2025

ANNUAL REPORT

CARMABI FOUNDATION

Caribbean Research and Management of Biodiversity

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FROM THE DIRECTOR

Dear Reader,

Dr. Manfred van Veghel

The year 2025 was both a year of meaningful transformation and a moment of proud celebration for Carmabi.
This year, we marked an extraordinary milestone: 70 years of Carmabi. Throughout the year, this anniversary was celebrated through a series of activities that reflected our rich history while reaffirming our commitment to the future.

The roots of Carmabi can be traced back to the vision of dedicated naturalists within the Natuurwetenschappelijke Studiekring voor Suriname en Curaçao (founded in 1945 in Utrecht) and the Natuurwetenschappelijke Werkgroep Nederlandse Antillen (established in 1948). Their passion and perseverance, working from a modest shack at Santa Martha Bay, led to the founding of the Caribbean Marine Biological Institute Foundation on 21 May 1955, followed by the opening of our facilities at Piscadera Bay in 1957.

Seventy years later, Carmabi has grown into a cornerstone institution for nature conservation, research, and education on Curaçao. Today, the organization manages six national park areas alongside an internationally respected research institute with on-site research accommodation.

Over the decades, Carmabi has faced and overcome many challenges. Its continued success has been shaped by the dedication of individuals who have contributed to science, conservation, and education across the Dutch Caribbean. In honoring this legacy, we recognize the inspiration of our founding father, Dr. Pieter Wagenaar Hummelinck.

Today, every Dutch Caribbean island hosts a national park foundation, and collaboration among these organizations continues to strengthen a shared vision for a sustainable future, both on land and beneath the sea.

Strengthening Governance for the Future
A significant milestone in 2025 was the modernization of Carmabi's governance structure. After seventy years of operating under a traditional board-and-director model, new statutes were signed on 12 March 2025, introducing a two-tier governance structure consisting of a Supervisory Board and a Managing Board. This transition strengthens transparency, accountability, and strategic oversight, qualities that are essential for responding effectively to a rapidly changing world and the increasing pressures on nature.

FROM THE DIRECTOR

Investing in People and Workplace Excellence

The people working at Carmabi remain the foundation of our success. In 2025, further investments were made in staff development through training programs such as ‘Sabí ku Sèn’, rescue swimming, leadership development, and blacksmithing. These initiatives support both professional growth and the continued strengthening of technical expertise within the organization.

At the same time, Carmabi continued to invest in its organizational culture and working environment. A confidential advisor was appointed, and a Psychosocial Work Environment Policy was introduced, supported by dedicated workshops for staff. Improvements to the working environment included the establishment of new office facilities for management and park rangers at Savonet, as well as the installation of a safety cabinet at Piscadera following a major clean-up and safety improvement initiative.

Record-Breaking Year

Carmabi is proud to report that 2025 was a record-breaking year. The organization recorded its highest number of visitors across its parks and facilities, alongside an increase in scientific publications and a growth in organizational income. At the same time, Carmabi saw an expansion in the number of partnerships and activities, further strengthening its position within the region. These achievements reflect the dedication of the team, as well as the trust placed in Carmabi by partners, stakeholders, and the broader community.

Looking Ahead to 2026

With a future-ready governance structure now in place, the coming year will focus on implementation and continued innovation. Planned initiatives include the upgrading of visitor facilities in Shete Boka National Park, the introduction of new visitor experiences such as horse riding in Christoffel National Park, and the development of new collaborations at Seru Largu National Park, including partnerships with Landhuis Jan Kok.

Carmabi looks ahead to the future with confidence, commitment, and renewed energy.

Dr. Manfred van Veghel

Statutory Director

Celebration

70 YEARS OF CARMABI

Speech of Manfred van Veghel

From Marine Laboratory to Leading Knowledge Center for Nature Conservation in the Caribbean

On May 29, 2025, Carmabi celebrated its 70th anniversary. What began in 1955 as a modest marine biological research station has grown into a regionally recognized center for scientific research, environmental education, and nature management in the Caribbean.

The anniversary event brought together staff, researchers, volunteers, and national and international partners to reflect on seven decades of dedication to understanding and protecting nature on Curaçao and beyond. It was not only a celebration of Carmabi's history, but also a moment to reaffirm its mission and its role in society.

From Research Post to Regional Voice

Carmabi was founded with a strong focus on marine biological research. Over time, its scope expanded significantly. Today, from its headquarters in Piscadera, the organization conducts scientific research, manages national parks, develops educational programs, and advises governments and private stakeholders on sustainable environmental policy.

In recent years, Carmabi scientists have published more than forty peer-reviewed articles annually, often in collaboration with universities worldwide. This work has contributed substantially to the international understanding of coral reef ecology and the impact of human activity on ecosystems such as mangroves, forests, seagrass beds, and coral reefs.

As Director Manfred van Veghel emphasized during the anniversary event, Carmabi has evolved into a bridge between science and society. Knowledge generated within the organization does not remain confined to academic journals, but is actively translated into policy advice, park management, education, and public engagement.

Chair of the Supervisory Board Odette Doest, Manfred van Veghel and DCNA-director Arno Verhoeven

Celebration

70 YEARS OF CARMABI

Education as a Core Mission

Education has long been central to Carmabi's mission. Each year, thousands of students participate in programs focused on coral reefs, mangroves, sea turtles, and sustainability.

The organization has developed multilingual teaching materials, trained teachers, and introduced interactive tours and digital applications for visitors to its parks and facilities, including the Marine Education Center and the enhanced Curaçao Rif Mangrove Park.

As highlighted during the anniversary celebration, effective nature conservation must be local, inclusive, and resilient. Investing in youth, knowledge sharing, and the visibility of nature remains essential. When people understand their natural environment, they are more likely to value and protect it.

Colleagues dancing on 70 years' celebration

Chair of the Supervisory Board Odette Doest

Protection in Practice

Since 1996, following the merger with STINAPA Netherlands Antilles, Carmabi has been responsible for managing several national parks on Curaçao, including Christoffel National Park, Shete Boka National Park, Seru Largu National Park, the Hato Caves, Curaçao Marine Park, and Curaçao Rif Mangrove Park.

By combining field research with practical management, ecotourism, and community engagement, Carmabi has developed a model for nature conservation in small island contexts. The organization also contributes research and advice on urgent environmental challenges such as sargassum influxes, erosion, and climate change.

Odette Doest, Chair of the Supervisory Board, emphasized the importance of ecological awareness and education. She expressed appreciation for the team working daily to protect Curaçao's natural heritage, noting that strengthening the connection between people and nature is essential for sustainable change.

Celebration

70 YEARS OF CARMABI

Looking Ahead: Connecting and Strengthening

Looking toward the future, Carmabi aims to further develop as a regional hub where curiosity, innovation, and impact come together.

Plans include expanding laboratory facilities, strengthening collaborations with local and international partners, and continuing to inspire young people to pursue careers in nature and science.

The presence of Acting Governor Michèle Russel-Capriles and other distinguished guests during the anniversary event underscored the societal relevance of Carmabi's work and its contribution to sustainable development and environmental awareness in the Dutch Caribbean.

Acting Governor Michèle Russel-Capriles and Chair of the Supervisory Board Odette Doest

A Living Archive of Knowledge and Nature

Over the past seventy years, thousands of individuals have contributed to protecting Curaçao's natural heritage. From early reef research in the 1950s to the development of modern educational tools and digital platforms, Carmabi has evolved with the times while remaining committed to its core mission: understanding nature in order to protect it.

As Van Veghel concluded during the celebration, the true value of Carmabi lies not only in its data, publications, or facilities, but in the people who dedicate themselves every day, with passion, curiosity, and commitment, to the island's natural future. That dedication forms the foundation for the next seventy years.

Building on this legacy, Carmabi continues to connect science, policy, and society in practice. This is reflected in initiatives such as the Water Quality Symposium, where research, collaboration, and regional challenges come together.

Park manager Sharalin Maduro and the park rangers of the Christoffel National Park

Events

DCNA-CARMABI SYMPOSIUM ON WATER QUALITY

Healthy Waters. Thriving Nature. Vibrant Communities

In November 2025, Carmabi, in collaboration with the Dutch Caribbean Nature Alliance (DCNA), organized a regional symposium dedicated to water quality in the Dutch Caribbean. The event, held at the Renaissance Hotel on Curaçao, brought together scientists, policymakers, conservation professionals, and community representatives to reflect on one of the most pressing environmental challenges facing the region.

Deva-Dee Siliee, master of ceremony during the Symposium

The symposium, themed Healthy Waters. Thriving Nature. Vibrant Communities formed part of the celebration of Carmabi's 70th anniversary. It underscored the organization's long-standing commitment to science-based conservation and its role in connecting ecological knowledge to societal well-being.

Water quality is fundamental to the health of coral reefs, mangroves, and coastal ecosystems. At the same time, it directly affects fisheries, tourism, public health, and the overall resilience of island communities. Through scientific presentations and panel discussions, the symposium explored how research, monitoring, and community engagement can work together to safeguard both ecosystems and livelihoods.

Fltr: Eric Matroos (DCNA Supervisory Council Member), Anuschka Cova (CEO CHATA), Henk Brons (DCNA Supervisory Council Member), Manfred van Veghel, Mr. Ajamu G. Baly (Governor of Sint Maarten) Arno Verhoeven (DCNA Executive Director)

DCNA-CARMABI SYMPOSIUM ON WATER QUALITY

From Science to Solutions

The event highlighted the interconnectedness of land and sea, emphasizing that effective solutions require collaboration across sectors, disciplines, and islands. By bringing together regional experts and stakeholders, Carmabi and DCNA reinforced the importance of evidence-based policy and cross-island cooperation in addressing challenges such as nutrient runoff, wastewater management, sedimentation, and climate-related pressures.

Four year timeline of water quality change

Seventy years after its founding as a marine research station, Carmabi continues to serve as a bridge between science and society. The water quality symposium reflected this role by translating scientific insights into dialogue, awareness, and practical pathways toward a healthier marine environment for future generations.

Building on these insights, Carmabi not only facilitates dialogue and knowledge exchange, but also translates these lessons into its own organizational development and long-term planning. Strengthening internal structures, improving operational processes, and preparing for future challenges are essential steps in ensuring that knowledge leads to lasting impact.

The event brought regional experts and stakeholders together

Strategy

ORGANIZATIONAL DEVELOPMENT AND STRATEGIC PROGRESS IN 2025

Stregthening the organization

In 2025, Carmabi made significant progress in strengthening its organization and laying the foundation for long-term growth and impact. Alongside its ongoing work in research, conservation, and education, the organization focused on improving internal processes, investing in infrastructure, and developing a clear strategic direction for the years ahead.

Sundown behind the Mount Christoffel

Development of Long-Term Masterplans

A key milestone was the continued development of several long-term masterplans, including plans for upgrading facilities at Carmabi's headoffice at Piscadera, Shete Boka National Park, and the Savonet Plantation. These masterplans provide a structured framework for future investments, aimed at improving visitor experience, supporting research activities, and ensuring the sustainable management of Carmabi's sites.

Professionalization of Internal Processes

At the same time, Carmabi continued to professionalize its internal organization. Important steps were taken to strengthen financial management, reporting, and operational processes. The implementation and optimization of digital systems, including integrated administrative and ticketing tools, contributed to greater efficiency and transparency across the organization.

Digitalization and Data Management

Digitalization played an increasingly important role throughout the year. In addition to the digitization of the Carmabi library, efforts were made to improve data management, contract administration, and internal workflows. These developments support more informed decision-making and strengthen Carmabi's capacity to operate as a modern and resilient organization.

SCAN ME

Find here our Press Releases

ORGANIZATIONAL DEVELOPMENT AND STRATEGIC PROGRESS IN 2025

Investing in People and Future Generations
Investing in people remained a priority. In 2025, Carmabi further developed training programs and career pathways for staff, particularly for park rangers and operational teams. Collaborations with educational institutions, including initiatives with schools in Barber, created new opportunities for future generations to become involved in nature conservation and park management.

Linking Conservation to Sustainable Economic Development
Carmabi also continued to explore new ways to connect conservation with sustainable economic development. This included the development of new park activities, the strengthening of partnerships with tour operators, and the exploration of regenerative tourism approaches focused on coral restoration and mangrove ecosystems.

Growing in Impact and Resilience
These combined efforts reflect Carmabi's ambition to grow not only in scale, but also in quality, professionalism, and impact. By investing in strong organizational foundations, Carmabi is better positioned to respond to environmental challenges, support policy development, and continue its role as a leading knowledge institute in the Caribbean.

From Strategy to Practice in the Parks
Building on these organizational developments, Carmabi's work comes to life in the field, where conservation, visitor experience, and heritage management are brought together across its national parks.

Conservation, visitor experience, and heritage management brought together in the national parks

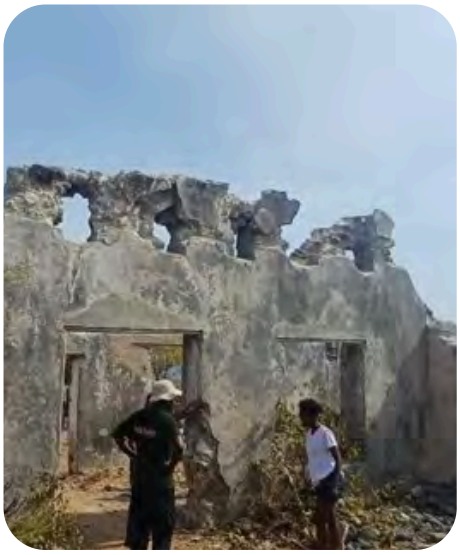
Park Management

NATIONAL PARKS

Highlights National Parks and Savonet Museum 2025

In 2025, Christoffel National Park, Shete Boka National Park, Seru Largu National Park, and the Savonet Museum focused on enhancing the visitor experience while strengthening nature conservation and cultural heritage management.

Key developments included the introduction of a new visitor center, as well as the restoration and consolidation of several historic buildings. In addition, hiking trails were more clearly marked, allowing visitors to explore the parks more safely and easily. These improvements contributed to a more structured and accessible visitor experience, while maintaining the balance between accessibility and the protection of natural and cultural values.



Awa pa Korsou project: Zevenbergen reconsilidation

White Tailed Deer in the Christoffel National Park

Christoffel National Park

In 2025, Christoffel National Park welcomed 65,211 visitors, representing a 13% increase compared to 57,619 visitors in 2024.

Tourists formed the largest group, with a total of 55,014 international visitors. Local residents accounted for 10,197 visitors, including both adults and children. Compared to international visitors, local visitation remains relatively low, indicating opportunities to further develop activities and initiatives that encourage local engagement with the park.

Most visitors entered through standard admission, while additional visitors came through partnerships with tour operators, organized recreational activities, and educational programs. These collaborations continue to make a steady and valuable contribution to overall visitation.

SCAN ME

Find here our Christoffel Park website

Park Management

NATIONAL PARKS

Shete Boka National Park

In 2025, Shete Boka National Park recorded a total of 132,687 visitors, an increase of 15.1% compared to 115,756 visitors in 2024. Of the total number of visitors in 2025, 53,802 entered the park through tour operators, highlighting the importance of these partnerships.

During the same year, Carmabi initiated the development of a master plan for the Shete Boka National Park Ramsar site, in collaboration with architect Lyongo Juliana. This master plan provides a long-term vision for the sustainable protection, management, and use of the area. It focuses on ecosystem conservation, climate resilience, responsible visitor management, and compliance with Ramsar obligations, and will serve as a guiding framework for future investments, partnerships, and management decisions.

Boka Pistol in the Shete Boca National Park

Find here our Shete Boka Park website SCAN ME

Dia di Willibrordus, hike for local participants in Seru Largu National Park

Seru Largu National Park

Although participation in guided tours at Seru Largu National Park remained limited, community-based activities proved highly successful.

Events such as the celebration of “Dia di Willibrordus” and organized hikes strengthened the connection between the park and the local community. This engagement plays an important role in fostering respect for both nature and cultural heritage.

Find here our Seru Largu Park website SCAN ME

Park Management

NATIONAL PARKS

Youth Work-Based Learning Program

One of Savonet's key highlights in 2025 was a 12-week work-based learning program for students from Joseph Civilis School in Barber, a pre-vocational secondary education school with 144 students.

As part of this initiative, all students participated in a year-opening event at Christoffel National Park, focused on heritage and environmental education. Throughout the program, students were introduced to the park, their responsibilities, and the fundamentals of working in a professional environment.

They learned how nature conservation and hospitality come together in daily park operations, while also developing personal skills such as discipline and time management. Through an interactive and hands-on approach, participants explored Savonet in an engaging way and gained confidence in interacting with visitors and presenting themselves professionally.

The program concluded with a final presentation, during which students shared their experiences through a photo collage with teachers and family members. This initiative reflects Savonet's commitment to youth development, community engagement, and creating future opportunities for local young people.

Students from Joseph Civilis School in Barber

Mangrove restoration as part of the By June sponsorship at Seru Largu National Park

Park Management

NATIONAL PARKS

Naomi Cijntje in a Yaya costume

Our Rangers

In 2025, Ercandace 'Naomi' Cijntje took on the role of Yaya for the first time as part of the Savonet Museum's history tours. Alongside her role as Management Assistant within Carmabi's terrestrial parks department, she guides visitors through museum experience.

During these tours, Naomi shares the story of the former Savonet plantation from the perspective of Yaya, the traditional child caregiver. Through historical clothing and an interactive storytelling style, she brings daily life from that period to life in a clear and engaging way.

She emphasizes the strength and intelligence of the Yaya, portraying her as a central figure within the household and as a lasting cultural symbol of dignity and resilience. Visitors are often deeply impressed, particularly by the attention given to women's stories from this period. As a result, the museum aims to expand these tours in the coming years, with a stronger focus on these narratives.

A personal highlight for Naomi in 2025 was presenting at the Awa pa Kòrsou symposium. Her presentation focused on the historic water management systems of the Savonet plantation, which are also featured in the open-air museum tours she guides. The experience demonstrated how cultural heritage can resonate beyond academic and professional contexts.

Naomi Cijntje, ranger Owen van Wanrooij and intern Danjelo Bregita

Park Management

NATIONAL PARKS

Rangers in the Field

Dennert 'Denny' Doran and Roengelo Doran, both park rangers at Christoffel National Park, reflect on 2025 as a year of growth and collaboration.

Denny describes how he became more involved in daily operations, which increased his sense of responsibility and trust within the team. For him, teamwork is essential, as working in the field requires constant reliance on colleagues. A key highlight was working together with fellow rangers on park projects and engaging with youth to share knowledge about the national park.

Roengelo highlights his passion for patrolling the park and exploring the natural landscape. He describes 2025 as a positive year, with increased visitor numbers and the addition of new team members bringing fresh energy to the team. Moments of shared success and teamwork stood out as important highlights.
For both rangers, their work is driven by a strong connection to nature and a commitment to protecting the environment. Their experiences underline the importance of teamwork, adaptability, and continuous learning in managing the parks effectively.

While Carmabi's terrestrial parks form an essential foundation for conservation and visitor experience on land, its work extends further into coastal ecosystems, where conservation, restoration, and education come together in the Curaçao Rif Mangrove Park.

Rangers Denny and Roengelo Doran in front of the Christoffel Mountain

Park Management

NATIONAL PARKS

Curaçao Rif Mangrove Park

In 2025, the Curaçao Rif Mangrove Park experienced a year of strong growth, increased visitor engagement, and continued development in both conservation and education.

The ranger team played a central role in the daily management of the park, focusing on nature conservation, public education, and guiding thousands of visitors through the mangrove ecosystem. Their dedication was reflected in the maintenance of the park, the guidance of school groups, and ongoing improvements to visitor facilities.

Several highlights marked the year. The Open Day proved to be a major success, featuring a kayaking tug-of-war competition between companies and attracting a large and diverse audience. Additional activities included the planting of mangrove propagules, the launch of nighttime kayak tours such as the UV Light Tour, and the establishment of a mangrove nursery to support restoration efforts.
The park also welcomed a wide range of visitors, including dignitaries and international guests. Notably, the Governor of Aruba selected the mangrove park as the location to celebrate his wedding anniversary, reflecting the park's growing reputation as a unique natural destination.

Collaborations played an important role throughout the year. Partnerships with organizations such as the Ronald McDonald Foundation, Ernst & Young (EY), and various international researchers and media contributed to the visibility and development of the park.

The boardwalk in the Curaçao Rif Mangrove Park

Park Management

NATIONAL PARKS

Curaçao Rif Mangrove Park

Rangers remained at the core of daily park operations and the overall visitor experience. With the addition of new team members and strong collaboration between parks, team spirit continued to grow throughout the year.

Rangers participated in first aid training, kayak rescue courses, and restoration activities, strengthening both safety and operational capacity.

For ranger Elisha Janga, the kayak rescue training with Mr. Audi Muller was a particularly valuable experience. She also highlighted the collaboration with the Christoffel National Park team during the Open Day as a positive example of teamwork across departments. In addition, the introduction of recycling bins in the park was an important step in encouraging visitors to be more mindful of plastic use and waste.

During the kayak rescue training, all the participants got certified

Find here our Mangrove Park website

SCAN ME

Kayak tour in the Mangrove Park

Financial Sustainability

The Curaçao Rif Mangrove Park continues to operate with a strong focus on cost recovery and financial sustainability.

With increasing visitor numbers and more efficient use of resources, the park is steadily moving toward a break-even position. Additional activities, including night tours, kayak tours, and combination tickets offered through partners such as Corendon and Mondi, contributed to increased revenue.

Park Management

NATIONAL PARKS

Open Day and Activities

The Open Day, held on July 2, was one of the key events of the year. Rangers worked closely with colleagues from other Carmabi departments to organize a day filled with activities for visitors.

The event combined education and recreation, featuring interactive activities, information booths, and food and beverage stands. The large turnout highlighted the growing popularity of the park and its role as a place where nature, education, and community come together.

Carmabi Education at the Open Day with the education booth

Coca-Cola and Carmabi placed recycling bins in all national parks

Collaborations

In 2025, Carmabi strengthened its collaboration with both local and international partners.

Key collaborations included the Ministry of Health, Environment and Nature (GMN) and the Ministry of Traffic, Transport and Urban Planning (DOW) for water quality testing, the Curaçao Sea Aquarium for queen conch research, DCNA for knowledge exchange, and schools such as Radulphus College and Jeanne d'Arc College. Private sector partners, including Coca-Cola, also contributed to the park's development and outreach.

Park Management

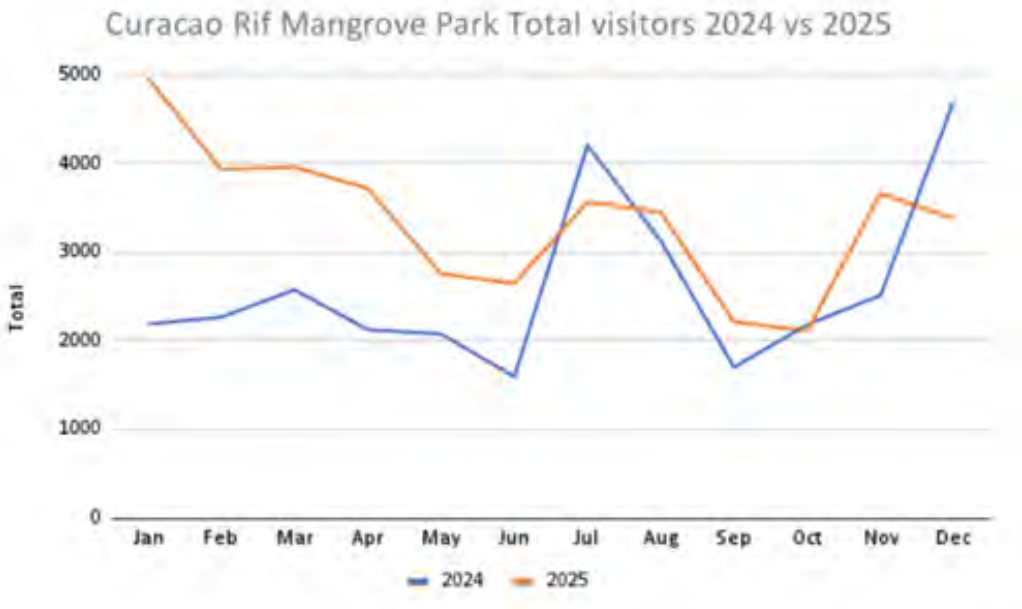
NATIONAL PARKS

Statistics

In 2025, the Curaçao Rif Mangrove Park welcomed 40,352 visitors, a significant increase compared to 21,500 visitors in 2024. This represents a growth of 87.7%, reflecting the success of new activities and targeted outreach.

Of the total number of visitors, 7,033 were local residents and 33,319 were international visitors, meaning that 82.6% of visitors came from abroad.
An overview of visitor distribution and growth is presented in the accompanying figures.

While the mangrove ecosystem plays a crucial role in coastal protection and biodiversity, Carmabi's work extends further into the marine environment, where coral reefs and coastal waters are actively managed through the Curaçao Marine Park.



Total visitors in Curacao Rif Mangrove Park

NATIONAL PARKS

Curaçao Marine Park

In 2025, the Curaçao Marine Park continued to strengthen its role in marine conservation, surveillance, and scientific support.

Key achievements included the installation of the first helix anchor at Small Wall, improving mooring systems and reducing pressure on coral reefs. In addition, a coral nursery was established at 'Barank'i Karañitu', contributing to ongoing reef restoration efforts.

The Marine Park team worked closely with partners such as Reef Enhancement And Community Training (REACT), Reef Renewal, and Proteus, strengthening both local and international collaboration in coral restoration and marine research.

Installation of the first helix anchor at Small Wall

Find here our Marine Park Facebookpage

SCAN ME

Kevin Philibert (right) doing field maintenance patrol

Staff and Rangers

The Marine Park team consisted of Kevin Philbert and Yoan Ramirez, with temporary support from Wyatt during the year, and operated under the management of Duvan Rios.

Kevin Philbert completed his BAVPOL training and participated in international programs, including archaeological training in Aruba and coral restoration training in Bonaire. These experiences contributed to the professional development of the team and strengthened operational capacity.

Together, the team ensured consistent patrolling, public engagement, and coordination with partners and stakeholders.

Park Management

NATIONAL PARKS

Support for Education and Research

The Curaçao Marine Park played an important supporting role in both education and research activities.

The team assisted Carmabi's education department by guiding Marine Youth Rangers during field visits, introducing them to the marine park, buoy systems, and coral nurseries. In addition, the Marine Park supported scientific research through collaborations with Proteus, photogrammetry work with Reef Renewal, and coral nursery activities with the REACT Foundation.

The Marine Park supported different scientific research

The Marine Park Department focused on conservation, patrolling, mooring buoy management, and facilitating scientific research

Patrols Summary

The Curaçao Marine Park (SPAW Area 1) experienced a year characterized by both challenges and achievements.

Throughout 2025, the Marine Park Department focused on conservation, patrolling, mooring buoy management, and facilitating scientific research. In total, the team completed 312.36 sailing hours in support of these activities.

These efforts contributed to the protection and sustainable management of the marine ecosystems within the park's jurisdiction.

The work carried out in both the mangrove and marine environments is closely connected to Carmabi's educational mission. By translating field experience and scientific knowledge into learning opportunities, Carmabi continues to raise awareness and inspire the next generation through its education programs.

Nature & Environment Education Department

EDUCATIONAL PROGRAMS

Through Carmabi Education, children, youth, and other target groups on Curaçao are connected with nature, science, and environmental awareness. From primary school pupils to secondary school students and future teachers, the programs are designed to increase knowledge, inspire curiosity, and strengthen a sense of responsibility for the island's unique ecosystems. In 2025, thousands of participants were reached through a broad and diverse educational program.

Primary Education

For primary schools, Carmabi Education offers both terrestrial and marine education programs through guided visits to Christoffel National Park, Landhuis Savonet, Shete Boka National Park, Seru Largu National Park, Daaibooi, the Curaçao Rif Mangrove Park, and the Marine Education Center at Piscadera.

Each grade level is structured around a specific theme. One year may focus on "Our Trees," another on "Our Birds," and another on "Our Mangroves." By the time students complete their primary education, from grade 1 through 8, they will have explored and experienced a wide range of natural environments, each presented in a way that matches their level of development.

Children Marnix School at Savonet

Scavenger hunt Albert Schweitzer VSBO in the Curaçao Rif Mangrove Park

Secondary Education

For secondary education, Carmabi offers programs for pre-exam classes, including VSBO 3, HAVO 4, and VWO 5.

Within the marine education program, students analyze seawater quality, learn about coral reef ecosystems, and study the impact of human activities such as overfishing and pollution. In addition, terrestrial ecosystems are explored through educational visits to the Hato Caves, where students learn about the ecological importance of bats, their role in the food web, and the vulnerability of these systems.

Scan the QR-code to go to our free educational materials

SCAN ME

Nature & Environment Education Department

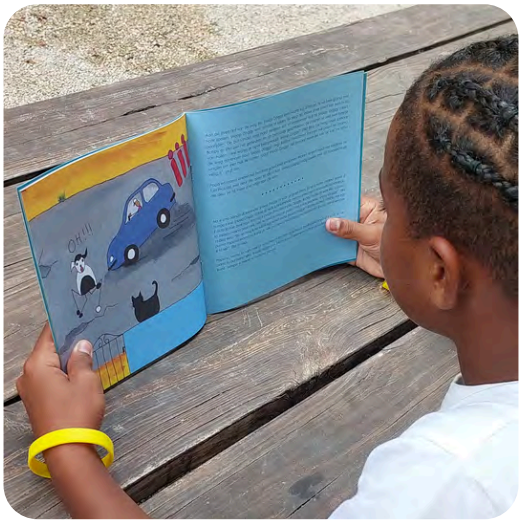
PARTICIPATION

Marine Youth Rangers (MaYoR)

The Marine Youth Rangers program offers a more in-depth experience for young people aged 12 to 16. Participants meet twice a month and take part in activities such as snorkeling, diving, kayaking, clean-ups, and theory lessons.

Through this program, participants develop a strong connection with the marine environment, while gaining both practical skills and a deeper understanding of conservation.

MaYors helping the rangers Marine Park Curaçao at Oostpunt



Project Snoop Doggy for group 5-6 primary education

Outreach, Projects and Partnerships

In addition to school programs, Carmabi Education organized student days, participated in study and career fairs, provided training for teacher trainees at the University of Curaçao, developed educational materials, and supported secondary school students with research assignments.

Podcasts, radio programs, projects, and partnerships further contributed to raising public awareness.

One example is the Snoop Doggy project, which targets primary school children in grades 5 and 6. Through this initiative, children learn about responsible pet care, including the importance of providing love, attention, fresh water, shade, and proper veterinary care. By learning to respect animals in their own environment, children also develop a greater awareness of wildlife and nature conservation.

SCAN ME

Scan the QR-code to go to our podcast Carmabi: Natuur en Meer...!

Nature & Environment Education Department

PARTICIPATION

Collaborations

Carmabi also collaborated with organizations such as the Curaçao Clean Up Foundation, for which educational materials were developed to accompany awareness videos on waste and environmental responsibility. In addition, Carmabi is a partner in the 'Awa pa Kòrsou'-project.

Since the early stages of Club17, an initiative focused on implementing the Sustainable Development Goals (SDGs) on Curaçao, Carmabi Education has been closely involved. Over time, Club17 has grown into a respected organization, serving as an important discussion partner and driving community-based initiatives.

All educational materials are made available free of charge and can be downloaded via Carmabi's website. In addition, Carmabi's radio program is accessible through platforms such as Spotify, further extending its reach.

MaYors clean up at the Curaçao Rif Mangrove Park

Seru Largu National Park Educatie Don Sarto

Why Our Approach Works

Carmabi Education believes that learning is most effective when experienced firsthand. Rather than only explaining ecosystems, participants are taken into nature to observe, explore, and discover for themselves.

By experiencing coral reefs, mangroves, and national parks directly, knowledge becomes personal and lasting. This approach fosters understanding, respect, and a long-term commitment to protecting Curaçao's natural environment.

Scan the QR-code to go to our radio show Mens & Dier

SCAN ME

Nature & Environment Education Department

PARTICIPATION

Special Film Screening: Ocean by David Attenborough

As part of its outreach and awareness efforts, Carmabi organized special screenings of the documentary Ocean by Sir David Attenborough.

Screening of Oceans in Luna Blou

The first screening took place on October 3 and brought together partners and stakeholders, creating a moment for connection while highlighting the beauty and vulnerability of marine ecosystems.

On January 9, the documentary was screened at Teatro Luna Blou for approximately 200 students from VSBO, HAVO, and VWO schools. The film clearly illustrates the impact of overfishing on marine ecosystems and demonstrates how imbalances in the ocean affect biodiversity and coastal communities. This message strongly resonates with Curaçao, where healthy seas are essential for both nature and society.

To extend the impact, the film is further integrated into school programs through assignments developed by Carmabi Education. These follow-up activities encourage reflection, discussion, and deeper understanding, ensuring that the message continues to resonate beyond the screening itself.

Results

In 2025, a total of 13,930 children participated in Carmabi's educational programs. Secondary education programs reached 375 students, while the Marine Youth Rangers program engaged 45 participants. In addition, special awareness activities reached approximately 700 participants.

An overview of participation and program distribution is provided in the accompanying tables.

Through its education programs, Carmabi translates knowledge into awareness and engagement. At the same time, this knowledge is continuously developed through scientific research and data collection, forming the foundation for evidence-based conservation and decision-making.

Total children in 2025 in Carmabi's educational programs

	2025			
	Q1 & Q2	Q3	Q4	total
FO (primary education)	8865	1221	3844	13930
VO (secondary education)	250	0	125	375
Marine Youth Rangers	25	22	(22)	45
Various activities	300	300	100	700
Total				**15050**

Specific numbers of primary school students

group		Q1 & Q2	Q3	Q4	2025
1-2	Nos mondi / tortuga	1669	207	782	**2658**
3	Nos reptilnan	936	87	463	**1486**
4	Nos paranan	932	132	404	**1468**
5	Nos palunan	848	147	336	**1331**
6	Awa i kultura	782	47	392	**1221**
6	Turtles & plastic	709	130	345	**1184**
7	Zorgvliet	720	74	202	**996**
7	Wetlands/ palu di mangel	593	144	226	**963**
8	Nos ref di koral	475	141	172	**788**
8	Daaibooi	405	36	15	**456**
8	Shete boka	711	76	241	**1028**
7-8	Seru Largu	85	0	266	**351**
	Total:	8865	1221	3844	**13930**

Knowledge, Heritage and Digitalization

CARMABI LIBRARY DIGITIZATION PROJECT

Digitizing a unique scientific legacy

In 2025, Carmabi initiated an important step in preserving its scientific and historical legacy through the digitization of its library collection, supported by the Mondriaan Fund. This project focuses on cleaning, organizing, and partially digitizing decades of ecological knowledge, ensuring that it remains accessible for future generations of researchers, students, and policymakers.

Unlocking decades of ecological research

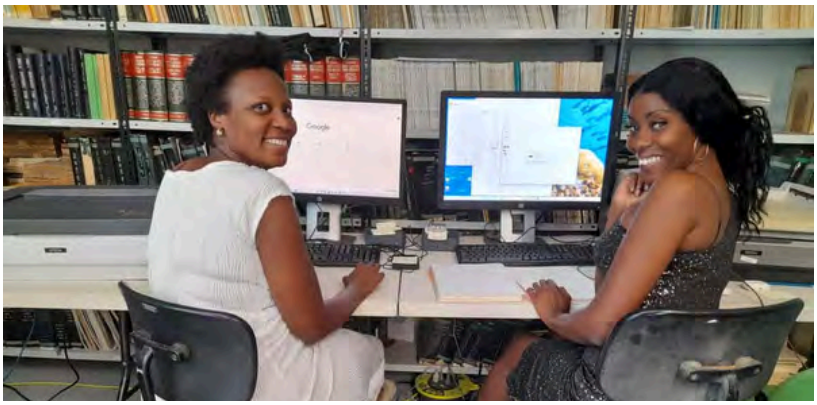
As part of this initiative, a significant portion of the collection has already been digitized. This includes historic consultancy reports and student theses from the period 1960 to 2000, as well as the Carmabi Collected Papers from 1956 to 1979. In addition, unique archival materials are being preserved, such as the field notebook of J.H. Westermann from 1958, which contains original maps and handwritten field observations.

Building strategic partnerships

To strengthen the impact and accessibility of the project, Carmabi actively explored collaborations with several key institutions, including the University of Curaçao, the Dutch Caribbean Biodiversity Platform, the Mongui Maduro Library, the Dutch Caribbean Heritage Platform, the Digital Library of the Caribbean, and the National Archives of Curaçao.

Access through a regional digital platform

It was ultimately decided to host the Carmabi digital collection as a partner collection within the Dutch Caribbean Digital Platform (DCDP) of the University of Curaçao. This open-access platform provides access to historical, cultural, and scientific resources from across the Dutch Caribbean and ensures long-term preservation and international visibility of the collection. Through this collaboration, Carmabi's collection becomes part of a broader regional knowledge network. The collection can be accessed online via: https://dcdp.uoc.cw/carmabi.



Indeliene (Jentje) Henrietta (Left) and Minx Vanessa Bryson (right) working on the digitalization project

Knowledge, Heritage and Digitalization

CARMABI LIBRARY DIGITIZATION PROJECT

Expanding the archive: visual heritage

In addition to written materials, a substantial collection of visual archives has been identified, including photographs, negatives, and slides. These materials are currently being digitized in collaboration with the National Archives of Curaçao, further expanding the accessibility of Carmabi's historical records.

Continuing the digitization process

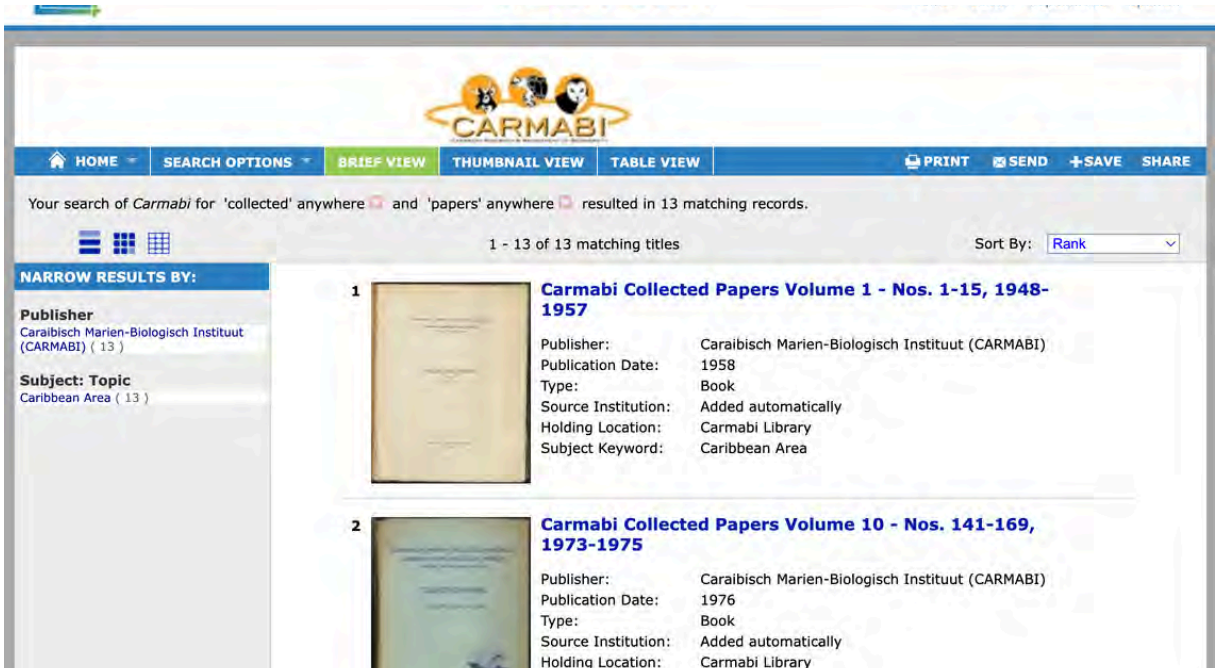
At present, approximately 90% of the physical library collection remains unsorted. Carmabi is actively exploring funding opportunities to continue the cleaning, sorting, and potential digitization of the remaining materials. The current phase of the project will conclude on March 31, 2026, with a follow-up project already in preparation to build on the progress achieved.

Strengthening Carmabi's role as a knowledge institute

Through this initiative, Carmabi is strengthening its role as a guardian of ecological and scientific knowledge in the Dutch Caribbean, ensuring that past research continues to inform future decisions.

A foundation for future research

The preservation and accessibility of knowledge form the foundation for Carmabi's scientific work. Building on decades of collected data and research, Carmabi continues to deepen its understanding of marine ecosystems through ongoing research and monitoring activities.



The collection can be accessed online via: https://dcdp.uoc.cw/carmabi or scan the QR-code

SCAN ME

Scientific Research (Marine)

MARINE RESEARCH

Current State of Curaçao's Coral Reefs

Systematic reef monitoring around Curaçao began in the early 1970s, when live hard coral cover averaged between 45% and 55% on leeward fore-reefs at depths of 10 to 20 meters. Since then, a steady island-wide decline has been observed. Coral cover decreased to approximately 18% by 2010, followed by a further decline to around 13% in 2015 (and again in 2023), and reached approximately 5% in 2025.

Curacao Marine Park

Local variation and remaining strongholds

Despite this overall trend, some locations, such as Oostpunt and Klein Curaçao, still maintain relatively high coral cover exceeding 25%. However, the general decline in reef-building corals coincides with major disturbance events, including disease outbreaks such as white-band and white-plague disease in the late 1970s to mid-1980s, and the ongoing spread of Stony Coral Tissue Loss Disease (SCTLD) since 2023. Additional impacts include hurricane swells, notably Hurricane Lenny in 1999 and Hurricane Omar in 2008, as well as large-scale coral bleaching events in 1998, 2010, and 2023.

Chronic pressures on reef ecosystems

Long-term pressures such as pollution and overfishing have further contributed to the continued decline of coral reefs across the island. Currently, 19 of the 65 reef-building coral species found in Curaçao are classified as threatened with extinction according to the IUCN Red List.

Although legal frameworks exist to protect reefs and certain reef organisms, enforcement and sewage infrastructure remain insufficient. Without significant improvements in fisheries management, pollution reduction, and enforcement, reef systems are expected to fall below recovery thresholds within the coming decades.

Corals suffering from the effects of warm waters in January 2025 loose their color due to the expulsion of symbiotic algae (bleaching)

Scientific Research (Marine)

MARINE RESEARCH

Shifting public perception and urgency

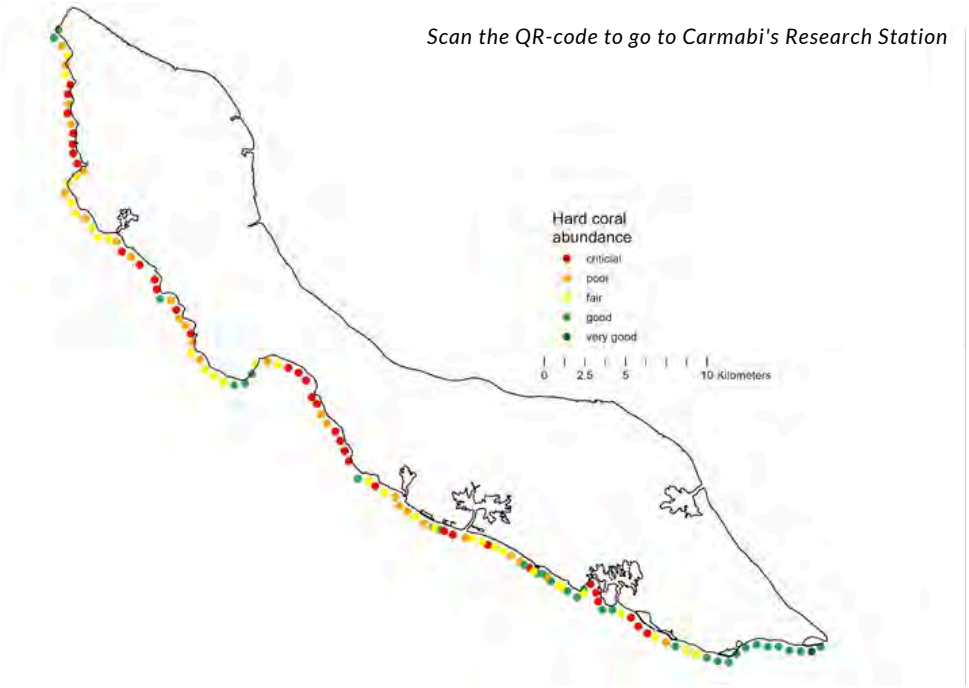
The decline of Curaçao's reefs, once considered among the healthiest in the Caribbean, has also become increasingly visible to visitors. Public perception has evolved over time, shifting from admiration to a more nuanced and solution-oriented dialogue. Where early tourism narratives focused on pristine conditions, more recent perspectives highlight the urgent need for improved coastal management, wastewater treatment, disease response, and large-scale reef restoration.

While average coral cover across the island has declined to approximately 5% in 2025, well below the 20% threshold commonly used to define functional coral reefs, some areas continue to perform relatively well within a regional context. However, many reef systems are now dominated by macroalgae and turf algae, indicating a fundamental shift in ecosystem structure.

Sea Fan corals in Curaçao Marine Park

Scan the QR-code to go to Carmabi's Research Station

SCAN ME



The health of coral reefs at 10m along Curacao's leeward shore in 2025.
Health indices are based on the Reef Health Index

Scientific Research (Marine)

SELECTED PROJECTS 2025

Research Overview

2025 was a productive year for marine research at Carmabi. A total of 47 studies were published in peer-reviewed journals, and 276 researchers and students visited Carmabi to participate in research projects and courses.

Several long-term research programs continued in collaboration with universities and research organizations from the United States and the Netherlands. Many of these projects, including the SEALINK project, focused on understanding how land-based processes influence the quality of coastal waters around Curaçao.

Industrial activities, wastewater discharge near Willemstad, and various forms of pollution in urbanized coastal areas were identified as key contributors to declining water quality. Newly developed current models for Curaçao and neighboring islands showed that pollution can spread around the island within days. These findings emphasize that marine ecosystems are interconnected, and that effective management requires an island-wide approach.

The condition of coastal waters has likely contributed to the observed decline in coral cover and reef fish populations at multiple sites around the island in 2025. Improving water quality remains one of the most critical priorities, as both marine ecosystems and the local economy depend on healthy coastal environments.

In addition, Carmabi strongly encourages measures to protect parrotfish populations, as these species play a key role in controlling algal growth and maintaining reef health. In collaboration with the Curaçao Marine Park, experiments were conducted to assess the effects of algal removal on coral recovery. Preliminary results from these trials are promising.

Sponges in Curaçao Marine Park

SELECTED PROJECTS 2025

Coral Restoration and Innovation

In parallel with monitoring and water quality research, Carmabi continued to develop and test new coral restoration techniques.

Innovative methods were explored to study the earliest life stages of corals. Special substrates were designed and successfully tested to raise coral larvae from multiple species. To preserve genetic diversity, gametes of various coral species were cryopreserved, allowing them to be stored and later used to support future reef restoration once diseases such as SCTLD have subsided.
In total, approximately 100,000 juvenile corals were out planted at various sites around the island in 2025.

Encouragingly, not all trends are negative. Research has shown that certain coral species can increase in abundance under current environmental conditions. One notable example is the yellow pencil coral, which hosts a highly diverse microbial community that supports its survival.

Two groups of bacteria, *Ruegeria* and *Sphingomonas*, were identified as playing a key role in promoting coral health and protecting against harmful microbes. In addition, dormant viruses within these bacteria, known as prophages, appear to transfer beneficial genes that enhance stress tolerance and adaptability to pollution.

These findings suggest that microbial communities may play an important role in coral resilience and could inform future restoration strategies, including the potential use of beneficial microbes to support vulnerable coral species.

This work also highlights the importance of collaboration between Caribbean institutions such as Carmabi and international research partners in advancing knowledge and developing innovative conservation approaches.

Researchers and marine park personel discuss the state of coral reefs in the Curacao Marine Park th Dr. Jeremy Jackson one of the Coral Reef pioniers

Scientific Research (Marine)

SELECTED PROJECTS 2025

From Knowledge to Decision-Making

To improve the availability and use of scientific information in policy and decision-making, Carmabi engaged with several ministries, including the Ministry of Spatial Planning, Land and Real Estate Management (VVRP), the Ministry of Economic Development (MEO), and GMN, as well as organizations such as the Curaçao Tourist Board (CTB), the Curaçao Hospitality and Tourism Association (CHATA), the the Ministry of Governance, Planning and Service Delivery (BPD), and the Curaçao Ports Authority (CPA).

These discussions focused on identifying what type of information is needed to support informed decision-making, particularly in light of the rapid decline of coral reefs and the increasing availability of scientific data collected by both local and international research institutions.

Curaçao faces a complex challenge: balancing continued growth in tourism with the ambition to remain a "paradise above and below the surface." This ambition is increasingly difficult to achieve given the current state of reef ecosystems along much of the leeward coast.

Based on these consultations, a concise overview of existing knowledge on Curaçao's reefs has been compiled. This report will be made publicly available in early 2026 and aims to provide decision-makers with accessible and relevant insights to support effective action.

Healthy reefs and clean coastal waters are essential for both local communities and visitors, supporting livelihoods, recreation, and biodiversity. While reversing the decline of coral reefs will require significant effort and investment, decisions on future actions should be based on the best available scientific knowledge.

All research conducted at Carmabi is publicly accessible through www.researchstationcarmabi.org. Carmabi remains committed to sharing knowledge and supporting anyone seeking information about Curaçao's natural environment, both above and below the water.

Throughout 2025, research findings were also shared through presentations and workshops, including topics such as climate change impacts, invasive species, and water quality

Students enjoy a break after a day of diving at Carmabi

Scientific Research (Marine)

SELECTED PROJECTS 2025

Research, Collaboration and Impact

In 2025, Carmabi welcomed a diverse group of visiting researchers who collaborated on a wide range of scientific projects. These international partnerships not only strengthen knowledge exchange but also reinforce Curaçao's role as an important hub for marine and ecological research. A complete overview of visiting researchers can be found in Annex 1.

Carmabi also remained active in publishing research findings, contributing to scientific articles and reports that support both the academic community and policy development. A full overview of publications in 2025 is provided in Annex 2.

Beyond its scientific research, Carmabi continues to apply its expertise through consultancy services. By supporting environmental assessments, monitoring programs, and sustainable development projects, the institute ensures that scientific knowledge is translated into practical solutions. In doing so, Carmabi helps bridge the gap between science and implementation, contributing to informed decision-making and effective environmental management.

French angelfishes in Curacao Marine Park

Scientific Research (Terrestrial)

TERRESTRIAL RESEARCH

Highlights: Terrestrial Research and Monitoring

In 2025, Carmabi continued its terrestrial research and monitoring activities, focusing on biodiversity, ecosystem dynamics, and long-term environmental trends.

SCAN ME

Scan the QR-code to go to Carmabi's Terrestrial Research website

PROALAS Bird Monitoring

Carmabi participates in a multi-year project of DCNA to monitor the terrestrial bird community of Curaçao. This project is conducted across all six Dutch Caribbean islands and follows the PROALAS protocol developed by Birds Caribbean.

The aim of the project is to assess bird population trends over time, identify potentially vulnerable species, and better understand the relationship between bird populations and environmental parameters.

The survey, running from 2023 to 2027, includes two monitoring periods each year, in spring (March–April) and fall (October–November), to capture seasonal variation between the dry and rainy seasons.
In its third year, the project was expanded to include additional survey locations. While originally focused on Christoffel National Park, the survey now also includes Shete Boka National Park, Seru Largu National Park, Ascension, and Boka Sami. In total, the project now consists of 60 survey locations.

At each survey point, additional environmental data is collected, including dominant vegetation, altitude, and slope. This expanded dataset allows for more detailed analysis and comparison of bird population trends across different habitat types, soil conditions, and landscape characteristics.

PROALAS bird monitoring Crested Caracara Caracara plancus

Scientific Research (Terrestrial)

TERRESTRIAL RESEARCH

Nesting Turtles

Since 2018, the pocket beaches of Shete Boka National Park and Christoffel National Park have been structurally monitored for nesting turtle activity.

During the nesting season, which runs from May to January, these beaches are monitored three times per week. In 2025, no nesting activity was recorded.
Following the identification of a hawksbill turtle (Eretmochelys imbricata) nest at Boka Braun in 2019 and considering the species' average nesting interval of approximately three years, nesting activity was expected in both 2022 and 2025. However, no activity was observed in either year.

This absence of nesting activity highlights the need for continued monitoring and raises important questions about current population dynamics. Possible explanations include unsuccessful nesting events in previous years, delayed sexual maturity, or changes in beach conditions such as erosion affecting habitat suitability.

The observed variability in nesting activity highlights the importance of continued long-term monitoring. These data are essential for understanding trends over time and for informing future conservation and management strategies aimed at protecting sea turtle populations on Curaçao.

Monitoring turtle area with our drone

Scientific Research (Terrestrial)

ADVICE AND CONSULTANCY

Carmabi Native Plant Nursery

In 2025, the Carmabi native plant nursery continued to expand, with a growing collection of approximately 100 native plant species from Curaçao, including trees, shrubs, and herbs.

The nursery serves a dual purpose: increasing knowledge of native flora and providing a sustainable alternative to imported plant species for landscaping.

Several rare and notable species were successfully cultivated. These include Krugiodendron ferreum and Amyris ignea, both rare tree species on Curaçao, which were found bearing fruit during fieldwork in Christoffel National Park. Their seeds germinated successfully and in relatively high numbers.

Amyris ignea seedling

In addition, seeds of the rare coastal shrub Strumpfia maritima (locally known as 'Bai no bolberá') were collected. Although scientific literature suggested low germination rates, the results exceeded expectations.

The nursery also increased its visibility through improved media presence, supporting its mission to promote native plants. Native species provide habitat and food for birds and butterflies and are well adapted to Curaçao's climate.
Through this work, Carmabi contributes to safeguarding the island's natural heritage while supporting more sustainable landscaping practices.

Carmabi's Native Plant Nursery

SCAN ME

Scan the QR-code to go to Carmabi's Native Plant Nursery

Scientific Research (Terrestrial)

SELECTED PROJECTS

Consultancy: Selected Projects

In addition to research and monitoring, Carmabi carried out several consultancy projects in 2025, supporting sustainable development and environmental management both on Curaçao and in the wider region.

Bonaire landscape ecological vegetation research

Bonaire Landscape Ecological Vegetation Research

In collaboration with Wageningen University & Research (WUR), Carmabi continued a large-scale vegetation study on Bonaire.

The project, which began in 2024, aims to resurvey historic vegetation locations to assess long-term ecological changes on the island. In 2025, the final 125 of a total of 310 survey locations were completed.

The collected data is currently being analyzed jointly by WUR and Carmabi, and will contribute to improved understanding of vegetation dynamics and environmental change on Bonaire

Nature Inventory near Curaçao International Airport

At the request of Curaçao Airport Holding, Carmabi conducted a nature inventory of five selected areas near Curaçao International Airport to support future development planning.

The study revealed a high level of biodiversity across the surveyed areas. More than 25% of Curaçao's native flora was recorded, including several rare and very rare species.

Areas with well-developed vegetation were identified, and overall nature values were found to be unexpectedly high. This is partly due to the historical development of the landscape, as well as the proximity of these areas to both urban Willemstad and the airport.

The findings provide important input for balancing future development with the conservation of ecological values.

Nature inventory of selected areas near the Curaçao Hato international airport

Scientific Research (Terrestrial)

ADVICE AND CONSULTANCY

Nature Inventory of Marinekazerne Suffisant

Carmabi also conducted a nature inventory of Marinekazerne Suffisant and surrounding areas, commissioned by Rijksvastgoedbedrijf.

Rijksvastgoedbedrijf, responsible for managing assets of Dutch ministries, is working toward more sustainable use of its properties, including those used by the Ministry of Defense on Curaçao.

The inventory assessed the ecological condition of the area and identified opportunities to enhance sustainable use. In addition to documenting the current state of nature, the study focused on identifying practical opportunities for integrating conservation into future development and management of the site.

Nature inventory of Marinekazerne Suffisant

Christoffel Mountain

Publications in 2025

A complete overview of consultancy-related publications is provided in Annex 3.

Through its consultancy activities, Carmabi applies scientific knowledge in practical contexts, supporting sustainable development and environmental decision-making. Together with research, conservation, and education, these activities form an integral part of Carmabi's broader impact on society.

To ensure these activities are effectively supported and sustained, a strong organizational structure and sound governance are essential. The following section outlines Carmabi's governance structure and organization in 2025.

Organizational Processes

GOVERNANCE STRUCTURE

Two-tier Organization

On 12 March 2025, Carmabi formally adopted a two-tier governance structure, reflecting the organization's continued commitment to sound governance, transparency, and effective oversight.

Following this transition, the Supervisory Board and Managing Board held their first joint meeting on 14 April 2025. From that moment onward, Carmabi has operated under a structure consisting of a Supervisory Board of five members and a Managing Board of two directors. The Chief Executive Officer operates under an independent contract, while the Scientific Director remains employed by the foundation.

Supervisory Board

During 2025, the Supervisory Board convened seven times. The Board focused on the adoption and implementation of the new statutes, the approval of governance rules and role profiles, and the appointment of board members, including agreements on retirement schedules.

The Supervisory Board in 2025 consisted of Odette Doest as Chair, Karel van Haren as Vice-Chair, Jeffrey Sybesma in a legal capacity, Pieter van den Berg in a financial capacity, and Robin Corsen as member.

The Dutch research vessel Pelagia visited Curacao in April 2025 as part of a research expedition on Atlantic Sargassum blooms

Organizational Processes

GOVERNANCE STRUCTURE

Other Positions Held by Members of the Supervisory Board

In line with Carmabi's commitment to transparency and the prevention of potential conflicts of interest, members of the Supervisory Board disclose their additional professional and voluntary roles.

Jeffrey Sybesma serves as a member of the Advisory Council of Curaçao and holds positions as Special Judge at the Council of Appeal for Civil Servant Matters and the Court of First Instance (SVB Lar cases) at the Joint Court of Justice, as well as Special Judge under the Kingdom Act on the Joint Court of Justice. He is also a member of the editorial board of the Caribbean Journal of Jurists, formerly TAR-Justicia, and acts as a part-time lecturer in constitutional, administrative, and environmental law at the University of Curaçao Dr. Moises da Costa Gomez.

In addition, he serves as Secretary of the Supervisory Board of the Curaçao Red Cross Blood Bank Foundation and Secretary of the Sea Scouts Group Committee "Monseigneur Verriet".

Karel van Haren is Chair of the Board of Directors of the Vidanova Pension Fund, serves as a board member of the Foundation Pension Fund Isla, and is a board member of the Bellisima Cycling Club.

Robin Corsen serves as a board member of the Deposit Guarantee Fund.

Odette Doest is Chair of Fundashon Dier en Onderwijs Cariben and a member of the Amazona barbadensis Conservation Network working group.

Manfred van Veghel during One Ocean Science Congress in Nice (France)

Organizational Processes

SUPERVISORY BOARD

Managing Board

The Managing Board consists of Manfred van Veghel as General Director and Mark Vermeij as Scientific Director.

A remuneration policy for the Supervisory Board was approved during 2025 and will take effect on 1 January 2026, providing modest compensation aligned with good governance practices. No remuneration was granted in 2025.

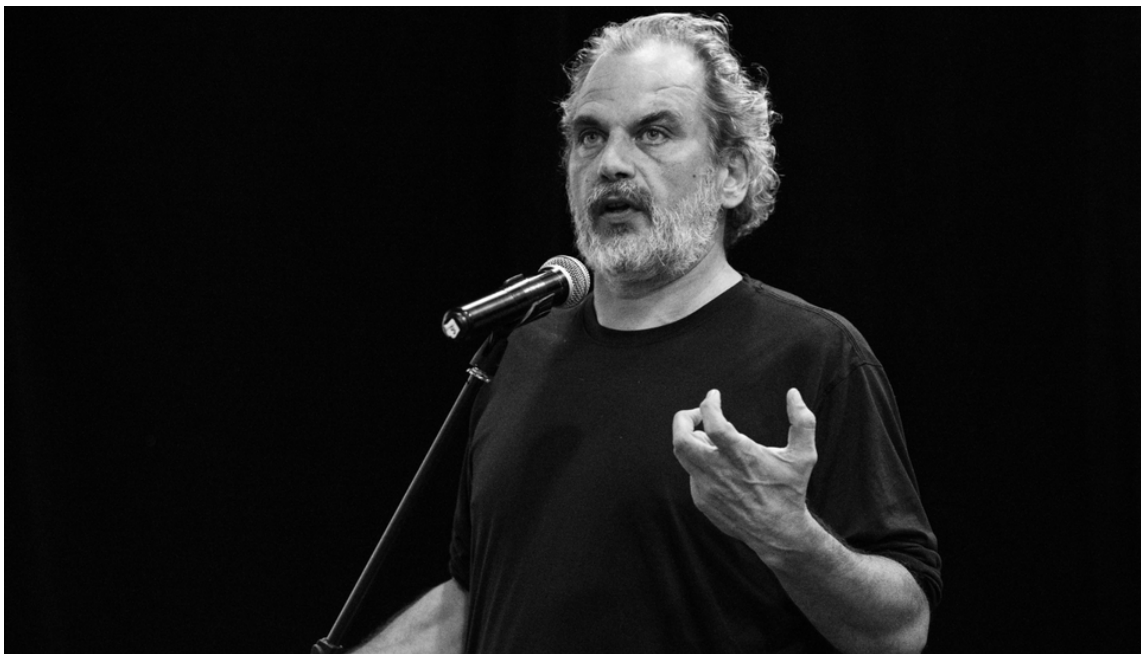
Integrity, Risk Management and Strategic Direction

Members of both the Supervisory Board and Managing Board operate independently and with integrity, maintaining transparency and vigilance with regard to potential conflicts of interest.

This commitment was reinforced through a Supervisory Board self-evaluation and an annual appraisal of the Managing Board.

During 2025, a risk register was introduced to support structured discussions on risk appetite and key organizational risks. These include the degradation of natural ecosystems, particularly coral reefs, human capital and operational continuity, financial sustainability, and geopolitical developments.

In addition, a comprehensive overview of policies and procedures was developed, forming the foundation for the Strategic Plan 2025–2030, which was subsequently submitted to the Supervisory Board.



Dr. Mark Vermeij during Water Symposium

Organizational Processes

SUPERVISORY BOARD

Statement from the Supervisory Board

On behalf of the Supervisory Board, I confirm that throughout the reporting year we fulfilled our supervisory responsibilities with due care and independence.

We are satisfied that the Managing Board has led the organization responsibly and in accordance with Carmabi's mission to protect and restore nature.

The Supervisory Board has approved the annual report and the financial statements and expresses its full confidence in Carmabi's strategic direction.

Odette Doest
Chair, Supervisory Board

Chair of Supervisory Board Odette Doest during Carmabi's 70 years celebration

The following section presents the financial results of Carmabi for 2025, providing further insight into the organization's performance and financial position.

Head Education Cor Hameete, Manfred van Veghel and Coco Cola marketing executive Myrthe Verhulst during 70 years celebration Carmabi

Finances

FINANCIAL PERFORMANCE 2025

The financial results of 2025 reflect a year of growth, increased activity, and continued investment in Carmabi's core mission of research, conservation, and education. As visitor numbers, partnerships, and project activities expanded, so did the organization's financial flows.

At the same time, Carmabi remained focused on maintaining a healthy financial position, balancing operational income with strategic investments in infrastructure, people, and long-term development. The financial statements below provide insight into the organization's performance and financial position for the year.

While the financial results provide insight into Carmabi's operational performance, they do not fully reflect the broader support that enables the organization to achieve its mission. In addition to its own revenue streams, Carmabi relies on the contributions of partners, organizations, and individuals. The following section provides an overview of donations and contributions received in 2025.

Student are being trained in underwater survey techniques near the Waterfactory

Finances

DONATIONS AND CONTRIBUTIONS

Acknowledgement of Support

Carmabi gratefully acknowledges the financial and in-kind contributions received from partners, organizations, and individuals throughout 2025. These contributions are essential in supporting the organization's work in research, nature conservation, education, and the management of national parks on Curaçao.

Blacksmith workshop at Savonet

Partnerships Driving Impact

Throughout the year, a diverse group of partners contributed to key projects and programs. Support from the Blue Marine Foundation enabled transportation for school children and activities within the Marine Youth Rangers program. The Mondriaan Fund made a significant contribution through two grants, supporting both the digitization of the Carmabi library as part of the '70 Years of Carmabi Heritage' project and the development of the Savonet Living Museum, including the restoration of the blacksmith workshop.

Conservation and education remained central themes. By June supported mangrove restoration efforts, while Maduro & Curiel's Bank (MCB Bank) contributed to education programs. DCNA supported the management of the national parks, and Vogelbescherming Nederland provided educational materials for local schools.

Community and Institutional Support

In April 2025, Carmabi received a donation from the Project Management Community Curaçao following the organization of their second Project Management Conference at the Carmabi Research Center. During this event, more than 30 project management professionals participated in sessions on certification and best practices, while also gaining insight into the Klein Curaçao Restoration Project, presented by project leader Jacques Heide. Carmabi is one of the consortium partners involved in this project.

The conference generated a financial surplus, from which XCG 821 was donated to Carmabi. This initiative highlights how knowledge exchange and professional collaboration can directly contribute to conservation efforts.

Additional contributions from organizations such as EcoSense, as well as individual donors, further demonstrate the broad engagement with Carmabi's mission. A contribution from UIMP in New York supported the Nature Education Fund in memory of Jos H. B. Butôt.

DONATIONS AND CONTRIBUTIONS

Community and Institutional Support

Support also came in the form of knowledge and community-based initiatives. Educational resources were developed with contributors such as Johannes van Zon, while Ban Biba Bario supported both infrastructure improvements and ecological education activities in Willibrordus.

The Representation of the Netherlands in Curaçao contributed through the Small Projects Fund, and the World Wide Fund for Nature supported awareness activities, including documentary screenings connected to ocean conservation and Carmabi's 70-year anniversary.

Minister of Finance Javier Silvania at Zevenbergen

Sustainability and In-Kind Contributions

In-kind contributions further strengthened Carmabi's impact. Coca-Cola supported sustainability efforts through the donation of recycling bins for all national parks, while the Snoop Doggy initiative provided educational materials for children. Online donations through the DCNA platform also contributed to ongoing activities.

Looking Ahead

These contributions reflect the strong network of partners and supporters who contribute to Carmabi's mission. Together, they enable the organization to continue its work in protecting and restoring nature, while investing in knowledge, education, and future generations.

The annexes below provide detailed overviews of visiting researchers, scientific publications, and supporting documentation referenced throughout this report.

Workshop Sargassum at Carmabi

Scientific Research

VISITING RESEARCHERS IN 2025

Projects are listed by Principal Investigator (PI), affiliation, and research topics

Drs. Laurent Delvoye (Vlissingen, The Netherlands) – Coral histology
Dr. Eric Mijts (University of Aruba, Aruba) – Connectivity of Caribbean coral communities
Dr. Iliana Baums (Institute for Chemistry and Biology of Marine Environments, Germany) – Genetics of Caribbean corals
Dr. Joaquin Yus Dominguez (University of Illinois Urbana-Champaign, USA) – Reef restoration technology
Drs. Emily Nixon (San Diego State University, USA) – Larval ecology
Dr. João Grave (University of Lisbon, Portugal) – Ecology of cleaner fishes
Dr. Steve Simpson (University of Exeter, United Kingdom) – Reef soundscapes
Dr. Eleanor Caves (Duke University, USA) – Shrimp ecology
Dr. Anna Poslednik (University of Colorado, USA) – Fish parasites
STCC – Sea Turtle Conservation Curaçao
Dr. Yu Kai Tan (University of Michigan, USA) – Evolution of molluscs
Dr. Cassidy D'Aloia (University of Toronto Mississauga, Canada) – Connectivity in cryptobenthic fishes
Patrick Brydon (Broadreach College, USA) – Course: Coral reef ecology
Dr. Chantal Begin (Florida State University, USA) – Coral reef ecology course
Dr. Didier de Bakker (NIOZ & Wageningen University, The Netherlands) – Bioerosion by sponges
Dr. Isaiah Bolden (Vanderbilt University, USA) – Cave and climate research
Dr. Mike Gill (University of Colorado, USA) – Feeding ecology of fishes
SECORE International (USA) – Workshop on larval rearing and reef restoration
Dr. Léonie Weerakoon (KINETIK, USA) – Mapping living systems for economic transformation
Dr. Forest Rohwer (San Diego State University, USA) – Coral microbiology and reef restoration
Dr. Linda Amaral-Zettler (Netherlands Institute for Sea Research, The Netherlands) – Sargassum
Dr. Laura Govers (University of Groningen, The Netherlands) – Ecology of inland bays on Curaçao
Dr. Andy Haas (Netherlands Institute for Sea Research, The Netherlands) – Land-based sources of pollution and water quality
Dr. Sam Matchette (University of Cambridge, United Kingdom) – Fish behavior
Dr. Sean Cornell (University of Cincinnati, USA) – Coral reef ecology course
Dr. Ian Hughes (Harvard University, USA) – Bivalve taxonomy
Dr. Natalie Vinkeles Melchers-Martinez (Wageningen University & Research, The Netherlands) – Infectious diseases
Dr. José Ricardo Paula (University of Lisbon, Portugal) – Marine ecology
Dr. Petra Visser (University of Amsterdam, The Netherlands) – Cyanobacteria on coral reefs
Dr. Pieter Johnson (University of Colorado, USA) – Fish parasites and coral reef ecology
Dr. Katrine Worsaae (University of Copenhagen, Denmark) – Invertebrate zoology
Dr. Dail Laughinghouse (University of Florida, USA) – Applied phycology
Dr. David Bertholt (University of Florida, USA) – Physiology of cyanobacteria
Dr. Gerard Muyzer (University of Amsterdam, The Netherlands) – Microbial ecology
SEALINK Project (UvA, NIOZ, WUR, TU Delft, Utrecht University, Vrije Universiteit, University of Curaçao, The Netherlands) – Land-sea interactions
Dr. Kristen Marhaver (Marhaver Lab, Curaçao) – Reproductive biology of corals
Dr. Valerie Chamberland (SECORE International, USA) – Post-settlement dynamics and reef restoration

Scientific Research

PUBLICATIONS MARINE RESEARCH IN 2025

An overview of all peer reviewed scientific publications published in 2025 is shown below:

Adhuri DS, Oleson KL, Jupiter S, Burkepile D, Marhaver KL, Darling ES. Rebuilding reefs: Perspectives on possibility and limits. One Earth. 2025 Dec 19; 8(12).

Baranco VS, Schellenberg L, Mienis F, Brussaard CP, Haas AF, de Nooijer LJ. Seasonal changes in bay water column properties and their influence on the distribution of dissolved and particulate substances along the south coast of Curaçao (Caribbean Sea). Marine Pollution Bulletin. 2025 Mar 1; 212:117545.

Barkhouse KM, Eglit Y, Weston EJ, Jenkins AB, Simpson AG. Cultivation of Ancyromonas melba, and reclassification as the type species of Divimonas gen. nov., a phylogenetically important Ancyromonad lineage. Journal of Eukaryotic Microbiology. 2025 Mar; 72(2): e70005.

Bertoncelj V, Mienis F, Stocchi P, van Sebille E. Flow patterns, hotspots, and connectivity of land-derived substances at the sea surface of Curaçao in the southern Caribbean. Ocean Science. 2025 May 27; 21(3): 945–964.

Bonacolta AM, Weiler BA, Grimes CJ, Trznadel M, Vermeij MJA, Keeling PJ, Del Campo J. Fireworms are a reservoir and potential vector for coral-infecting apicomplexans. The ISME Journal. 2025 Apr 24: wraf078.

Bravo H, Ben Chehida Y, van der Meij SE. SAMPLE: An R package to estimate sampling effort for species' occurrence rates. Ecology and Evolution. 2025 Apr; 15(4): e70998.

Chamberland VF, Bennett M, Doblado Speck T, Latijnhouwers KRW, Miller MW. Optimizing in vitro fertilization in four Caribbean coral species. PeerJ. 2025; 13: e18918.

Chamberland VF, Gómez-Corrales M, Marhaver KL, Bongaerts P, Latijnhouwers KRW, Vergara-Flórez DC, Snowden S, Sánchez JA, Vermeij MJA. Discovery of genetically distinct sympatric coral lineages with temporal but not gametic reproductive isolation. Molecular Ecology. 2025: e70138.

De Goeij JM, Mueller B, Achlatis M, Campana S, Hudspith M, Kornder NA, Hentschel U, Oatley G, Sinclair E, Aunin E, Gettle N. The scaffold-level genome sequence of an encrusting sponge, Halisarca caerulea Vacelet & Donadey, 1987, and its associated microbial metagenome sequences. Wellcome Open Research. 2025 Jul 9; 10: 344.

De Jong C, van Os I, Sepúlveda-Rodríguez G, De Baat M, Schoepf V. High-resolution temporal assessment of physicochemical variability and water quality in tropical semi-enclosed bays and coral reefs. Science of the Total Environment. 2025; 968: 178810.

Deshpande K, Gysbers D, Yus J, van Bendegom D, Nixon E, McClintock R, Quinlan ZA, Marhaver KL, Kelly LW, Espinosa-Marzal RM, Johnson AJ. Direct observation and quantitative characterization of chemotactic behaviors in Caribbean coral larvae exposed to organic and inorganic settlement cues. Scientific Reports. 2025 Mar 24; 15(1): 10173.

Scientific Research

PUBLICATIONS MARINE RESEARCH IN 2025

Epstein HE, Brown T, Akinrinade AO, McMinds R, Pollock FJ, Sonett D, Smith S, Bourne DG, Carpenter CS, Knight R, Willis BL. Evidence for microbially-mediated tradeoffs between growth and defense throughout coral evolution. Animal Microbiome. 2025 Jan 3; 7(1): 1.

Frade PR, Hoey JA, Goodbody-Gringley G, Latijnhouwers KRW, Silberhumer HE, Muir P, Bongaerts P. Hybridization as driving force for cryptic species diversity in the Caribbean coral genus Madracis. Scientific Reports. 2025 Sep 25; 15: 33359.

Grabb KC, Lord N, Dobson KL, Gordon-Smith DA, Escobar-Briones E, Ford MC, Lander S, Kitch GD, Meléndez M, Morell J, Caravaca AM. Building ocean acidification research and policy capacity in the wider Caribbean region: a case study for advancing regional resilience. Frontiers in Marine Science. 2025 Jun 9; 12: 1595911.

Hagedorn M, Zuchowicz N, Henley EM, Lager C, Perry R, Blackburn H, Bouwmeester J, Brunel O, Carter C, Rodriguez-Clark KM, Comizzoli P. Conservation of coral genetic diversity through a global biorepository network. BioScience. 2025 Aug 21: biaf117.

Helleman P, Schrama M, Trimbos KB, Braks MA, Schaffner F, Stroo A, Wouters RM, van der Beek JG. The ecological niche and population history shape mosquito population genetics on a group of three Caribbean islands. Parasites & Vectors. 2025 Dec; 18(1): 1–4.

Holmes RB, Hamilton NM, Simpson SD, Herbert-Read JE. Lionfish (Pterois volitans) do not show directional preferences for ambient underwater soundscapes during diurnal hours. Marine Biology. 2025 Jan; 172(1): 1–2.

Holmes RB, Hamilton NM, Dunkley K, Herbert-Read JE. Lionfish (Pterois volitans) show social attraction to conspecifics when selecting shelters. Ethology. 2025: e13575.

Hübner L, Leurs G, Bruil L, Grimm IA, Diaz JA, Dilrosun FF, Mercelina F, Meijer KJ, McClenachan L, de Boer KM, Vermeij MJA. Unseen experts of the sea: Fishers' local ecological knowledge reveals elasmobranch hotspot decline around Curaçao, Dutch Caribbean. Aquatic Conservation: Marine and Freshwater Ecosystems. 2025 Jun; 35(6): e70159.

Jacko-Reynolds VKL, Kwong WK, Livingston SJ, Trznadel M, Bonacolta AM, Lax G, Shivak J, Irwin NAT, Vermeij MJA, Del Campo J, Keeling PJ. Phylogenomics of coral-infecting corallicolids reveal multiple independent losses of chlorophyll biosynthesis in apicomplexan parasites. Current Biology. 2025; 35: 1–8.

Jung J, Ardisana R, Vermeij MJA, Murphy EL. Physiological consequences of nitrogen enrichment for corals in the Caribbean. Royal Society Open Science. 2025: 12250208.

Lax G, Kwong WK, Na I, Jacko-Reynolds VK, Trznadel M, House CS, Mathur V, Wakeman KC, Keeling PJ. Divergent plastid genomes in the deepest-branching apicomplexan parasites. Genome Biology and Evolution. 2025 Jun 6: evaf117.

Lippens CR, Banaszak AT. Integrating grazing and food supplementation in coral restoration to enhance settler survival and growth. Restoration Ecology. 2025 Jan; 33(1): e14303.

Locatelli NS, Baums IB. Genomes of the Caribbean reef-building corals Colpophyllia natans, Dendrogyra cylindrus, and Siderastrea siderea. G3: Genes, Genomes, Genetics. 2025 Feb 1: jkaf020.

Scientific Research

PUBLICATIONS MARINE RESEARCH IN 2025

Matchette SR, Schneider J, Drerup C, Winters S, Radford AN, Herbert-Read JE. Antagonistic effects of predator colour morph abundance and saliency on prey anti-predator responses. Behavioral Ecology. 2025 May 24: araf059.

Matchette SR, Hamilton NM, Schneider J, Drerup C, Winters S, Radford AN, Herbert-Read JE. Predators hide against similarly coloured species to camouflage on the move. Proceedings of the Royal Society B: Biological Sciences. 2025 Dec 1; 292(2061).

McLean M, Mouillot D, Langlois J, Arif S, Bejarano S, Casajus N, Edgar GJ, Flandrin U, Guilhaumon F, Judah AB, Loiseau N, MacNeil MA, Maire E, Stuart-Smith RD, Mouquet N. Conserving the beauty of the world's reef fish assemblages. Proceedings of the National Academy of Sciences of the United States of America. 2025; 122(25): e2415931122.

Muller EM, Petrik C, Conn T, Osborne CC, Villoch M, Clark AS, Koch HR, O'Neil K, Engelsma C, Baums IB. Assisted gene flow yields Acropora palmata corals with robust physiological performance under warmer water temperatures in a land-based nursery. bioRxiv. 2025 Mar 11: 2025-03.

Randall CJ, Chamberland VF, Giuliano C, Page CA, Allen K, Briggs N, Cornish R, Bickel A, Severati A. A comparison of in situ and on-vessel larval rearing for coral seeding. Restoration Ecology. 2025: e70001.

Ringwood AH, Lowder M, Provance E, O'Dea J, Gaspar T, Latijnhouwers K, Chamberland V, Vermeij MJA. Cnidarian models for toxicology. Aquatic Toxicology. 2025 Feb 1: 107265.

Rivera-Milán FF, Gerbracht J, Simal F. Barbuda Warbler Setophaga subita and Yellow Warbler S. petechia bartholemica population assessment after Hurricane Irma. Bird Conservation International. 2025; 35: e26.

Sanborn AF. Redescription, illustration and higher taxonomy of the Lesser Antilles cicada Chalumalna martinesis Boulard, 2001. Journal of Insect Biodiversity. 2025 Apr 3; 62(2): 33–41.

Sarmiento A, Calixto-Botía I, Julio-Rodríguez T, Quattrini AM, Sánchez JA. Uncovering the evolutionary history in lineage of Caribbean octocorals: phylogenomics reveals unrecognized diversity in Eunicea. Diversity. 2025 Feb 27; 17(3): 173.

Simal F, Nassar JM. First record of Sphaeronycteris toxophyllum on Bonaire Island: a case of failed mainland-island dispersal. Therya Notes. 2025 May 14; 6: 34–37.

Smit H. Watermijten van Caribisch Nederland (Acari: Hydrachnidia). Nederlandse Faunistische Mededelingen. 2025 Jan 1; 64: 343–344.

Solomon SL, de Goeij JM, Croasdale EM, Schoepf V. Seasonality modulates coral trophic plasticity in an extreme, multi-stressor environment. Limnology and Oceanography. 2025: 1–15.

Speelman HK, Aukema B, Kalkman VJ, Veldboom J. The Lygaeinae and Rhyparochrominae of the Dutch Caribbean islands of Aruba, Bonaire and Curaçao. Nederlandse Faunistische Mededelingen. 2025 Jan 1; 64: 51–68.

Steward R, Chopin P, Verburg PH. Impact-driven spatial planning for future-proofing small island states: a scenario-based land model analysis in Curaçao. Applied Geography. 2025 May 1; 178: 103604.

Scientific Research

PUBLICATIONS MARINE RESEARCH IN 2025

Theirlynck T, Staat L, Servania D, Engelen AH, van Tussenbroek BI, Muyzer G, Visser PM, Amaral-Zettler L. Nutrient-driven growth and microbiome shifts in the brown alga Sargassum fluitans III. Journal of Phycology. 2025.

Valcarcel A, O'Callaghan J, Vermeij MJ. Interplay of wind-driven processes and subsurface oscillations along the leeward coastline of a tropical reef island. Frontiers in Marine Science. 2025 Jun 4; 12: 1546596.

Van de Loosdrecht NCJ, Visser PM, de Baat ML, Vermeij MJA, de Goeij JM. Macroalgal δ15N indicates land-derived elemental pollution on nearshore coral reefs of Curaçao, southern Caribbean. Marine Pollution Bulletin. 2026; 223: 118967.

Van der Schoot RJ, Hoeksema BW. Coral-associated invertebrates as indicators of reef health in the Caribbean. Ecological Indicators. 2025 Sep 1; 178: 114015.

Wallace BA, Varona NS, Stiffler AK, Vermeij MJA, Silveira C. High microbial diversity, functional redundancy, and prophage enrichment support the success of the yellow pencil coral, Madracis mirabilis, in Curaçao's coral reefs. Systems. 2025 Oct 16: e01208-25.

Wit MR, van Egmond JL, Kruijssen TP, Bense VF, van Breukelen BM. Hydrogeochemical signatures and human impact: a comprehensive analysis of groundwater quality on the semi-arid island of Curaçao. Journal of Hydrology: Regional Studies. 2025 Aug 1; 60: 102555.

Xu T, Bravo H, Scholten YJ, Borgstein NM, van der Meij SE. Depth influences coral-dwelling faunal symbiont communities in the Caribbean, independently of colony size. Coral Reefs. 2025 May 7.

Záhonová K, Füssy Z, Albanaz AT, Butenko A, Kachale A, Kraeva N, Galan A, Zakharova A, Stojanova B, Votýpka J, Kostygov AY. Comparative genomic analysis of trypanosomatid protists illuminates an extensive change in the nuclear genetic code. mBio. 2025 Apr 28: e00885-25.

Zamengo H, Chamorro D, Houtepen E, Gaglioti A, Pederneiras L, Prado D, Oakley L. Taxonomic revision of the Celtis iguanaea complex (Cannabaceae). Phytotaxa. 2025 Feb 20; 689(1): 53–98.

SCAN ME

All these publications can be freely downloaded at https://www.researchstationCarmabi.org/scientific-publications/

Scientific Research

PUBLICATIONS ADVICE AND CONSULTANCY IN 2025

An overview of all peer reviewed scientific publications published in 2025 is shown below:

Zamengo HB, Chamorro DC, Houtepen EA, Gaglioti AL, Pederneiras LC, Prado DE, Oakley LJ. (2025). Taxonomic revision of the Celtis iguanaea complex (Cannabaceae). Phytotaxa, 689(1), 53–98.

Van Proosdij ASJ, Janssen JAM, Houtepen EAT, Eckrich C, Bertuol P, Francisca R, Beukenboom E. (2025). Conservation state of terrestrial vegetation in Washington Slagbaai and Klein Bonaire. In: State of Nature Report for the Caribbean Netherlands (pp. 34–43). Wageningen Marine Research.

Van den Burg MP, van Proosdij ASJ, Boeken M, van Buurt G, de Freitas JA, Houtepen E. (2025). Invasive species as a major threat to biodiversity in the Caribbean Netherlands.

Van Proosdij ASJ, Janssen JAM, Houtepen EAT, Mitchell A, van't Hull J. (2025). Conservation state of terrestrial vegetation on St. Eustatius. In: State of Nature Report for the Caribbean Netherlands (pp. 57–75). Wageningen Marine Research.

FINANCIAL STATEMENTS 2025

CARIBBEAN RESEARCH AND MANAGEMENT OF BIODIVERSITY (CARMABI) FOUNDATION

CURAÇAO

2025 financial statements

Carmabi Foundation

Contents

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INDEPENDENT AUDITOR'S REPORT

To: The Supervisory Board and Managing Board of Caribbean Research & Management of Biodiversity (Carmabi) Foundation

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Caribbean Research & Management of Biodiversity (Carmabi) Foundation (the Foundation), which comprise:

- The balance sheet as at 31 December 2025.
- The statement of operations for the year 2025.
- The cash flow statement for the year 2025, and
- The notes to the financial statements, including a summary of the accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as at 31 December 2025, and of its operations and its cash flows for the year then ended in accordance with the Subsidy Regulation ('Landsbesluit subsidie') 2016 (A. 2016, no. 81) and accounting guidelines for the preparation of the financial statements for small-sized legal entities of the Dutch Accounting Standards Board.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Foundation in accordance with the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information included in the Foundation's 2025 Annual Report

Other information consists of the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Managing Board and Supervisory Board are responsible for the other information.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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Responsibilities of the Managing Board and Supervisory Board for the financial statements
The Managing Board is responsible for the preparation and fair presentation of the financial statements in accordance with the Subsidy Regulation ('Landsbesluit subsidie') 2016 (A. 2016, no. 81) and accounting guidelines for the preparation of the financial statements for small-sized legal entities of the Dutch Accounting Standards Board. Furthermore, the Managing Board is responsible for such internal control as the Managing Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Managing Board is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Managing Board either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

The Supervisory Board is responsible for overseeing the Foundation's financial reporting process.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Foundation's to cease to continue as a going concern.

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with confidence

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements
Pursuant to the audit program referred to in the Subsidy Regulation ('Landsbesluit subsidie') 2016 (A. 2016, no. 81), to the best of our knowledge and belief, and to the extent we were reasonably able to verify the contents to underlying information provided to us, we report that the activity reports as attachments to the financial statements comply with the requirements of the audit program. However, we report that the Foundation did not obtain the ministerial orders related to the subsidy from the Ministry of Health, Environment and Nature and subsidy from the Ministry of Education, Science, Culture and Sport for the year 2025.

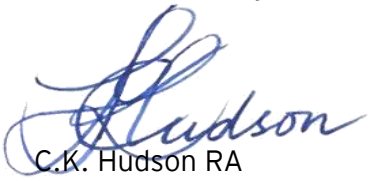
We also report that the regulations related to the financial statements, the general principles for the audit and specific provisions related to the audit have been complied with.

In accordance with article 4.5 of the Code Corporate Governance Curaçao, we report that to our best knowledge and to the extend we have been reasonably able to review the content of the supporting documents provided to us, the information included in the Annual Report complies with the requirements of the Code Corporate Governance Curaçao.

We communicate with the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Curaçao, 29 May 2026
12068759 CHU/25816

for Ernst & Young Accountants



C.K. Hudson RA

BALANCE SHEET AS OF DECEMBER 31, 2025
(after proposal of result appropration)

	2025 XCG	2024 XCG
Assets		
Non-current assets		
Plantations and Buildings (1)	922,875	1,012,268
Tangible fixed assets (2)	648,926	519,813
	1,571,801	1,532,081
Current Assets		
Receivables (3)	530,628	634,817
Stock (4)	3,904	3,003
Cash and cash equivalents (5)	1,896,074	1,733,673
	2,430,606	2,371,493
Total assets	4,002,407	3,903,574

Equity and liabilities

	2025 XCG	2024 XCG
Equity (6)		
Capital	106	106
Retained earnings	3,018,995	3,116,946
	3,019,101	3,117,052
Non-current liabilities		
Deferred income investment grants (7)	99,154	109,569
Mortgage Loan (8)	76,797	-
	175,951	109,569
Current Liabilities		
Deferred income project grants (9)	61,864	75,094
Taxes and social security payable (10)	38,290	55,177
Other liabilities (11)	707,201	546,682
	807,355	676,953
Total equity and liabilities	4,002,407	3,903,574

STATEMENT OF OPERATIONS FOR THE YEAR 2025

	2025	Budget 2025	2024
	XCG	XCG	XCG
Income			
Grants (12)	906,655	1,056,900	877,092
Earmarked grants (13)	126,326	17,284	14,211
Admission fees (14)	3,734,151	3,249,903	3,158,514
Rental income (15)	260,414	238,700	233,290
Other income (16)	830,777	1,336,127	1,191,515
Total income	5,858,323	5,898,914	5,474,622
Expenses			
Personnel expenses (17)	2,852,945	2,792,595	2,554,709
Depreciation expenses (18)	214,109	210,739	186,869
Other operating expenses (19)	2,891,676	2,851,838	2,312,953
Total expenses	5,958,730	5,855,172	5,054,531
Operational result for the year	(100,407)	43,742	420,091
Interest income	4,649	3,500	4,594
Result for the year	(95,758)	47,242	424,685
Appropriation of the result for the year			
Retained earnings	(95,758)		424,685
	(95,758)		424,685

CASH FLOW STATEMENT FOR THE YEAR 2025

	2025 XCG	2024 XCG
Operating Activities		
Operational result for the year	(100,407)	420,091
Adjustment to reconcile result to net cash flows:		
Depreciation expenses	223,131	199,266
Amortization deferred income investment grants	(10,415)	(12,397)
Corrections previous years	(2,193)	(1,427)
Working capital adjustments:		
Receivables	104,189	(232,117)
Taxes and social security payable	(16,887)	(19,584)
Stock	(901)	-
Other liabilities	160,519	(5,130)
Long term liabilities	76,797	-
Deferred income project grants	(13,230)	(8,678)
Net cash flow of operating activities	420,603	340,024
Investing activities		
Net Investments in property, plant and other fixed assets	(262,851)	(186,937)
Net cash flow of investing activities	(262,851)	(186,937)
Financing activities		
Interest received	4,649	4,594
Net cash flow of financing activities	4,649	4,594
Decrease/(increase) in cash and cash equivalents	162,401	157,681
Cash and cash equivalents at January 1	1,733,673	1,575,992
Cash and cash equivalents as of December 31	1,896,074	1,733,673

NOTES TO THE FINANCIAL STATEMENTS

General

Foundation information

Caribbean Research & Management of Biodiversity (Carmabi) Foundation is incorporated in 1996 and domiciled in Curaçao. The principal activities of the foundation are:

- Perform scientific research for the benefit of nature conservation, rehabilitation and development;
- Selecting, conservation, protection, administration, restoration and development of nature reserves and the land and objects therein, which are valuable from the point of view of geology, archaeology or history;
- Consciousness-raising of inhabitants in general and youth students in particular of the contribution that they can make to stimulate enduring development.

Accounting policies

General
The financial statements have been prepared in accordance with Book 2 of the Curaçao Civil Code and accounting guidelines fo the preparation of the financial statements for small-sized legal entities of the Dutch Accounting Standards Board to the extent these are not conflicting with local applicable law and regulations.

Summary of significant accounting policies

Judgements, estimates, assumptions and uncertainties
The management of the foundation makes various judgements and estimates when applying the accounting policies and rules for preparing the financial statements. Uncertainty about these assumptions and estimates could result in outcomes that require an adjustement to the financial statements in future periods.

The foundation based its assumptions and estimates on circumstances and information available when the financial statements were prepared. Assumptions about future developments (or future developments that do no occur), may change due to market changes or circumstances arising that are beyond the control of the foundation. These changes in estimates will be accounted for prospectively. The key estimates are related to the collectability of receivables.

Foreign currency conversion
The financial statements are presented in Caribbean guilders (XCG), which is the Foundation's functional and reporting currency. Transactions in foreign currencies are initially recorded at the functional curency rate at the date of the transaction. Monetary assets and liabilities denominated in foreign currency are converted at the functional currency rate of exchange applicable at the reporting date. All differences are taken to the statement of operations. Non monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are converted using the exchange rates at the date of the initial transaction.

Ofsetting
Assets and liabilities are only offset in the financial statements if and to the extent that an enforceable legal right exists to offset the assets and liablities and settle them simultaneously; and the foundation's intention is to settle the assets and liablities on a net basis or simultaneously.

Property, plant and equipment
Property, plant and equipment are stated at cost less accumulated depreciation.
Cost includes the cost of replacing part of the property, plant and equipment when that cost has been incurred, and if the recognition criteria are met.

Depreciation is calculated on a straight line basis over the useful life of the assets.

Property, plant and equipment are derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of operations in the year that the asset is derecognized.

Impairment of non-financial assets
The foundation assesses, at each reporting date, whether a non-financial asset or group of non-financial assets is impaired. If any indication exists, the foundation estimates the asset's recoverable amount. If it is not possible to determine the recoverab amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

Receivables
Receivables are stated at nominal value less a provision for doubtful debtors, if considered necessary.

Stock
Stock of merchandise goods is stated at cost less a provision for obsolete goods, if considered necessary.

Cash and cash equivalents
Cash and cash equivalents in the balance sheet comprise cash at banks and at hand.
Cash at bank and in hand not expected to be at the foundation's disposal for longer than 12 months is classified as financial assets un der the fixed assets, if applicable.

Non - Interest bearing loans and borrowings
All loans and borrowings are initially recognised at nominal amount, including transaction costs.

Pension contribution payable
The Foundation has agreed to provide a pension plan for its employees. The pension plan is managed by APC and is considered to be a defined benefit plan based on the average income of the employees during the years. The Foundation does not have any obligations for any shortfalls in the pension fund except for higher premiums in the future. As a result, in accordance with RJ 271.310, the pension plan is recorded as a defined contribution plan, which means that premiums are expensed when incurred.

Deferred income investments grants and projects
The deferred income investment grant are recognized as a result of the Foundation utilizing grant proceeds to purchase long life assets. The deferred income is amortized over the useful life of the respective long life asset purchased.

The deferred income project are recognized as a result of the Foundation utilizing grant proceeds to purchase goods. These funds decrease with the purchase of goods

Liabilities
Liabilities are stated at nominal value.

Revenue recognition
Grants are recognised where there is reasonable assurance that the grant will be received, and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income over the period necessary to match the gra on a systematic basis to the cost that it is intended to compensate. Where the grant relates to an asset, it is set up as deferred income. When the foundation receive non-monetary grant, the received assets and the received grant are netted against each other and are not recorded through the statement of operations.

Other income is recognised to the extent that it is probable that the economic benefits will flow to the Foundation and the income can be reliably measured. Income is measured at the fair value of the consideration received, net of discounts and rebates.

Income from the sale of merchandise is recognised when the significant risks and rewards of ownership of the goods have passe to the buyer.

Expenses
Expenses are being recognised according to the accrual method, taking the valuation principles as mentioned above into consideration.
Losses are taken into account when foreseeable.

Property Tax
The Foundation made a payment agreement for the Property Tax of Piscadera.

Cash flow
The cash flow statement is compiled according to the indirect method. The cash flow statement gives details of the source of cash which became available in the year and the use to which these funds were applied. Sources and application of cash are categorized into the respective activities to which these relate.

NOTES TO THE BALANCE SHEET

PLANTATIONS AND BUILDINGS (1)

	2025 XCG	2024 XCG
Plantations	-	-
Buildings	780,549	847,821
Renovation	142,326	164,447
	922,875	1,012,268

Plantations

Plantations concern 7 lots of land located in Plantation Knip, Plantation Lagoen and Plantation Jeremi. These have been purchased on January 29, 1999 from the Island Territory Curaçao. The purchase price was ANG 1,466,634, which was fully financed by grants received. In this respect the value of the plantations on the balance sheet is stipulated at nil.

Buildings

The buildings refer to the following premises:

	2025 XCG	2024 XCG
Piscadera and Newton Jeremi	400,461	438,462
Diveshop	47,554	53,179
7 Boka	289,334	309,895
MEC Classroom	43,200	46,285
	780,549	847,821

Piscadera and Newton Jeremi

Piscadera refers to the Main building and the Science Centre. The Main building is partially constructed in 1955 and 1965 and i fully depreciated. The land at Piscadera is owned by the Island Territory of Curaçao. A dispute concerning this land at Piscader was settled on January 23, 2009. Carmabi received a long Lease hold on the land at Piscadera in 2009. Part of the land was sold in 2010. The proceeds of this sale were ANG 574,981 of which ANG 418,814 was invested in the new Science Centre at Piscadera, in addition to the funding by USONA, the government of Curacao and additional funding by Carmabi.

Newton-Jeremi refers to the historical ruins at plantation Jeremi. The book value of these ruins is nil.

Dive Shop and 7 Boka

The Dive shop was constructed in 2014 and the construction of 7 Boka was finalized in 2015.

MEC Classroom

The Classroom was constructed in december 2019.

The movements in the buildings can be specified as follows:

	Science Centre & Piscadera	Dive shop	7 Boka, Hato, Christoffel & Mangrove	MEC Classroom	Total Buildings
	XCG	XCG	XCG	XCG	XCG
Capitalized Investment	714,352	113,678	393,525	61,710	1,283,265
Accumulated depreciation	(286,463)	(54,874)	(84,618)	(12,340)	(438,295)
January 1, 2024	427,889	58,804	308,907	49,370	844,970
Additions	46,714	-	21,549	-	68,263
Depreciation expenses	(36,141)	(5,625)	(20,561)	(3,085)	(65,412)
	10,573	(5,625)	988	(3,085)	2,851
Capitalized Investment	761,066	113,678	415,074	61,710	1,351,528
Accumulated depreciation	(322,604)	(60,499)	(105,179)	(15,425)	(503,707)
December 31, 2024	438,462	53,179	309,895	46,285	847,821
Additions	-	-		-	-
Correction previous year	(337)				(337)
Depreciation expenses	(37,664)	(5,625)	(20,561)	(3,085)	(66,935)
	(38,001)	(5,625)	(20,561)	(3,085)	(67,272)
Capitalized Investment	760,729	113,678	415,074	61,710	1,351,191
Accumulated depreciation	(360,268)	(66,124)	(125,740)	(18,510)	(570,642)
December 31, 2025	400,461	47,554	289,334	43,200	780,549

The (capitalized) investment in buildings is depreciated in 20 years

Renovations

Renovations can be specified as follows:

	2025	2024
	XCG	XCG
Renovation Country House Savonet	95,924	113,131
Renovation MEC	46,402	51,316
	142,326	164,447

Renovation Country House Savonet

The Island Territory of Curaçao sold Plantation Savonet to the Foundation as per August 4, 2006. The purchase price was ANG 500. In 2006 the Foundation started with the renovation of the Country House and capitalized the costs incurred up to including 2008. In 2008 Uitvoeringsorganisatie Stichting Ontwikkeling Nederlandse Antillen (USONA) committed to finance the renovation. Total commitment was for ANG 6,152,405. The renovation was completed in 2010. The capitalized cost, which do not include the disbursement made by USONA, are depreciated in 20 years.

Renovation MEC

A part of the Carmabi Building at Piscadera has been renovated in 2014 to be used as a maritime educational center. This maritime educational center is part of the educational program. The total costs of this renovation is ANG 98,239. This renovation could have been effectued due to donations received for the total amount of ANG 77,481.

The movements in the renovations can be specified as follows:

	Country House Savonet	MEC	Total Renovation
	XCG	XCG	XCG
Renovation value (net investment made by the Foundation)	339,374	98,239	437,613
Accumulated depreciation	(208,972)	(42,009)	(250,981)
January 1, 2024	130,402	56,230	186,632
Additions	-	-	-
Depreciation expenses	(17,271)	(4,914)	(22,185)
	(17,271)	(4,914)	(22,185)
Renovation value (net investment made by the Foundation)	339,374	98,239	437,613
Accumulated depreciation	(226,243)	(46,923)	(273,166)
December 31, 2024	113,131	51,316	164,447
Additions	-	-	-
Depreciation expenses	(17,207)	(4,914)	(22,121)
	(17,207)	(4,914)	(22,121)
Renovation value (net investment made by the Foundation)	339,374	98,239	437,613
Accumulated depreciation	(243,450)	(51,837)	(295,287)
December 31, 2025	95,924	46,402	142,326

TANGIBLE FIXED ASSETS (2)

	Computers hard-/ software	Digital Equipment	Cars and other	Total other fixed assets
	XCG	XCG	XCG	XCG
Purchase value	87,062	72,871	1,166,358	1,326,291
Accumulated depreciation	(65,247)	(59,470)	(688,766)	(813,483)
January 1, 2024	21,815	13,401	477,592	512,808
Additions	6,399	1,449	110,826	118,674
Depreciation expenses	(13,482)	(1,287)	(96,900)	(111,669)
	(7,083)	162	13,926	7,005
Purchase value	93,461	74,320	1,277,184	1,444,965
Accumulated depreciation	(78,729)	(60,757)	(785,666)	(925,152)
December 31, 2024	14,732	13,563	491,518	519,813
Additions	18,446		244,068	262,514
Correction depreciation previous years				-
Depreciation expenses	(11,968)	(1,208)	(120,225)	(133,401)
	6,478	(1,208)	123,843	129,113
Purchase value	111,907	74,320	1,521,252	1,707,479
Accumulated depreciation	(90,697)	(61,965)	(905,891)	(1,058,553)
December 31, 2025	21,210	12,355	615,361	648,926

The useful lives of the assets are estimated as follows: computer hard- and software 3 years, other digital equipment 5 years, cars 5-10 years and other fixed assets 10 years considering a residual value of 10 %.

RECEIVABLES (3)

	2025	2024
	XCG	XCG
Debtors	523,423	613,906
Provision for doubtful debtors	(89,551)	(89,551)
	433,872	524,355
Other	96,756	110,462
	530,628	634,817

Provision doubtful debtors

	2025	2024
	XCG	XCG
January 1,	89,551	366,471
Addition/release (net)	-	(276,920)
	89,551	89,551
Write off	-	-
December 31,	89,551	89,551

STOCK (4)

	2025	2024
	XCG	XCG
Stock	3,904	3,003
Provision for obsolete goods	-	-
	3,904	3,003

CASH AND CASH EQUIVALENTS (5)

Cash is available free on hand.

EQUITY (6)

	Capital	Retained Earnings	Total Equity
	XCG	XCG	XCG
Balance at January 1, 2024	106	2,693,688	2,693,794
Corrections previous years			
Result for the year 2024	-	424,685	424,685
Balance at December 31, 2024	106	3,118,373	3,118,479
Corrections previous years		(3,620)	(3,620)
Result for the year 2025	-	(95,758)	(95,758)
Balance at December 31, 2025	106	3,018,995	3,019,101

DEFERRED INCOME INVESTMENT GRANTS (7)

The movement in the deferred investments grant can be specified as follow:

	2025	2024
	XCG	XCG
Deferred investment grant	282,204	282,204
Accumulated amortization	(172,635)	(160,238)
January 1	109,569	121,966
Amortization	(10,415)	(12,397)
	(10,415)	(12,397)
Accumulated deferred investment grants	282,204	282,204
Accumulated amortization	(183,050)	(172,635)
December 31	99,154	109,569

The balance of the deferred investment grant relate to the following projects

	2025	2024
	XCG	XCG
Deferred income - MEC renovation	39,368	43,242
Deferred income - 7 Boka Toilet	35,951	39,651
Deferred income - Dive shop	23,835	26,585
Deferred income - Research zuurkast and Cooler	-	91
Deferred income - Mondriaan fonds	-	-
Balance at 31 December	99,154	109,569

The deferred income investment grant are recognized as a result of the Foundation utilizing grant proceeds to purchase long life assets. The deferred income is amortized over the useful life of the respective long life asset purchased.

MORTGAGE LOAN (8)

	2025	2024
	XCG	XCG
Interest bearing Loan	34,259	-
Non interest bearing loan	42,538	-
	76,797	-

DEFERRED INCOME PROJECTS GRANTS (9)

	2025	2024
	XCG	XCG
Deferred income - Aruba Coral Reefs	-	1,253
Deferred Income Project Milieubescherming Errol Prens	-	9,740
Deferred Income WNF bestrijding koraalziekte	48,070	48,070
Deferred income grants VOP Program	-	16,031
Deferred income Grant Mondriaan fonds	13,794	-
	61,864	75,094

Please refer to appendix 1 for an overview of the projects in 2025

TAXES AND SOCIAL SECURITY PAYABLE (10)

	2025	2024
	XCG	XCG
Social security premiums	36,122	43,127
Wage tax	9,152	9,346
Turnover tax	(6,984)	2,704
	38,290	55,177

OTHER LIABILITIES (11)

	2025	2024
	XCG	XCG
Creditors	308,630	178,292
Accrued expenses	86,023	85,997
Property Tax	22,300	166,200
Pension contribution Payable	88,750	58,465
Other	201,498	57,728
	707,201	546,682

NOTES TO THE STATEMENT OF OPERATIONS

GRANTS (12)

	2025	Budget 2025	2024
	XCG	XCG	XCG
Department of Health, Environment and Nature	350,693	263,015	236,782
Department of Education	150,900	150,900	150,900
Grant Secore	283,274	352,000	303,233
Grant CPA	121,788	290,985	186,177
	906,655	1,056,900	877,092

EARMARKED GRANTS (13)

	2025	Budget 2025	2024
	XCG	XCG	XCG
Deferred income grants Aruba Coral Reefs FDA	1,253	1,253	-
Deferred income grants DCSGF youth ranger program	-	-	11,573
Deferred income Errol Prens	9,740	-	-
Deferred Income grants Mondriaan fonds /Digitalization	99,302	-	-
Deferred income grants VOP Program	16,031	16,031	2,638
	126,326	17,284	14,211

ADMISSION FEES (14)

	2025	Budget 2025	2024
	XCG	XCG	XCG
Shete Boka Park	1,856,188	1,900,000	1,755,894
Christoffelpark	1,297,522	1,100,000	1,085,983
Mangrovepark	580,299	249,403	306,645
Museum Savonet	142	500	9,824
Marine Education Center	-	-	168
	3,734,151	3,249,903	3,158,514

RENTAL INCOME (15)

	2025	Budget 2025	2024
	XCG	XCG	XCG
Guesthouse /appartments	140,020	125,400	129,398
Hato Caves	82,075	87,000	82,075
Laboratory	19,156	8,100	10,396
Diveshop	13,200	13,200	11,321
Restaurant en gebouwen Christoffelpark	-	-	100
Boat	5,963	-	-
Overige	-	5,000	-
	260,414	238,700	233,290

OTHER INCOME (16)

	2025	Budget 2025	2024
	XCG	XCG	XCG
Consultancy fees	149,464	135,000	135,296
Commissions Hato Caves	332,792	313,000	292,333
Christoffelpark sales of products	543	5,200	608
Special Events Hermanus	-	100,000	-
Other revenues from visiting scientists	11,560	13,000	12,949
Donations	48,518	72,216	130,906
Trustfund DCNA	133,500	133,500	224,200
Sales of plants and trees	4,862	5,000	13,258
Miscellaneous	149,538	559,211	381,965
	830,777	1,336,127	1,191,515

PERSONNEL EXPENSES (17)

	2025	Budget 2025	2024
	XCG	XCG	XCG
Wages and salaries	1,895,275	1,889,721	1,677,477
Pension costs	221,921	250,425	195,569
Social security costs	346,568	337,001	304,084
Other	389,181	315,448	377,579
	2,852,945	2,792,595	2,554,709

DEPRECIATION EXPENSES (18)

	2025	Budget 2025	2024
	XCG	XCG	XCG
Depreciation expenses buildings	66,935	85,398	65,412
Depreciation expenses renovations	24,188	24,000	22,185
Depreciation expenses other fixed assets	133,401	117,762	111,669
Amortization deferred income grants	(10,415)	(16,421)	(12,397)
	214,109	210,739	186,869

OTHER OPERATING EXPENSES (19)

	2025	Budget 2025	2024
	XCG	XCG	XCG
Housing expenses	713,175	550,800	588,130
Consultants**	440,482	227,000	-
Security expenses	261,253	257,500	318,751
Cost of goods sold	240,238	167,688	198,071
Utility expenses	228,965	305,210	283,274
Advertising and public relations expenses	153,321	295,843	113,217
Project expenses	136,363	112,000	6,246
Transportation expenses	136,245	202,898	119,663
Office expenses	45,749	111,795	94,542
Communication expenses	37,131	32,191	32,995
Lawyers expenses	22,815	-	-
Addition/(release) to provision for doubtful debtors	-	-	(6,239)
Miscellaneous expenses*	445,678	557,711	610,603
Property Tax	30,261	27,702	(46,300)
	2,891,676	2,848,338	2,312,953

*The miscellaneous expenses consist mainly of maintenance costs that does not meet the criteria for capitalization.
**The directors fee was in 2024 accounted for as part of personal expenses and have been presented as consultancy expenses as part of opex in 2025.

CONTINGENT LIABILITIES
As per March 18, 2010 the Foundation placed a bank guarantee amounting to ANG 5,000 in favour of the Government of Curacao which relates to a boat imported for the Flow project.

COMMITMENT BZK
Under a grant agreement ('tijdelijke subsidieregeling IUCN NL ten behoeve van DCNA') published in the Staatscourant 17th November 2006, Nr. 225 page 9, BZK grants Euro 1 million per year for the coming ten years to support nature conservation in the Dutch Caribbean. One of the conditions set by BZK for the 10 years subsidy is that the parks create a Trust Fund in which Euro 24 million should be capitalised in 10 years. This asset in turn would then guarantee sustainable financial support and active management of the natural resources to the parks for the future. These funds are passed to DCNA via a grant agreement with IUCN NL.

Originally the parks have signed a contract and Memorandum of Understanding with DCNA, in which they agree to contribute an amount equal to what they receive from BZK into the Trust Fund. From 2009 onwards, BZK agreed that IUCN NL should deposit an amount of Euro 750,000 directly into DCNA's Rabobank Trust Fund account. The Trust Fund is managed by DCNA. Under this contract the Trust Fund must be properly managed in order to provide sustainable support after a 10 year period for an indefinite timeframe. Once fully capitalized starting 2017 the Trust fund guarantees to provide funding sufficient to cover basic operational support for up to one land and one marine park on each island of the Dutch Caribbean for as long as revenues permits to do so. However BZK stopped financing theTrust Fund in 2017.

OTHER INFORMATION
Appropriation of the result for the year
The result for 2025 amounts XCG (95.758) which will be distracted from the retained earnings.

Subsequent events
There are no subsequent events that have a material effect on the financial position of the Foundation as of 31 December, 2025.

Appendix

Deferred income investment grants

	Beginning balance 2025	Grants received	Reclassifications 2025	Restitution of donation	Donations received	Amortization 2025	Ending Balance
Projects 2024							
MEC Unesco		-	-	-	-		-
MEC Nieuwbouw	43,242	-	-	-	-	(3,874)	39,368
Diveshop	26,585	-	-	-	-	(2,750)	23,835
7-Boka project	39,651	-	-	-	-	(3,700)	35,951
Research Zuurkast	91	-	-	-	-	(91)	-
Research Cooler		-	-	-	-		-
Bibliotheekrekken PBF		-	-	-	-		-
Herbariumkasten		-	-	-	-		-
DCNA Shark Project		-	-	-	-		-
Total	109,569	-	-	-	-	(10,415)	99,154

Deferred income projects grant

	Beginning balance 2025	Grants received	Reclassifications 2025	Restitution of donation	Donations received	Realized leferred income	Ending Balance
Aruba Coral reefs FDA Corals	1,253	-	-	-	-	1,253	-
Project Milieu bescherming Errol Prens	9,740					9,740	-
Wereldnatuurfonds/ bestrijding koraalziekte	48,070						48,070
Coca Cola/donatie voor VOP program	16,031	-	-	-		16,031	-
Mondriaanfonds/Digitalise ring		113,096				99,302	13,794
Total	75,094	113,096	-	-	-	126,326	61,864

Activiteitenverslag Research

	DOEL	Activiteit	Doelgroep	Personen bereikt	Datum	Duur (in weken)**	Locatie
2025	volgens offerte 2025, zie onder voor codes	**EDUCATIE**					
Q1Q2Q3Q4	B,E	1 Cursus "koraalrif ecologie" (Univ. v. Amsterdam, Curacao)	MSc Studenten	25	Januari	3	Curacao
	B,E	Opzetten cursus Universiteit van Curacao m.b.t. natuurwetenschappen	Studenten UoC	18	Januari-December	21	Curacao
		OVERHEIDSADVIES					
	A,C,D	Assistentie GMN/ MEO traject Gevolgen van klimaatsverandering voor Curacao	Beleidsmakers	nvt	Januari-December	5	Curacao
	A,C,D	Assistentie GMN/ MEO traject Waterkwaliteit en vervuiling kustwater rondom Curacao	Beleidsmakers	nvt	Januari-December	20	Curacao
	A,C,D	Assistentie GMN: toezicht coral restoration protocols	Beleidsmakers	nvt	Januari-December	6	Curacao
	A,C,D	Assistentie MEO: ITC, Curacao's National Export Strategy	Beleidsmakers	nvt	Januari-December	5	Curacao
	A,C,D	Assistentie CBS: aanleveren statistieken m.b.t. natuur en milieu	Beleidsmakers	nvt	November	1	Curacao
	A,C,D	Assistentie MEO Klimaatatlas Curacao (https://www.klimakorsou.com/)	Beleidsmakers/ bevolking	nvt	Januari-December	2	Curacao
	A,C,D	Assistentie herziening IUCN's RED LIST (m.b.t. koralen)	Beleidsmakers	nvt	Januari-November	15	Wereldwijd
	A,C,D	Productie: Staat van de koraalriffen rondom Curacao i.s.m. MEO, VVRP en GMN	Beleidsmakers	nvt	Januari-November	22	Curacao
	A,C,D	Assistentie GMN: uitvoeren/ monitoring en updaten mangement plan Curacao Marien Park	Beleidsmakers	nvt	Januari-November	12	Curacao
		OUTREACH/ PRESENTATIES					
	B,D	Interviews internationale media i.v.m. onderzoeken op Carmabi	Wereldwijd	1000'en	Januari-December	21	Wereldwijd
	B,D	Begeleiden 1 filmploeg (documentaire over Curacao)	Wereldwijd	nvt	Januari-October	5	Curacao
	B,D	Presentaties voor lokale groepen (Curacao)	Beleidsmakers	100	Januari-October	12	Curacao
	B,D	2 Cursussen voor lokale visserij cooperatieven	Curacaose bevolking	100'en	Januari-Mei	3	Curacao
	B,D	16 Interviews m.b.t. marien milieu Curacao (Amigoe, AD, Caribisch Netwerk etc.)	Curacaose bevolking	100'en	Januari-December	4	Curacao, Nederland, U.S.A., Duitsland, Groot Brittanie
	E	Onderhouden samenwerkingen met buitenlandse universiteiten	Wereldwijd	100'en	Januari-December	52	Curacao
	E	in Q1-Q4 zijn in totaal 47 wetenschappelijke publikaties gepubliceerd op basis van onderzoek op Carmabi (zie [1])					
		ACQUISITIE					
	E	Samenstellen aanvragen subsidies (5) voor onderzoek op Curacao	nvt	nvt	Januari-December	52	nvt
		ONDERZOEK					
	B,E	Voortzetting internationaal koraalkweek programma i.s.m. SECORE	nvt	nvt	Januari-December	31	Curacao, U.S.A.
	B,E	Begeleiden 23 internationale onderzoeksgroepen tijdens onderzoek op Curacao (zie [2])	wetenschappers	117	Januari-December	44	Curacao
	E	Analyse/ schrijven 11 wetenschappelijke artikelen	Wetenschappers/ beleidsmakers	nvt	Januari-December	52	Curacao
	E	Begeleiding 158 studenten m.b.t. marien onderzoek & monitoring	Studenten	13	Januari-December	25	Curacao, U.S.A., Nederland
	E	Publicatie 8 wetenschappelijke artikelen in peer reviewed tijdschriften (zie [3])	Wetenschappers/ beleidsmakers	1000'en	Maart-November	20	Curacao
	A,D	Onderzoek/ monitoring: Zeeschildpadden (Shete Boka/ Christoffel Park)	nvt	nvt	Mei-November	4	Curacao
	A,C,D	Onderzoek: effecten van kustgebruik op functioneren Curacaose koraalriffen (SEALINK project)	nvt	nvt	Januari-December	52	Curacao. Aruba
	A,D	Onderzoek: rol van bacterieen en materiaal soorten op settlement van koralen	nvt	nvt	Januari-December	11	Curacao
	A,D	Onderzoek: bestrijden koraalziektes	nvt	nvt	Januari-December	4	Curacao
	A,D	Onderzoek: lange termijns veranderingen Curacaose riffen (photomosaics)	nvt	nvt	Mei-November	7	Curacao
	A,D	Onderzoek: nursery inheemse plantensoorten	nvt	nvt	Januari-December	52	Curacao
	A,D	Onderzoek: voorkomen vogels in Christoffel Park	nvt	nvt	Januari-December	52	Curacao
	E	Onderhoud onderzoeksfaciliteiten Carmabi	nvt	nvt	Januari-December	52	Curacao
		***) Met "duur" wordt de tijdsperiode bedoeld waaraan aan een onderwerp is gewerkt en geeft niet noodzakelijk de besteedde tijd aan een dergelijk onderwerp weer*					

[1] http://www.researchstationcarmabi.org/scientific-publications/
[2] http://www.researchstationcarmabi.org/research-station-carmabi/projects/
[3] https://scholar.google.nl/citations?hl=en&user=8b0RuYYAAAAJ&view_op=list_works&sortby=pubdate
[4] https://storymaps.arcgis.com/collections/c583aec05f5f4b8abd9f0ca82a7f8ce2?item=12

In de offerte voor 2021 zijn de volgende doelen aangegeven

- **A**· Het ontwikkelen, bijsturen en controleren van het eilandelijke natuur- en milieu beleid zodat de natuur duurzaam gebruikt kan worden voor doeleinden zoals toerisme, recreatie, visserij etc.
- **B**· Het bijdragen aan lokale educatie, culturele vorming en een kenniseconomie,
- **C**· Het adviseren van overheden en andere partijen op het gebied van natuurbeheer en –behoud.
- **D**· Het onder de aandacht brengen van (negatieve) ontwikkelingen op het gebied van natuur en milieu aan overheden en het publiek,
- **E**· De ontwikkeling van Curaçao als een eiland met een internationale reputatie op het gebied van hoogwaardig natuurwetenschappelijk onderzoek, duurzame ontwikkeling en eco-toerisme.

Activiteitenverslag Carmabi NME

Januari – juli 2025

<table>
<tr><td>activiteit</td><td>Natuur en Milieu Educatie (NME) Carmabi</td><td>Aantal leerlingen</td></tr>
<tr><td>product</td><td>1. Algemeen
2. Terrestrisch Educatie Programma (TEP)
3. Marien Educatie Programma (MEP)
4. TEP en MEP resultaten
5. Evaluatie opbrengst</td><td></td></tr>
<tr><td>Verrichte activiteiten</td><td>1. Algemeen

- Na een pilot-periode is voor groep 7 en 8 uit het Funderend Onderwijs een nieuw programma voor Seru Largu National Park toegevoegd aan het vaste aanbod.
- Diverse outreach & awareness activiteiten, waaronder de open dag Mangrovepark, kleurwedstrijd rond 70 jaar Carmabi, schoolbezoeken.
- De Marine Youth Rangers is een samenwerking aangegaan met Foundation ReAct en werken actief mee tijdens Coral Spawning. Voor schooljaar 2025-2026 wordt de samenwerking verder uitgebreid.
- Er wordt gewerkt aan een aantal projecten en samenwerkingen, die 2e semester 2025 worden gelanceerd. Zo is er lesmateriaal gemaakt i.s.m. de Curaçao Clean Up en een educatieprogramma ism de Veterinary Centers Curaçao.
- Er zijn extra activiteiten geweest, zoals het kunst hart/biná project en steeds meer speurtochten voor scholen in het mangrovepark zijn ontwikkeld.
- Naast de Terrestrische Educatie Programma’s in de nationale parken Shete Boka en Christoffelpark (waar een subsidie van GMN beschikbaar wordt gesteld) heeft de afdeling Educatie meer activiteiten. Deze activiteiten worden bekostigd door donaties/ fondsen (zoals Cultuurfonds Caribisch Gebied) en uit eigen middelen van Carmabi.

Andere activiteiten van Carmabi Educatie:
- Marien Educatie Programma/ Marine Education Center,
- Marine Youth Rangers,
- Voortgezet Onderwijs onderwijsprogramma’s (marien en terrestrisch)
- kinder-snorkelmiddagen,
- ontwikkeling lesmateriaal,
- hulp bij sector- en profielwerkstukken,
- etc..
-</td><td></td></tr>
<tr><td>Verrichte activiteiten</td><td>1. Terrestrisch Educatie Programma (TEP) Funderend Onderwijs
<table><tr><td>Groep</td><td>Aantal leerlingen</td></tr><tr><td>1-2</td><td>1669</td></tr><tr><td>3</td><td>936</td></tr><tr><td>4</td><td>932</td></tr><tr><td>5</td><td>848</td></tr><tr><td>6</td><td>782</td></tr><tr><td>7</td><td>720</td></tr><tr><td>8 Daaibooi</td><td>405</td></tr></table></td><td></td></tr>
</table>

	8 Shete boka	711
	7&8 Seru Largu	85

7088

2. Marien Educatie Programma (MEP) Funderend Onderwijs

Groep	Aantal leerlingen
6	709
7	593
8	457

1759

Totaal: 8847

TEP en MEP resultaten

Elke docent van de bezoekende school voor TEP en MEP vult een evaluatieformulier in. Deze worden door de coördinatoren en het hoofd NME geëvalueerd en zo nodig besproken met de gids. Daarnaast maken de leerlingen vanaf groep 4 een toets. De cijfers worden intern geëvalueerd en de scholen kunnen dit cijfer gebruiken als toets.

Evaluatie opbrengst

	2023		
periode	1e semester	2e semester	totaal
TEP (Funderend Onderwijs)	7206	4117	11323
MEP (Funderend Onderwijs)	1697	1141	2838
Totaal FO 2023	**8903**	**5258**	**14161**
VO (vsbo/havo/vwo)	**150**	**150**	**300**
Marine youth Rangers	**31**	**14**	**45**
Diversen (0.a. fakansiplan)	**150**	**150**	**300**
totaal			**14.806**

	2024		
periode	1e semester	2e semester	totaal
TEP (Funderend Onderwijs)	7048	4309	
MEP (Funderend Onderwijs)	1812	1057	
Totaal FO 2023	**8860**	**5366**	**14226**
VO (vsbo/havo/vwo)	**250**	**250**	**500**
Marine youth Rangers	**20**	**30**	**50**
Diversen (0.a. fakansiplan)	**300**	**200**	**500**
totaal			**15.276**

	2025		
periode	1e semester	2e semester	totaal
TEP (Funderend Onderwijs)	7088		
MEP (Funderend Onderwijs)	1759		
Totaal FO 2023	**8847**		
VO (vsbo/havo/vwo)	**250**		
Marine youth Rangers	**25**		
Diversen (0.a. fakansiplan)	**300**		
totaal			**9.422**

Totaal aantal leerling Funderend Onderwijs:
Schooljaar 2023-2024: 14.118
Schooljaar 2024-2025: **14.213**

TEP wordt uitgevoerd met een subsidie van GMN en eigen middelen.

	MEP wordt uitgevoerd door donatie CultuurfondsCG, Blue Marine fund en eigen middelen. De behaalde resultaten voldoen grotendeels aan de doelstellingen, zoals beschreven in de subsidie-aanvraag van Carmabi NME Educatie bij GMN voor de jaren 2024 en 2025. Helaas wordt voor het Marien Educatie Programma (MEP) de subsidie niet toegekend. Voor het Terrestrisch Educatie Programma (TEP) wordt de subsidie gedeeltelijk toegekend. Hoewel de educatieprogramma's breed worden gedragen door het onderwijsveld en inspelen op de behoefte vanuit het onderwijs, is de continuïteit hierdoor niet gegarandeerd.	

Cor Hameete –hoofd Carmabi Educatie - juli 2025

Activiteitenverslag Carmabi NME

Q4 okt-dec 2025

activiteit	Natuur en Milieu Educatie (NME) Carmabi	Aantal leerlingen
product	1. Algemeen 2. Behaalde resultaten Funderend Onderwijs 3. TEP en MEP resultaten 4. Evaluatie opbrengst	
Verrichte activiteiten	1. Algemeen - Diverse outreach & awareness activiteiten, waaronder de Konsiente Fair Nilda Pinto SBO, het vertonen van de film Ocean van David Attenborough in het kader van het 70-jarig bestaan van Carmabi (3 okt 2025) en het beschikbaar stellen van een educatieve video i.s.m. Inkfish en California Academy of Science over onze diepzee (met bijbehorend lesmateriaal). - Ook voor schooljaar 25-26 is er een nieuwe groep Marine Youth Rangers samengesteld. De groep bestaat uit nieuwe MaYoR's en MaYoR's die doorgegroeid zijn als seniors. In totaal 22 MaYoR's. - Naast de Terrestrische Educatie Programma's in de nationale parken Shete Boka en Christoffelpark (waar een subsidie van GMN beschikbaar wordt gesteld) heeft de afdeling Educatie meer activiteiten. Deze activiteiten worden bekostigd door donaties/ fondsen (zoals Cultuurfonds Caribisch Gebied en donatie MCB bank) en uit eigen middelen van Carmabi. Andere activiteiten van Carmabi Educatie: - Marien Educatie Programma/ Marine Education Center, - Marine Youth Rangers, - Voortgezet Onderwijs onderwijsprogramma's (marien en terrestrisch) - kinder-snorkelmiddagen, - ontwikkeling lesmateriaal, - hulp bij sector- en profielwerkstukken, - etc.. - Voor Q1 (jan-maart 2026) zal er worden gewerkt aan de volgende onderdelen: - Nieuwe opzet snorkelmiddagen voor kinderen FO. Dit om meer kinderen te bereiken uit onze doelgroep. - Verder uitwerken schoolbezoekprogramma Snoop Doggy - Het Awa pa Kòrsou project (erfgoeddeal) zal worden afgerond met het plaatsen van informatieborden op de verschillende locaties en het publiceren van het materiaal voor het voortgezet onderwijs op de website. - Verder uitwerken leerlijn biologieboeken VO. - Het maken en produceren van een vleermuizen-poster voor het onderwijs (mogelijk gemaakt d.m.v. een donatie in dec 2025)	

Behaalde resultaten Q1 t/m Q4	1. Educatie Programma's Funderend Onderwijs aantal leerlingen	**Totaal: 13.930**

Groep	Q1 & Q2	Q3	Q4	**2025**
1-2 nos mondi / tortuga	1669	207	782	**2658**
3 Nos reptilnan	936	87	463	**1486**
4 Nos paranan	932	132	404	**1468**
5 Nos palunan	848	147	336	**1331**
6 awa i kultura	782	47	392	**1221**
6 Turtles & plastic (Marine Education Center)	709	130	345	**1184**
7 Zorgvliet	720	74	202	**996**
7 wetlands/ mangrove (mangrovepark)	593	144	226	**963**
8 ons koraalrif (Marine Education Center)	475	141	172	**788**
8 Daaibooi	405	36	15	**456**
8 Shete boka	711	76	241	**1028**
7&8 Seru Largu	85	0	266	**351**
	8865	1221	3844	**13930**

Elke docent van de bezoekende school voor TEP en MEP vult een evaluatieformulier in. Deze worden door de coördinatoren en het hoofd NME geëvalueerd en zo nodig besproken met de gids. Daarnaast maken de leerlingen vanaf groep 4 een toets. De cijfers worden intern geëvalueerd en de scholen kunnen dit cijfer gebruiken als toets.

Overzicht opbrengst

	2023		
periode	1e semester	2e semester	totaal
FO (funderend onderwijs)	8903	5258	14161
VO (vsbo/havo/vwo)	150	150	300
Marine youth Rangers	31	14	45
Diversen (0.a. fakansiplan)	150	150	300
totaal			**14.806**

	2024		
periode	1e semester	2e semester	totaal
FO (funderend onderwijs)	8860	5366	14226
VO (vsbo/havo/vwo)	250	250	500
Marine youth Rangers	20	30	50
Diversen (0.a. fakansiplan)	300	200	500
totaal			**15.276**

	2025			
periode	Q1 & Q2	Q3	Q4	totaal
FO (funderend onderwijs)	8865	1221	3844	13930
VO (vsbo/havo/vwo)	250	0	125	375
Marine youth Rangers	25	22	(22)	45
Diversen (0.a. fakansiplan)	300	300	100	700
totaal				**15050**

	De terrestrische programma's voor het Funderend Onderwijs worden uitgevoerd met een subsidie van GMN en eigen middelen. De andere activiteiten (waaronder de marine programma's Funderend Onderwijs, de programma's Voortgezet Onderwijs, Marine Youth Rangers en ontwikkeling lesmateriaal) worden uitgevoerd door donatie's CultuurfondsCG, Rotary Club Willemstad en eigen middelen. De behaalde resultaten overtreffen de doelstellingen, zoals beschreven in de subsidie-aanvraag van Carmabi NME Educatie bij GMN voor 2025.	

Carmabi Educatie - December 2025

Activiteitenverslag Terrestrisch parkgebied januari – december 2025

Productnaam

Nationaal Christoffelpark, Shete Boka Nationaal Park , Seru Largu Nationaal Park

Doelstelling

1. Verdere groei van bezoekersaantallen ten opzichte van 2024, met name binnen het Christoffelpark.
2. Strategische versterking van samenwerking met tour operators als belangrijk distributiekanaal.
3. Verbetering van wandelroutes en bewegwijzering ter bevordering van veiligheid en bezoekerservaring.
4. Versterking van natuurbeheer en bescherming van kwetsbare ecosystemen bij toenemende bezoekersdruk.
5. Integratie van natuurbeleving en cultureel erfgoed via Savonet.
6. Vergroting van lokale betrokkenheid door community-activiteiten en educatieve programma's.
7. Professionalisering en ontwikkeling van het rangerteam.
8. Continuering van educatie- en jeugdontwikkelingsprogramma's.

Productomschrijving

1. De terrestrische parken onder beheer van CARMABI omvatten Nationaal Christoffelpark, Nationaal Park Shete Boka en Nationaal Park Seru Largu.
2. Het Christoffelpark is het grootste aaneengesloten natuurgebied van Curaçao en heeft als doel het veiligstellen van een representatieve subset van de terrestrische biodiversiteit van Curaçao.
3. Nationaal Park Shete Boka richt zich op de bescherming van de noordkust en in het bijzonder de neststranden van zeeschildpadden.
4. Seru Largu vervult een belangrijke rol in de verbinding tussen natuur en gemeenschap.
5. Savonet vormt het historische hart van het parkgebied waar natuur en cultureel erfgoed samenkomen, met educatie en museale activiteiten als belangrijk speerpunt.
6. De verscheidenheid aan beschermingsdoelstellingen resulteert in uiteenlopende beheertaken, variërend van actief natuurbeheer en bezoekersmanagement tot educatie, community engagement en erfgoedbehoud.

Is doelgroep bereikt?

Ja.

In 2025 is een significante groei in bezoekersaantallen gerealiseerd, met behoud van kwaliteit, veiligheid en natuurbehoud.

Verrichte activiteiten / methoden

De parken zijn gedurende 360 dagen per jaar overdag opengesteld geweest voor bezoekers.

De volgende activiteiten zijn uitgevoerd:

1. Verbetering en verduidelijking van wandelroutes en bewegwijzering.

2. Intensivering van natuurbeheer ter beperking van impact door hogere bezoekersaantallen.
3. Dagelijkse patrouilles door rangers in alle parkgebieden.
4. Actieve samenwerking met tour operators.
5. Organisatie van begeleide safari's, mountain climbs, sunset tours en museumactiviteiten.
6. Uitvoering van een 12-weeks werkleerprogramma voor 144 studenten van Joseph Civilis (VO-school te Barber).
7. Organisatie en ondersteuning van community-activiteiten, waaronder Dia di Willibrordus en Savonet.
8. Uitbreiding van storytelling binnen het Savonet Museum (introductie Yaya-historietours).
9. Monitoring van bezoekersstromen en seizoenspieken.
10. Continue interne afstemming tussen parkbeheer, marketing en administratie.

Geleverde prestaties

1. Bezoekerscijfers 2025

Christoffelpark

1. Totaal bezoekers: **65.211**
2. Residents: 10.197
3. Tourist Adults: 55.014

Shete Boka

1. Totaal bezoekers: 132.687
2. Tour operators: 53.802

Seru Largu

1. 391 deelnemers aan hiking tours
2. Succesvolle viering Dia di Willibrordus
3. Versterkte lokale betrokkenheid

2. Educatie en jeugdontwikkeling

1. 144 studenten namen deel aan een werkleerprogramma.
2. Introductie tot natuurbeheer, hospitality en professionele werkhouding.
3. Afsluiting met presentatie voor docenten en ouders.
4. Versterking verbinding tussen jeugd en natuur.

3. Natuurbeheer

1. Bescherming kwetsbare ecosystemen bij verhoogde bezoekersdruk.
2. Dagelijkse patrouilles en toezicht.
3. Continue monitoring van flora en fauna.
4. Beperking impact intensieve recreatie.

4. Rangerontwikkeling

1. Groei in betrokkenheid en verantwoordelijkheid binnen het rangerteam.
2. Versterking van teamspirit en samenwerking.
3. Actieve betrokkenheid bij bezoekersveiligheid.
4. Professionalisering in veldwerk en publieksbegeleiding.

5. Savonet en erfgoed

1. Verdere integratie natuur en cultuur.
2. Introductie Yaya-verhalentours.
3. Versterking museale beleving.
4. Groeiende educatieve rol voor schoolgroepen en toeristen.

6. Veiligheid en bezoekersbegeleiding

1. Dagelijkse patrouilles.
2. Assistentie bij incidenten.
3. Continue verbetering van bewegwijzering en infrastructuur.
4. Toegenomen bezoekersmanagement bij piekperioden.

Uitkomsten kwaliteitsmeting

Ten opzichte van voorgaande verslagperiodes is in 2025 sprake van:

1. Significante bezoekersgroei.
2. Professionalisering van parkbeheer.
3. Versterkte samenwerking met tour operators.
4. Toegenomen educatieve impact.
5. Grotere community-betrokkenheid.
6. Verbeterde bezoekerservaring door betere infrastructuur.

Zijn kwaliteitsnormen behaald?

Ja.

Ondanks de toegenomen bezoekersaantallen zijn natuurbeheer, veiligheid en educatieve doelstellingen gewaarborgd. Er is een gezonde balans gerealiseerd tussen recreatief gebruik en natuurbescherming.

Samenwerkingspartners

Belangrijke samenwerkingspartners in 2025 waren onder andere:

1. Tour operators
2. Onderwijsinstellingen (Joseph Civilis)
3. Lokale gemeenschap Willibrordus en Savonet
4. Culturele en erfgoedpartners
5. Marketing- en toerismeorganisaties