Annual Report 2018

www.arubanationalpark.org
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(p. 45 Gulf fritillary butterfly)
FPNA Management Areas

- Arikok National Park
- Ramsar site Spanish Lagoon
- Marine Protected Area (MPA)
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A Bird’s Eye View of Parke Nacional Arikok

The Arikok National Park - Aruba’s first protected nature reserve - was formally established on September 28th, 2000 to protect and preserve a specific area containing unique flora, fauna, geology and cultural-historical heritage.

The Arikok National Park measures an area of 34 km² (3,400 hectares or 8,400 acres) and is mostly covered in xeric shrubland, with small areas of dry forest. The park contains over 50 species of native trees. It is also home to several key species of animals. These include one of the rarest rattlesnakes in the world, the Aruba Island Rattlesnake (Crotalis unicolor) or ‘Cascabel’, the endemic Burrowing Owl (Athene cunicularia arubensis) or ‘Shoco’, the endemic Brown-Throated Parakeet (Aratinga pertinax arubensis) or ‘Prikichi’, the endemic Whiptail Lizard (Cnemidophorus arubensis) or ‘Cododo’, as well as the endangered Southern Long-Nosed bat (Leptonycteris curasoae), which roosts in the park’s caves. The park also boasts cave systems containing freshwater aquifers.

The island’s two highest hills also are located within the park: Mount Jamanota (188 metres/617 feet) and Mount Arikok (176 metres/577 feet), from which the park gets its name.

Annexation of Spanish Lagoon

For the management of the park, a dedicated foundation “Fundacion Parke Nacional Arikok” (FPNA), known today as the Aruba National Park Foundation was established in July 2003. In February of 2017, Ramsar site #198 - also known as Spanish Lagoon - was annexed to Arikok National Park due to its importance as a feeding
and breeding area for water birds, and as a nursery area for a variety of marine organisms. With this addition, the area under FPNA management increased by 70 hectares while the amount of species of flora and fauna to be conserved totals more than 250.

The Spanish Lagoon is a high biodiversity area on Aruba and supports a great variety of ecological communities. It is home to several locally and globally threatened and/or locally important species such Cubera Snapper (*Lutjanus cyanopterus*) and Atlantic Tarpon (*Megalops atlanticus*), as well as migratory and non-migratory species. In the context of the Dutch Caribbean islands, it is also one of the most biodiverse sites within the region.

**Parke Marino Aruba**

Aruba’s white sandy beaches and marine environment are a big attraction for tourists, which is our island’s main source of income. However, during the last decades the marine environment has been heavily impacted with resulting degradation of coral reefs, seagrass beds, mangroves and beach ecology. Marine ecosystems are very delicate and fragile, and can take decades or even centuries to recover from damage.

In 2016, the Government of Aruba in partnership with TNO Caribbean was awarded the BEST 2.0 Program Grant to establish Marine Protected Areas (MPAs) on Aruba. The aim is to maintain and restore the coastal (marine and intertidal) ecosystems, ecosystem services, biological diversity, and ecological processes, and protect these against - among others - negative impacts of invasive species, climate change, overfishing, risks of shipping traffic, pollution by nutrients, chemicals and sediment (silt), and extensive usage for recreation.

The island of Aruba designated four areas as national marine protected areas: MPA Arikok, MPA Sero Colorado, MPA Mangel Halto and MPA Oranjestad Reef Islands. All four of the MPA areas are classified as Key Biodiversity Areas (KBAs), which are areas that are significant in the context of both local and global biodiversity preservation.

**Parke Marino Aruba** was officially established by law on December 21st, 2018 (decree AB 2018 no. 77). The MPAs have been assigned to the FPNA to be managed and preserved. In 2019, management plans will be established for the new MPAs which include: coral reefs, seagrass beds, mangrove systems, and a large diversity of breeding seabirds. Parke Marino Aruba, also contains potential shark nursery areas, endangered sea turtle nesting beaches and marine mammal nursery areas.
Changes to the Foundation’s Management

A year at our parks is always dynamic and 2018 was no exception! It was a year of great change and opportunity. Mid-2018, FPNA underwent a change in its leadership. After the former board’s resignation, the Court of First Instance of Aruba ruled - in accordance with the Foundation’s Articles of Association - that an interim board be appointed. During the interim period, the interim board inventoried core organizational processes and drafted a report with recommendations. At the subsequent hearing, the Court ruled and nominated the interim board as the permanent board. The newly appointed permanent board was ordered to execute and implement the recommendations offered in their report:

1. Realize an effective and professional administrative and management structure for the Foundation, including the introduction of an Executive and a Supervisory board, together forming a so-called two-tier governance structure;
2. Implement rules of Good Governance, and draft job profiles and regulations for members of the Executive - and the Supervisory board;
3. Resolve pending personnel remuneration issues, hold a labor union referendum and prepare for collective bargaining negotiations in 2019, also develop a new organizational structure, including job descriptions and an employee compensation structure;
4. Adapt the organization and the Articles of Association to the new tasks and areas that will come under the management of FPNA, such as the new marine park and 16 + other designated natural areas;
5. Establish a Service Level Agreement between the FPNA and the government of Aruba;
6. Restore relationships and cooperation with partners and stakeholders such as the Government of Aruba, the Dutch Caribbean Nature Alliance, the Kingdom of the Netherlands and the European Union;
7. Update management plans for the different areas and ensure adequate supervision and enforcement of Park Rules and Regulations as well as conservation.

The board continues to provide full support to the organization, and is developing its staff to ensure the transformation into a professional, 21st century conservation-management entity. The transformation envisioned will not be achieved in the short-term, and will be the result of a multi-year program entailing careful planning and execution, all guided by a long-term strategic plan.

Despite the leadership change, the year 2018, from an operational view, remained business as usual. Regular conservation and educational tasks were performed and plans were realized for management of the assigned protected areas as well as informational and educational initiatives, while facilitating sustainable recreation and enjoyment of nature - 365 days a year.
Nature Conservation

Nature on Aruba is increasingly under pressure and many species, habitats and ecosystems are vulnerable or on the decline. Relevant data is often lacking to make informed decisions and develop appropriate policies, plans and actions. Therefore, FPNA must be ambitious in pioneering, promoting and facilitating research aiding to ensure that we can respond to new challenges while achieving effective conservation. It requires operating at different yet interconnected levels in terms of species, habitats and ecosystems within the park grounds and beyond, through the establishment of an island-wide network of resilient habitats and ecosystems. It also requires us to work even more closely with the local community, nature NGOS and the government.

Collaboration is vital in achieving effective conservation. By working together with relevant partners, FPNA can help lead the local community to increasingly appreciate nature and get them to join FPNA’s efforts for conserving biodiversity on the island. Partnerships create a strong sense of cohesion in our vision for a bio-rich and sustainable future. We are thankful for our partners’ support and dedication to our cause.

Team Effort

It is of utmost importance that we maintain high standards of governance, a safe and healthy environment for all our staff, volunteers and visitors, as well as sound financial management. We would like to acknowledge our previous and current dedicated FPNA Boards, who shared this vision, passion and ambition, helping push the organization forward through significant changes and challenges with clarity and focus.

Last but not least, we are extremely grateful to the dedicated staff and volunteers of FPNA, without whom we would not be able to create such powerful experiences that make people come to love and appreciate our island’s unique flora, fauna and ecosystems. Together we can empower our community and visitors alike to take positive action, and make a difference by conserving and preserving the wildlife and nature of Aruba while enjoying this for many years to come, working towards a sustainable future for all.
Our Charter

The Foundation’s objectives are anchored in its Articles of Association and define the scope and context of activities it undertakes to manage nature conservation areas within the sustainable development framework of the nation of Aruba. Among many more, some examples of these activities are the preservation, restoration and protection of valuable areas, seen from an environmental, geological, cultural, archeological and historical perspective. FPNA may also acquire privately held properties within its assigned conservation areas. The Foundation not only undertakes area management and conservation activities, but also engages in scientific research for the benefit of biodiversity. In addition, FPNA has an important role in inspiring and creating public awareness - and targeting schoolchildren in particular - of ecological values while promoting sustainability. Other objectives of FPNA are to contribute to the environmental and conservation policy of Aruba, as well as to facilitate the enjoyment of nature and natural environments through sustainable recreation.

A complete version of our Articles of Association is available on our website: http://www.arubanationalpark.org
To conserve Aruba’s natural and cultural heritage for all generations, while inspiring and engaging the local community and visitors to do the same.

Aruba’s flora, fauna, landscapes, ecological habitats, and cultural-historic heritage are to be cherished, preserved, and conserved because they are what makes Aruba unique and gives us our identity.

FPNA actively promotes a sustainable world, in which people live, work, and recreate while diminishing our impact on nature and the environment.

FPNA champions an Aruba as leading in nature conservation and sustainability - not only regionally but also globally - and envisions FPNA playing a significant role herein.
Our Guiding Principles

Our guiding principles direct and steer our organization in all circumstances, irrespective of changes in our goals, strategies, type of work, or the top management. FPNA addresses local and regional environmental challenges, together with its partners, stakeholders and the community at large, using a unique interdisciplinary approach by:

> Being a locally-oriented but globally-minded independent and non-political organization that seeks dialogue instead of confrontation.
> Using the best available scientific information and practices to face challenges, deliver conservation objectives and effective long-term results, but also to critically evaluate all our own endeavors.
> Addressing the challenges of conservation in an integrated, interdisciplinary and flexible manner that recognizes the full array of interactions within an ecosystem (including humans) and focusing on an understanding of the root causes of ecosystem change and biodiversity loss.
> Realizing effective conservation outcomes and developing concrete conservation solutions through a combination of field-based projects, policy initiatives and capacity building. Through the dedicated efforts of our diverse and qualified staff, all of whom are committed to impacting conservation in a positive way.
> Applying advocacy, communication and education as an integral part of our conservation programs.
> Involving the local community in the planning and execution of our field programs, respecting their cultural as well as economic needs.
> Enhancing our effectiveness through the help of our many partners, from individuals and government to local and international non-profit organizations and corporations.
> Running our operations in a cost-effective manner and applying donors’ funds according to the highest standards of accountability. Being efficient and effective in securing and managing the resources we need to deliver our conservation objectives.
Governance

Changing the governance structure

FPNA is an independent foundation, which manages a large surface area of Aruba. This undertaking becomes even more complex with the addition of the Marine Park at the end of 2018 as well as the addition of 16+ other designated protected (terrestrial) areas in the near future. With these additions, FPNA will manage some 25% of Aruba’s surface. Hence, the need to adjust the organization and governance structure accordingly.

While FPNA has from the onset operated under a one-tier governance structure, in the final quarter of 2018 preparations were made to amend the Articles of Association so that the Foundation can operate under a professional Executive Board and a Supervisory Board in 2019. Current times, good corporate governance demands a managing board to be under proper supervision. An effective and professional management and respective structure for the Foundation would therefore include the introduction of a qualified Executive Board and Supervisory Board.

The FPNA Board

During the year 2018 the FPNA managing boards consisted of the following individuals:

January 1 - June 18, 2018:
Chair: Gregory Peterson
Vice chair: Richard van der Wal
Treasurer: Patrick Arens
Secretary: Glenn Thodé
Board member: vacant

June 21 - December 31, 2018:
Chair: Fredis Refunjol
Vice chair: Jossy Laclé
Treasurer: Norman Kuipéri
Secretary: Hellen van der Wal
Board member: Sanju Luidens-Daryanani
Two thousand and eighteen was a year of rigorous organizational change as well as tremendous activity across our four action areas. These areas underpin all that we do and guide us in our daily work and longer-term ambition in becoming a leading nature conservation organization.

Action areas in focus:
> Park Management
> Research and Conservation
> Conservation Education
> Visitors and Community

Park Management

‘FPNA is first and foremost a nature conservation organization focussing on the execution of the management plans of Arikok National Park and the Ramsar site Spanish Lagoon while making the parks (partially) accessible to visitors for their enjoyment.’
Park management requires structural work activities centered around maintenance of buildings, other facilities and infrastructure - also in relation to our visitors - such as:

- Daily surveillance and enforcement of park rules and regulations for the safety of visitors and giving information about the park at 3 access points (the Visitor Center, Vader Piet and Shete) and 3 main attractions (the Fontein Cave, the Quadirikiri Cave and the Natural Pool/Conchi) and performing crowd control;
- Ongoing litter management (incl. illegal dumping); daily cleaning work and garbage collection in Arikok National Park and the Spanish Lagoon area; numerous beach clean-ups within and outside the parks;
- Ongoing maintenance of the botanic gardens Hofi Shon Shoco and Cunucu Arikok (stone wall fences, planting, adobe buildings and pathways);
- Ongoing maintenance (e.g. cleaning, repairing and pruning of vegetation) of approximately 47 km of hiking trails and footpaths along the roads within the park;
- Ongoing maintenance of the park vehicles (8 in total);
- Regular maintenance of the visitor center, office buildings, entrance booths and heritage sites;
- Ongoing mitigation of negative impact of activities in private areas within or near park areas (land clearing, construction, etc.);
- Regular maintenance of outdoor elements such as picnic tables, hiking shelters and benches;
- Regular maintenance of park signage and wayfinding (> 100 signs);
- Maintenance of metal gates/barriers at different caves (protecting visitors, historical Caquetio indian drawings and bats) and as well as other types of safety infrastructure;
- Rubber Vine and other invasive and feral species mitigation;
- Sargassum mitigation;

2018 Park Management highlights

- Closure of sensitive and/or special nature areas for motor vehicles, including the illegal roads at Daimari, Shete and Dos Playa at Arikok National Park and along the main road through the Spanish Lagoon management area as well as around the car parks and along the gold refinery ruins of Balashi;
- Reforestation of mangroves in the Spanish Lagoon area (pilot project);
- Development of a Light Impact Mitigation Strategy together with the Aruban Department of Public Works (DOW) for the ‘Green Corridor’ area.
Research and Conservation

Research

‘FPNA incorporates scientific insight and best practices into the operations of all our conservation work.’

FPNA facilitates and supports applied scientific research - within our organization, management areas and beyond - to help us optimize our conservation work.

Being science-based and using the best available scientific information and practices to address issues, deliver conservation objectives and critically evaluate all our endeavors is necessary in achieving operational excellence and overall effectiveness.

Hence that not only our primary processes or three pillars - Conservation Action, Conservation Education and Sustainable Recreation - are executed and founded on the best available scientific knowledge and practices.

Conservation Research by interns and the University of Aruba

During the year 2018 the Foundation facilitated a number of research projects aimed at conservation. The Foundation recognizes the fine work conducted by the following interns:

> Wijnand Ruytenberg (Netherlands): Prikichi Roost Site Survey
> Shalin Jacobs (Netherlands): Prikichi Conservation Report
> Jean-Paul Moquette (Netherlands): Spanish Lagoon Benthic Organisms Survey
> Josiah Dusseljee (Netherlands): Environmental Impact Assessment (EIA) of Conchi (Natural Pool) and Quadirikiri Cave

In conjunction with the University of Aruba, an annual Mangrove Workshop for second year students (Earth & Environment) was organized for 33 participants. Activities included a mangrove survey and research on the carbon dioxide reception capacity of mangroves. Additionally, field research and monitoring of soil composition of dry landscapes and other conservation factors are also conducted on an annual basis.

Ongoing research is also being carried out by Dr. Jeff Goessling (Assistant Professor of Biology at Eckerd College, Florida) on the endemic Aruba whiptail lizard (Cododo) population. Dr. Goessling conducts fieldwork twice a year at Arikok National Park.
Conservation

‘FPNA conserves and preserves Aruba’s natural heritage - diverse land, water and air environments1 and species of flora and fauna - according to best practices on a scientific basis.’

FPNA’s work focuses mainly on nature conservation. For FPNA nature comes first and includes: the protection, restoration, monitoring and planned adaptive management of an area, resource or species to prevent exploitation, destruction, decline or neglect; ultimately aimed at securing a measurable improvement in the overall health, resilience and biodiversity of Aruba’s ecosystems.

2018 Research and Conservation highlights

Shoco (Aruban burrowing owl) Conservation Program

In February 2018 a one-week Aruban burrowing owl workshop was held together with Aruba Birdlife Conservation (ABC) and the Global Owl Project. Different stakeholders such as government agencies and also FPNA personnel partook in this session. This led to the development of a first-ever Shoco Conservation Strategy. In November of the same year, a two-week long follow-up workshop was held in which future volunteers were trained in Shoco conservation methods.

During a meeting held in November, a resolution was passed resulting in the following conservation actions:
> FPNA assists through varying levels of mitigation action, from nest protection to supplementary habitat creation and the facilitation of necessary veterinary care.
> FPNA executes conservation intervention by delaying construction until chicks have fledged, or through ‘soft relocations’.
> FPNA designs and creates artificial burrows for Shocos and installs these at different sites around the island.
> FPNA reinforces several Shoco source population sites with artificial burrows.
> FPNA delivers Shoco biology and ecology lectures during the Junior Ranger Camps and at different schools, including a Shoco Conservation workshop for the Colegio Arubano VWO 4 students.

1 including geology.
Save-Our-Sharks (SOS) Conservation Project
The SOS is a conservation project headed by DCNA and is aimed at the protection of sharks in Dutch Caribbean waters. This conservation project focuses on finding fitting solutions to protect declining shark populations by performing scientific research, communicating with politicians and the local fishermen, as well as educating the public, both on the islands and in the Netherlands.

In 2018, the SOS project came to a close with a final Shark Week held in June. This included a specially developed shark exhibition set up at the Arikok Visitor Center to inform locals and visitors alike on the presence of sharks in Aruba’s waters, their ecological importance, and why people should not fear but instead appreciate sharks.

Numerous school visits, trips and presentations were also organized, in addition to two movie nights presenting a total of four shark-friendly marine documentaries.

FPNA aims to continue to build on the foundation laid with the SOS conservation project by focusing on scientific research, which includes shark tagging to find out how they use our coastal waters (activity range, feeding areas, hotspots) and their migration patterns. In preparation to start our shark research program, two staff members have received training on shark tagging in St. Maarten in 2018.

Prikichi (Aruba brown-throated parakeet) and Lora (Yellow-shouldered amazon) Conservation Program
Although the ‘Lora’ (*Amazona barbadensis*) is extinct on Aruba, the ‘Prikichi’ is still present on the island but in a much reduced population size compared to the past. This is likely due to a number of causes: habitat loss from unregulated deforestation as a result of a growing population, predation by invasive and domesticated animals (e.g. domesticated and feral cats, Boa Constrictor and Black and Brown Rats), aged population due to a small reproductive group caused by poaching and a slow adaptive rate. To help the Aruban Brown-throated Parakeet, preliminary research was conducted in 2018 in order to better understand the ecology and distribution of the Aruban Brown-throated Parakeet. Furthermore, existing data must be confirmed on several subjects in order to choose the best available combination of actions for their conservation.

In the meantime, FPNA has made the first contacts with Echo Bonaire and the World Parrot Trust for future collaboration on Prikichi conservation and Lora re-introduction. An expert roosting site survey and work exchange has already taken place and FPNA has started giving species-related biology and ecology lectures to educational institutions. Additional roosting site surveys also need to be done in order to develop conservation strategies for both species. This program will be further developed over 2019 and 2020.
Bat Roost Site Conservation
There have been seven different bat species identified in Aruba; of these, five species are insectivores or insect-eating bats and two frugivores (fruit-eating bats). Both insectivores and frugivores are essential in the preservation of biodiversity on Aruba. Certain plants that solely bloom at night, such as different columnar cacti and also Aloe, are solely dependent on frugivores for their pollination and/or seed dispersal. The insect-eating bats contribute to control the insect population on the island, with an individual bat being able to eat up to 300 insects every night.

Unfortunately, Aruba’s bats are being threatened due to habitat fragmentation, reduction of food sources and disturbance of their natural roosts. Bats which frequent the Quadirikiri cave at Arikok, include the Southern long-nosed bat (*Leptonycteris curasoae*), the Ghost-faced bat (*Mormoops megalophylla*) and the Miller’s long-tongued bat (*Glossophaga longirostris*). To reduce disturbances at bat roosting site Quadirikiri Cave (and in 2017 at Fontein Cave), bat friendly gates were installed at the entrance. Monitoring was done via video surveys to assess if bats were able to fly through the gates. The results were positive.

Boa Eradication and Research Program
The Boa Constrictor (*Boa constrictor*) is not native to the island of Aruba. Since boas are fast breeders and have adapted well to the environment of Aruba, but also partly due to a lack of natural enemies, these snakes have proliferated and spread throughout the island. Boa constrictors are present even in Aruba’s urban areas.

Preliminary research indicates that endemic snakes such as ‘Santanero’ (*Aruban cat-eyed snake; Leptodeira bakeri*) and ‘Cascabel’ may be affected by the proliferation of the Boa constrictors. FPNA captures Boas in the Park and other natural habitats as well as from private properties, whenever called. Captured Boas are humanely euthanized and stored for later research dissection under the guidance of Assistant Professor of Biology, Dr. Jeffrey Goessling of Eckerd College, Florida.

FPNA Wildlife Hotline
Local residents often call FPNA in need of assistance with wildlife related situations. FPNA has several policies in place to provide assistance to callers. Apart from the ‘Shocos’ and Boas mentioned previously, FPNA is also contacted for:

Cascabel (*Aruba Island Rattlesnake*) removal
People in developed areas bordering ‘Cascabel’ territory can encounter a rattlesnake on their property. FPNA assists through the removal and short distance relocation of these animals, in order to increase their chances of survival.

Bat control
Bats can roost inside open roofs and other human structures which can result in structural damage. FPNA assists callers to the Wildlife Hotline by giving advice and information on methods to better control bat entrances without harm.
During nesting season, some bird species, such as the "Trupial" (Venezuelan Troupial; Icterus icterus) and ‘Kinikini’ (American Kestrel; Falco sparverius), become territorial which can be a nuisance for people when these birds nest close by. FPNA assists callers by giving advice and instruction on humane methods for avoiding contact with these territorial birds.

FPNA also got contacted several times in conjunction with unfledged birds falling out of nests. There are several reasons why unfledged birds fall out of nests, which makes them vulnerable to predators. FPNA assists through on-site interventions designed to increase survivability of the young birds.

**Oil spill affected animals**
Coastal animals such as birds can get covered in oil from varying sources. FPNA assists through action aimed at removing the oil and stabilization of the animal prior to releasing it back into the wild.

**Marine mammal strandings**
Stranded or deceased dolphins on the beach are removed and data is collected in collaboration with Aruba Marine Mammal Foundation.

**Sea Turtle Conservation**
Four species of sea turtle visit beaches within the National Park to lay their eggs. Turtugaruba Foundation actively monitors all beaches around the island, including our parks. FPNA supports Turtugaruba in their efforts whenever needed, from facilitating access to the beaches to actively assisting in urgent calls or beach clean-ups.

**Conservation Education**

“In the end, we will conserve only what we love; we will love only what we understand and we will understand only what we are taught.”
Baba Dioum.

‘FPNA informs and educates the Aruban community and visitors alike about Aruba’s unique nature and conservation practice.’

At FPNA we do not offer biology education but our focus is on Education for Conservation. Modern nature management practices not only incorporate preservation efforts but also include the human factor as a key to conservation success. Communication, education and involving communities are therefore an essential part of our conservation work.
Conservation education is not only the transfer of knowledge to the Aruban community and its visitors about Aruba’s unique nature and conservation practices, but goes a step further: it is the process of influencing audiences’ attitudes, emotions, knowledge and behavior about wildlife and natural habitats. It goes beyond simply communicating biological and/or environmental facts but focuses on: Awareness, Critical thinking, Problem solving, Decision making, Leadership, Collaboration, Thinking, Behaving and Acting sustainably and pro-conservation.

FPNA aims to provide relevant and effective educational learning experiences in both formal (school and curriculum-related) and informal settings. FPNA also aims to start providing (e-) learning opportunities throughout people’s lives - hence different age groups - in order to foster continuous development and improvement of knowledge and skills about nature conservation and sustainability. FPNA’s educational program development aims at being inclusive of the many different visitors, audiences, preferences and needs.

> Mangrove Workshop at Mangel Halto for primary school pupils, who were taught the importance of mangroves, how to distinguish the four species and also wade into the coastal shallows with special viewing apparatus to discover the adjacent environment and marine life;
> Aid to pupils preparing formal presentations and school projects and provide face-to-face information on flora, fauna, culture and history of the park as well as in print or digitally;
> Structural internships and training for local students: 
  - twelve IPA Teacher Training Social Internships and, 
  - four SPO, Special Education Social Development;
> Junior Ranger Camps (JRC), during April and October school holidays are a real success. Fifty children in total follow five intensive days of camping with an educational program focusing on the conservation and preservation of nature and cultural heritage. The Junior Ranger Camp includes daily morning hikes in our parks, two nights of camping and field work at both Spanish Lagoon and Mangel Halto. Although the JRC is still categorized as ‘informal education’, we believe it to be so educationally enriching to our participants that they become true Nature Ambassadors.
The table below gives an overview of number of children and young adults we have been privileged to impart our knowledge and passion for conservation in relation to the category of the formal educational institutions they attend.

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<th>Educational category</th>
<th>Field excursions</th>
<th>Lectures</th>
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<td>Kindergarten Education</td>
<td>6</td>
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<td>Primary Education</td>
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<td>19</td>
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<td>Secondary Education (EPB, MAVO, HAVO, VWO)</td>
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<td>Vocational Education (EPI, IPA, UA)</td>
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<td>Special Education</td>
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<td>After-school care (incl. camps)</td>
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<td>900</td>
</tr>
<tr>
<td>Junior Ranger Camp</td>
<td>-</td>
<td>-</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>32</td>
<td></td>
<td>6,280</td>
</tr>
</tbody>
</table>

For this particular area of our Conservation Education program, FPNA provided nature conservation instruction at all educational levels. A total of 6,280 pupils/students were impacted by our nature conservation messages; with the majority of these, attending primary school.

Our activities related to Conservation Education for schools included lectures and presentations, workshops, field excursions and nature walks - both inside and outside the parks. These activities were conducted and supervised by the Conservation Education staff and dedicated Park Rangers.

**Visitors and Community**

*FPNA aims to provide individual and group visitors - the local community and tourists alike - with possibilities to access, explore and experience Aruba’s nature in both a sustainable and unforgettable/memorable way and to inspire visitors to contribute in a positive way to conservation action.*

Ultimately, the fate of biodiversity and intact ecosystems may depend less on rates of habitat loss or invasive species, than on public perception of whether conservation should be supported at all. Hence the importance of effective communication, education, positively reinforcing experiences in nature and fostering environmental friendly behavior.
The development of strategies to grow the base of nature conservation supporters and expand our outreach is needed given the trends of increasing population diversity, urbanization, and economic and cultural changes. Facilitating engaging, novel and diverse nature experiences - all in a sustainable way - can certainly assist in achieving this goal. Strategies for doing so may either require more of the “right types” of nature exposure, or entirely different approaches to those less inclined to engage in sustainable recreation.

Catering to our diverse audiences and visitors with their specific preferences and needs requires ongoing insight into our ‘user’ and target groups. In this way FPNA can develop effective, sustainable, quality programs and products that are respectful of nature. Additionally, by applying concepts of visitor experience in our offerings and services - real and virtual -, FPNA will be able to increase its conservation performance.

FPNA guides and monitors the flow and activities of visitors so that recreation can take place in a sustainable way. Visitor flow and activities are increasingly monitored according to different conservation-related criteria.

Sporting in Nature
Over the past year FPNA facilitated a total of six cycling races with supervised access and to Arikok. These races attracted close to 900 visitors. In addition, the Aruba Body Board Association also held its annual surfing contest, which attracted approximately 200 participants and aficionados.

The route of the annual ‘Ronde van Aruba’ endurance race, organized by the Marine Barracks Savaneta, partly cuts through Arikok and attracts about 800 runners and onlookers.

FPNA also facilitates active team building for various organizations. Visitors to the park for team building activities amounted to approximately 200 in 2018.

Hikes for groups and visitors
‘Rough walks’ are very popular under locals and a good way to discover hidden gems in our parks. Over the past year our Rangers have guided over 10 of these
hikes for a total of 450 hikers. In addition to day-time hikes we tried our first ever Moonlight Hike in 2018. Forty-five hikers participated in this night time walk which turned out to be the topic of considerable public interest, reason for which we will be scheduling regular Moonlight hikes in our 2019 nature-recreation program.

During this past year a number of private parties requested us to guide group and private walks. These guided walks were facilitated for approximately 3,500 persons. In this recreation category endurance walks for sports groups and Team Building activities for companies are also included.

Informal learning experiences
In 2018 FPNA held five Movie Nights. These nature documentary showings are free of charge and popular with the public. On average a Movie Night attracts close to 200 visitors to the park.

As was the case in previous years, FPNA manned an information booth at the Open Day of the Marine Barracks. At the Open Day we were able to directly interact with close to 1,000 visitors and distribute informational leaflets, display artifacts and offer footage on a number of nature areas and conservation activities.

FPNA also held various lectures at the request of stakeholders such as for governmental departments and public administration agencies, teacher education, the National Library and the Marine Barracks. Furthermore, FPNA worked closely with the Aruba Tourism Authority on Breakfast Events held at ‘Hofi Shon Shoco’ - a botanical garden in Arikok. At these events, which take place between 6 and 8 times per year, a Park Ranger is present at the breakfast to present the park and its facilities to foreign journalists, PR professionals, international meeting planners and hotel marketing staff. FPNA also collaborated with organizations providing special activities for the elderly such as for Kibrahacha and Flor di Magdalena on their tailored visits to Arikok National Park.

Over the past year, FPNA has become increasingly more active in terms of social media. With over 10,000 followers, our social media platforms are not only used for promotional purposes but especially to create awareness, with multiple posts per week.
Beach clean-ups
A number of beach clean-ups took place throughout 2018 together with the local community. Our beach clean-ups took place at the following locations:

> In Arikok National Park, at Fuente, Dos Playa, Conchi, Boca Keto, Moro, Boca Fluit and Daimari; These beaches were cleaned in three separate community events with approximately 60 participants;
> Outside Arikok National Park at Boca Grandi, Boca Chiquito, Santana di Cacho, Baby Beach and Rogers Beach. These beach clean-ups were spread out over four separate events involving the community, in which approximately 80 people participated;
> At the Mangel Halto area adjoining the Spanish Lagoon, three times over the past year in a community effort.

Park Visitors
The Arikok National Park was open for 364 days in 2018, normally from 08:00 - 16:00 hours. Visitors have access to the park with a valid entrance ticket. On January 1, all employees have the day off and the park is closed. The Ramsar site of Spanish Lagoon is accessible throughout the year.

Visitors 2018
The table below provides a numerical overview of our visitor traffic in relation to the types of visitors at the Arikok National Park.

<table>
<thead>
<tr>
<th>Visitors</th>
<th>2018</th>
<th>2017</th>
<th>increase (decrease)</th>
<th>in%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tour operators</td>
<td>118,555</td>
<td>92,086</td>
<td>26,469</td>
<td>28.74%</td>
</tr>
<tr>
<td>Individual tourists</td>
<td>69,422</td>
<td>59,185</td>
<td>10,237</td>
<td>17.30%</td>
</tr>
<tr>
<td>Total tourists</td>
<td>187,977</td>
<td>151,271</td>
<td>36,706</td>
<td>24.27%</td>
</tr>
<tr>
<td>Locals</td>
<td>19,739</td>
<td>19,979</td>
<td>(240)</td>
<td>-1.20%</td>
</tr>
<tr>
<td>Total</td>
<td>207,716</td>
<td>171,250</td>
<td>36,466</td>
<td>21.29%</td>
</tr>
<tr>
<td>Year passes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourists</td>
<td>80</td>
<td>91</td>
<td>(11)</td>
<td>-12.09%</td>
</tr>
<tr>
<td>Locals</td>
<td>388</td>
<td>374</td>
<td>14</td>
<td>3.74%</td>
</tr>
<tr>
<td>Total</td>
<td>468</td>
<td>465</td>
<td>3</td>
<td>0.65%</td>
</tr>
</tbody>
</table>

The above visitor figures exclude children. Children up to 17 years of age enjoy free access to the park; numbers have not been registered.
In 2018 our organization was structured under a one-tier board, with departmental managers reporting to the Foundation’s General Manager. The FPNA’s organizational chart below details the manner in which responsibilities and reporting is structured.

Organizational Chart and Workplace Profile
Workplace Profile

FPNA aims to appoint the most suitable to vacant employment positions through a recruiting process that is fair, consistent, professional and timely. The principles of merit and equity are always applied when employing personnel at FPNA. Applicants are assessed and evaluated fairly and equally, without discrimination or patronage whereby key selection criteria based on a candidate’s knowledge, skills and abilities are utilized.
The table below provides a comparative insight with respect to our employee gender make-up.

<table>
<thead>
<tr>
<th></th>
<th>On December 31, 2018</th>
<th>On December 31, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>50</td>
<td>54</td>
</tr>
<tr>
<td>Male</td>
<td>36</td>
<td>40</td>
</tr>
<tr>
<td>Female</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Casual</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Male</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Female</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Full-time</td>
<td>50</td>
<td>54</td>
</tr>
<tr>
<td>Male</td>
<td>36</td>
<td>40</td>
</tr>
<tr>
<td>Female</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>FTE Casuals</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>FTE part-time</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Executive</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Male</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Female</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Senior Managers</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Male</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Female</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

The weighted average of FPNA employees amounts to 50 Full Time Equivalents (FTEs), 72% of these are male and 28% female. Additionally, FPNA benefited from eight dedicated volunteers, who supported us with mangrove reforestation, photography and assistance with the Junior Ranger Camps.

On December 31, 2018, the FPNA Management Team consisted of the following persons:

> Natasha Silva, MA MA BSc - General Manager
> Avonda Powell - Human Resources
> Frank Judell, BSc - Finance
> Carl Quant, BSc - Marketing and Communication
> Gian Nunes, MSc - Research and Conservation
> Sietske van der Wal, MSc - Conservation Education
> Vacant - Sustainable Recreation
FPNA’s aim is to ensure the long-term financial sustainability of all our operations, to be able to maintain and improve the value of assets and make meaningful and measurable investments in conservation.

As with previous years, the Foundation has enjoyed a consistent increase in income from entrance fees from non-Aruba nationals. The 2018 year-on-year increase for this income source amounted to AWG 521,000 (rounded) or 20% compared to the previous year. To further contribute to the Foundation’s bottom-line, operating expenses were reduced by close to AWG 350,000 (rounded).

The operating expense reductions were primarily made in the areas of personnel and general and administrative expenses. Despite these cost reductions, significant increases in expenditures in property and infrastructural maintenance were made. A total of AWG 688,000 (rounded) was expensed for maintenance works over the 2018 financial year.

In addition to strong financial earnings over 2018, the Foundation’s liquidity position is such that it is poised to undertake significant initiatives such as further improvements to visitor and employee facilities, as well as the Parke Arikok infrastructure. These expected expenditures have been partially reserved over past years, while actual execution of these initiatives will commence in the third quarter of 2019.
Financial Report

The Foundation’s financial statements for 2018 and 2017 were audited by De Kort Registeraccountant N.V., in Aruba.

Below follows a condensed balance sheet, statement of activities and accompanying notes, which have been prepared based on the Foundation’s audited financial statements for the year ended December 31, 2018 with comparative figures for 2017.

Condensed balance sheet as at 31 December 2018
In Aruban Florins (AWG) x 1.000

<table>
<thead>
<tr>
<th>Notes</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangible fixed assets</td>
<td>1</td>
<td>365</td>
</tr>
<tr>
<td>Current assets</td>
<td>2</td>
<td>4.753</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>-</td>
<td><strong>5.118</strong></td>
</tr>
<tr>
<td>Net assets</td>
<td>3</td>
<td>3.071</td>
</tr>
<tr>
<td>Provisions</td>
<td>4</td>
<td>1.650</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>5</td>
<td>397</td>
</tr>
<tr>
<td><strong>Total net assets and liabilities</strong></td>
<td>-</td>
<td><strong>5.118</strong></td>
</tr>
</tbody>
</table>

Condensed statement of activities for the year 2018
In Aruban Florins (AWG) x 1.000

<table>
<thead>
<tr>
<th>Notes</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>6</td>
<td>5.897</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>7</td>
<td>(5.023)</td>
</tr>
<tr>
<td>Other income</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Resulting surplus</td>
<td>-</td>
<td>874</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>-</td>
<td><strong>881</strong></td>
</tr>
</tbody>
</table>

Notes to the Condensed financial statements

The Foundation’s financial statements are presented in accordance with generally accepted accounting principles in the Netherlands.
Notes to the Condensed balance sheet

1. Tangible fixed assets
   The Foundation’s tangible fixed assets comprise of capitalized improvements made to structures, the Foundation’s vehicle fleet as well as furniture and equipment.

2. Current assets
   Year end balances for the Foundation’s current assets are detailed below:

<table>
<thead>
<tr>
<th>(in Aruban Florins x 1.000)</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inventory, net of a provision for obsolescence</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Trade accounts receivable</td>
<td>162</td>
<td>144</td>
</tr>
<tr>
<td>Deposits, prepaid expenses and other receivables</td>
<td>33</td>
<td>27</td>
</tr>
<tr>
<td>Account balances held with financial institutions</td>
<td>4,517</td>
<td>3,681</td>
</tr>
<tr>
<td>Amounts in transit</td>
<td>34</td>
<td>23</td>
</tr>
<tr>
<td>Cash tills</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

3. Net assets
   FPNA’s founding capital amounts to AWG 100,- (One hundred Aruban Florins).

   Of the net assets at the disposition of the Foundation an amount of AWG 1.000.000 (One million Aruba Florins) is restricted and earmarked to acquire privately owned land areas situated within the Arikok National Park grounds.

   For the years ended 2018 and 2017 the Foundation made provisions for deferred maintenance of AWG 865.000 (AWG 230.000 in 2017) as well as expenditures to be incurred in connection with foreseen employee retirement compensation.

5. Current liabilities
   Year end balances for the Foundation’s current liabilities are detailed below:

<table>
<thead>
<tr>
<th>(in Aruban Florins x 1.000)</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>128</td>
<td>65</td>
</tr>
<tr>
<td>Employer’s payroll taxes</td>
<td>79</td>
<td>53</td>
</tr>
<tr>
<td>Sales taxes</td>
<td>16</td>
<td>255</td>
</tr>
<tr>
<td>Accrued employee vacation pay</td>
<td>264</td>
<td>218</td>
</tr>
<tr>
<td>Other payables</td>
<td>-</td>
<td>159</td>
</tr>
</tbody>
</table>
Notes to the Condensed statement of activities

6. Income
The Foundation derives income from sources such as subsidies granted by the Government of Aruba, entrance fees and donations. The table below further details the Foundation’s income sources:

<table>
<thead>
<tr>
<th>(in Aruban Florins x 1.000)</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsidies</td>
<td>2.442</td>
<td>2.456</td>
</tr>
<tr>
<td>Entrance fees by non-Aruban nationals</td>
<td>3.160</td>
<td>2.639</td>
</tr>
<tr>
<td>Entrance fees by Aruban nationals</td>
<td>99</td>
<td>101</td>
</tr>
<tr>
<td>Other income</td>
<td>84</td>
<td>76</td>
</tr>
</tbody>
</table>

7. Operating expenses
Operating expenses over the years ended 2018 and 2017 are detailed below:

<table>
<thead>
<tr>
<th>(in Aruban Florins x 1.000)</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>3.692</td>
<td>4.419</td>
</tr>
<tr>
<td>Housing and infrastructure</td>
<td>1.042</td>
<td>347</td>
</tr>
<tr>
<td>Marketing</td>
<td>49</td>
<td>47</td>
</tr>
<tr>
<td>Mobility</td>
<td>98</td>
<td>109</td>
</tr>
<tr>
<td>General and administrative</td>
<td>65</td>
<td>399</td>
</tr>
</tbody>
</table>

8. Other income
Other income relates to the release of the provision for a revaluation reserve.
On December 31, 2018 the FPNA Board consisted of the following individuals:

**Fredis Refunjol**

Mr. Fredis Refunjol is an Aruban native and former politician and Governor of Aruba. Mr. Refunjol started his career as a teacher at the Heilig Hart College in Savaneta. He taught for eight years before being promoted to Principal in 1981.

Two years later, in 1983, Mr. Refunjol joined the Movimiento Electoral di Pueblo (MEP). The next year he became MEP’s vice president, holding that position until 1987, when he was named as the party Secretary General (effective 1988). While serving as party vice president, he stood as a candidate in Aruba’s first parliamentary elections in 1986, where he was elected to the Staten of Aruba (Parliament).

In 1989, Mr. Refunjol was the appointed ‘Formateur’ (elected official who investigates on behalf of the Crown whether a proposed cabinet formation will succeed), during both the formation of the first cabinet of Prime Minister Nelson Oduber (Oduber I) and that of a second cabinet (Oduber II) formed in 1993. After the first cabinet was formed, he was named Minister of Welfare, serving until the MEP Government was replaced in 1994 by the Government of Henny Eman (1994–2001), when Mr. Refunjol reverted to his original role as a member of the Parliament of Aruba. A seven year recession led to the resurgence of MEP in the 2001 elections, when Mr. Refunjol served as formateur for the third cabinet of Oduber (Oduber III). In Oduber III,
Mr. Refunjol was named Minister of Education and Administrative Affairs, in addition to becoming Vice Prime Minister.

In 2004, the term of Governor Olindo Koolman expired as he had already served two terms. Due to the extent of his government experience, Mr. Refunjol was appointed to the vacant position, assuming the office of Governor of Aruba on 1 May 2004. When nominated, Mr. Refunjol enjoyed the unanimous support of the Aruban Parliament during deliberations on his candidacy. As a result of the nonpolitical nature of his office, he was required to resign from the MEP and from the Staten immediately upon taking office and was barred from political activity until his service as Governor was completed in 2016. At the end of 2016 Mr. Refunjol was promoted to Commander in the Order of Orange-Nassau. In 2018 Mr. Refunjol became a board member (chair) of FPNA.

Mr. Refunjol is married to Clarette Maria de Lourdes Refunjol-Lopez. Together they have two daughters, Cheryl and Zanette, and a son, Fredis.

Jossy Laclé

Jossy Laclé had a long and diverse career in engineering and industry. He started at the Lago Oil & Transport Co., a subsidiary of Exxon in 1972. From 1985 to 1990 he was Division Manager for Exxon Chemical in the Netherlands. From 1990 to 2009 he was the CEO of W.E.B. Aruba N.V.

During his career Mr. Laclé also served on the Boards of AZV, the Caribbean Mercantile Bank, AON Dutch Antilles and the Aruba Tourism Association. He was also a.o. Chairman of the Board of Setar, President of the Aruba Trade and Industry Association and a member of the Board of the Dr. Horacio Oduber Hospital.

Mr. Laclé now holds the Chairman of the Board position for Aruba Aloe Balm N.V., Foundation Mental Health Aruba (Respaldo), TNO Caribbean, as well as serving as a board member for several entities, including Maduro and Curiel’s Bank Curaçao, Aon Dutch Antilles and Caribbean Mercantile Bank.

Mr. Laclé received Bachelor’s degrees in Mechanical Engineering (1971) and Business Economics (1972) from the Hogere Technische School in the Netherlands.

In 2018 Mr. Laclé became a board member (vice chair) of FPNA.
Hellen A. van der Wal, PhD, LL.M, BA

Hellen A. van der Wal was born in Leeuwarden (Friesland, Holland) in 1958 and raised in Aruba. After finishing secondary school in 1976 she studied journalism (1979) and law (1990) in Utrecht, the Netherlands. In 2011 she obtained her Ph.D. in law at the Vrije Universiteit in Amsterdam.

Hellen worked in the Netherlands from 1979-1983 as head of Public Relations at the Diabetes Association Netherlands and from 1983-1990 as an editor / producer at the Television Academy Foundation (TELEAC). In 1990 she returned to Aruba, working in different positions within the Department of Justice: as a legislative lawyer, head of the policy department at the Directorate of public order and safety (Directie Openbare Orde en Veiligheid), policy advisor to the Minister of Justice and head of policy staff of the Aruba Police Department. In 1997 she started working at the State Council of Aruba (Raad van Advies), where she became Secretary in 2004. In 2018 her government career ended when she was appointed member on behalf of Aruba on the Aruban Board of Financial Supervision (College Aruba financieel toezicht). That year too, she became owner and CEO of the WABC consultancy firm.

Hellen van der Wal is very much socially engaged. In 1999 she was one of the founders of the Aruban Childrens’ Telephone Foundation (Stichting Arubaanse Kinder- en Jeugdtelefoon), of which she was the chairman for 10 years and member of the board for many more. In 2007 Hellen was elected Caribbean Representative at the NGO Advisory Council for follow up to the UN Secretary General’s Study on Violence Against Children, a position she held for four years. In 2005 she founded the Society & Crime Foundation (Stichting Maatschappij & Criminaliteit), to promote scientific research and the development of educational material and projects in the field of safety and prevention. In 2018 Ms. Van der Wal became a board member (secretary) of FPNA at the recommendation of the nature NGOs as well as a board member of the Dutch Caribbean Nature Alliance (DCNA).
Norman Kuipéri

Norman Leonel Kuipéri, born on November 25th, 1954 in Aruba, completed his MTS Electrical studies at the John F. Kennedy School, Aruba in 1975 and obtained his Bachelor of Science degree in Electrical Engineering at Merrimack College, Massachusetts in 1979. Mr. Kuipéri, is currently working on his thesis for his Master’s Degree in Innovation and Entrepreneurship at the University of Aruba.

Mr. Kuipéri has served as a board member of the Aruba Trade and Industry Association for four years, and as a member of the Aruba Chamber of Commerce for six years. Between 1983 and 1985, he represented the business community for the Aruba Chamber of Commerce in the ‘Raadscommissie Onafhankelijkheid voor Aruba’ (RCOA).

Holding Aruba’s unique natural environments close to heart, Norman L. Kuipéri has also actively participated in the board of StimAruba, where for three years he trekked the entire island of Aruba on Sundays, in order to increase his knowledge of Aruba’s flora, fauna, and historic sites.

From 1981 to 1985, Mr. Kuipéri served as a board member of the ‘Protestantse Gemeente van Oranjestad’. Currently, he is a board member of the Piedra Plat Protestant Church and the Central Protestant Church of Aruba.

Mr. Kuiperi is an avid researcher and writer on all matters regarding the Aruban economy and has published numerous articles in the local press. He also enjoys outdoor activities such as snorkeling and is passionate about taking and organizing hikes in the Arikok National Park. Some of Mr. Kuiperi’s favorite hiking routes include Rooi Tambu, the historic Aruban house and the Caquetio indian drawings on top of the Ser’i Boonchi, the Miralamar gold mine ruins in the Arikok National Park and its connection to the Franse Pas ruins at the Spanish Lagoon, and the archeological sites known as ‘Comedera’ of the Caquetio indians (800 to 1,200 AD) at Arashi on the north-western side of the island.

In 2018, Mr. Kuipéri became an FPNA board member (treasurer) at the recommendation of the nature NGOs, as well as a board member of the Dutch Caribbean Nature Alliance (DCNA).
Sanju Luidens-Daryanani, BA, MBA

Sanju Luidens-Daryanani is known for her innovative thinking and passion for Aruba as a destination. As the Aruba Tourism Authority’s (ATA) Chief Marketing Officer, she is dedicated to raising the bar on the island’s tourism efforts year after year. Mrs. Luidens-Daryanani applies 20+ years of marketing, finance and tourism expertise to effectively lead Aruba’s local and international destination marketing units – and is personally tasked with setting the strategy and direction for global marketing programs, in addition to managing overseas offices, agencies and budgets. Since her appointment as CMO in 2011, Aruba has maintained its stance as one of the most revisited destinations in the Caribbean, while simultaneously evolving to attract a new and more affluent audience.

Mrs. Luidens-Daryanani’s success as CMO is largely influenced by her previous role as Advisor to Aruba’s Minister of Tourism, Transportation and Labor. In only one year, she led the project of privatizing ATA from a government department to an independent entity within the public sphere. This new format has allowed ATA to thrive in a highly competitive market and continue to improve as a tourism product.

Previously, from 2005 to 2009, Mrs. Luidens-Daryanani held the position of Membership Director and subsequently Marketing Director at the Aruba Hotel and Tourism Association (AHATA). During her tenure with AHATA, she worked on advocacy projects influencing the tourism industry in the areas of labor, taxation and many more. On the marketing side, she managed the destination marketing activities and acted as the private sector counterpart for the ATA. From 1994-2001, she started her career at the Ministry of Tourism and Economic Affairs and soon joined the ATA thereafter as the Marketing Director at the young age of 27.

Mrs. Luidens-Daryanani is actively involved in the local community and has served on a number of committees and boards, including the Aruba Airport Authority, Aruba Quality Foundation Board and School Parent Committee.

Mrs. Luidens-Daryanani received her Bachelor’s degree in International Relations at Wheaton College, Massachusetts, and an MBA in Finance with a Minor in Marketing at the University of Miami.

In 2018 Mrs. Luidens-Daryanani became a board member of FPNA.
Conservation Partners and Supporters

Dutch Caribbean Nature Alliance (DCNA)
The DCNA is a regional network of protected areas set up to help and assist the park management and conservation organizations on the islands of Aruba, Bonaire, Curaçao, Saba, St. Eustatius and St. Maarten. Together they work towards safeguarding our unique natural world. The relationship with the DCNA was renewed and strengthened in 2018 with two FPNA board members - Ms. Hellen van der Wal and Mr. Norman Kuiperi - taking up position in the board of the DCNA.

Directie Landbouw, Veteelt, Visserij en Markthallen (DLVV)
Directie Natuur en Milieu (DNM)
Directie Onderwijs (DEA)
Directie Openbare Werken (DOW)
Echo Bonaire
Global Owl Project
Instituto Pedagogico Arubano (IPA)
Marinerskazerne Savaneta
Ministerie van Onderwijs, Wetenschap en Duurzame Ontwikkeling
Ministerie van Ruimtelijk Ordening, Infrastructuur en Milieu
STINAPA Bonaire National Parks Foundation
Stimaruba
St. Maarten Nature Foundation
Turtugaruba
UNESCO Aruba
University of Aruba (UA)
Wageningen University and Research - Biodiverse Environment
W.E.B. Aruba N.V.
World Parrot Trust