeneration of resources from the remaining parent material.

**Symbiosis:** is a close relationship between two different kinds of organisms or living things. There are three basic types of symbiotic relationships: mutualism, commensalism, and parasitism.

**Transformational experiences:** transformational or transformative experiences are those that challenges a person's assumptions, preconceptions, beliefs, and values, affecting how they understand themselves, others, and the world. People seeking transformational experiences intentionally want to stretch themselves, learn and grow into new ways of being and engaging with the world; they actively seek experiences that enrich, awaken, and transform them, and eventually, the world.

**Watershed:** is an area of land that drains or “sheds” water into a specific waterbody. Everybody of water has a watershed. Watersheds drain rainfall into streams and rivers (or other sources of water). These smaller bodies of water flow into larger ones, including lagoons, bays, and oceans. Gravity helps to guide the path that water takes across the landscape.

**Wetland:** Wetlands are areas where water covers the soil or is present either at or near the surface of the soil, either all year or for varying periods of time during the year.

**Wildlife tourism:** tourism that provides close contact with wildlife and nature in general.

**World Heritage Site:** a World Heritage Site is a landmark or area with legal protection by an international convention administered by the United Nations Educational, Scientific and Cultural Organization (UNESCO). World Heritage Sites are designated by UNESCO for having cultural, historical, scientific or other form of significance.



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