



# STRATEGIC PLAN 2020 – 2025

## SEA TURTLE CONSERVATION BONAIRE



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Sea Turtle Conservation Bonaire is a non-governmental research and conservation organization that has been protecting sea turtles since 1991.

Sea Turtle Conservation Bonaire  
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[www.bonaireturtles.org](http://www.bonaireturtles.org)

*Cover: (clockwise from top) Solvin Zankl, Ian Winter, Veronique Gueret, René Tarko, Bruce Hood, Veronique Gueret*



*Kevin Pursley*

## Executive summary

This strategic plan outlines the efforts of Sea Turtle Conservation Bonaire (STCB) aimed at the protection of sea turtles and their main habitats on Bonaire for the coming five years (2020 – 2025). It was developed in a process that harnesses the past and present work of STCB by aligning and refining existing strategies and work into an approach called the *Open Standards for the Practice of Conservation (Conservation Standards)*. The *Conservation Standards* are a proven and tested method to conservation planning and management and applies adaptive management, in which planned actions can be evaluated and adjusted based on their outcomes.

Bonaire is home to three of the world's six endangered or critically endangered species of sea turtles: the hawksbill, green, and loggerhead turtle. Sea turtle populations are being threatened worldwide and are protected under several international conventions and protocols.

STCB's strategies to mitigate the threats to Bonaire's sea turtle populations and their prime habitats for foraging and nesting are:

1. Monitoring and research
2. Education and raising awareness
3. Strengthening partnerships
4. Advocacy and lobbying
5. Strengthening institutional capacity
6. Proactive conservation and management

These strategies have been at the core of STCB's work since its inception in 1991 and have been further refined during this strategic planning process. This strategic plan is accompanied by a monitoring plan and workplan that together enable adaptive management through the ability to evaluate the impact of these strategies and adapt accordingly.

Through these efforts, it is STCB's mission that Bonaire's sea turtles have a secure future and that people are connected to sea turtle conservation in ways that inspires a care for nature.

## Table of Contents

Executive summary	3
1. Introduction	5
1.1 Sea Turtle Conservation Bonaire	5
1.2 Purpose of this strategic plan	5
1.3 Methodology and approach	5
2. Conservation strategies and evaluation	7
2.1 Theory of Change	7
2.2 Adaptive Management	7
2.3 Conservation strategies and results	8
Strategy 1: Monitoring and research	8
Strategy 2: Education and raising awareness	8
Strategy 3: Strengthening partnerships	9
Strategy 4: Advocacy and lobbying	9
Strategy 5: Strengthening organizational capacity	10
Strategy 6: Proactive conservation and management	11
2.4 Impact	12
Annex 1: Glossary of terms	14
Annex 2: Theory of Change	15
Annex 3: Theory of Change including Activities	16
Annex 4: Monitoring plan	17
Annex 5: Work Plan	30

# 1. Introduction

## 1.1 Sea Turtle Conservation Bonaire

Sea Turtle Conservation Bonaire (STCB) is a non-governmental research and conservation organization that has been protecting sea turtles since 1991. The small Caribbean island of Bonaire is our headquarters and home to three of the world's six endangered or critically endangered species of marine turtles: the hawksbill, green, and loggerhead turtle. Bonaire, a 288 km<sup>2</sup> island, is a special municipality of the Netherlands where sea turtles are fully protected under national and local legislation. Over the past twenty-nine years, STCB's work has evolved from advocating for full protection of sea turtles, based on changing the community's mindset from a culture of consuming turtle meat and eggs as a traditional food source and using turtles for art craft economic activities, to protection rooted in the common understanding of sea turtles' value for Bonaire's environment and financial well-being through tourism, an industry that is pivotal to Bonaire's economy.

In our dynamic social context, characterized by a fast-growing population, Bonaire as a small island, is an extremely sensitive ecosystem where changes can be seen right away with large and irreversible consequences. Our science-based approach enables us to make more accurate assumptions to shape the adaptive management as required. We also do not look at sea turtle conservation as something apart from society; instead, to ensure a secure future for Bonaire's sea turtles, we believe that we must address those issues that threaten sea turtles, biodiversity and social well-being, because they are all inter-related. Sea turtles can thrive only when their ecosystems are healthy and the human community thrives. For this reason, STCB has also been monitoring several keystone species, such as sharks and barracudas, as well as human activity, including number of boats and divers, over the past years as part of their ongoing monitoring activities.

STCB's work is supported by various flagship funders and (research) partners, including WWF-NL, the Dutch Ministry of Agriculture, Nature & Food Quality, Stichting DierenLot and the Dutch Caribbean Nature Alliance. These funders and partners collaborate with STCB and/or provide financial support as part of their research agendas and/or as part of their mandate toward international conservation obligations.

## 1.2 Purpose of this strategic plan

The aim of this strategic plan is to capture and highlight STCB's conservation efforts towards the protection and conservation of sea turtles on Bonaire for the coming five years (2020 – 2025). It has been based on the organization's demonstrated strengths and accomplishments to date and builds on previous strategic plans (2006-2010 and 2014-2018) that can be used as reference and background for strategies and objectives.

## 1.3 Methodology and approach

This strategic plan was developed by Kaj Schut and Mabel Nava in a process facilitated by Jens Odinga. In this process, existing strategies and work was aligned and refined into an approach called the *Open Standards for the Practice of Conservation (Conservation Standards)*. The *Conservation Standards*

represent a proven and tested method to conservation planning and management that is being used worldwide by a variety of organizations, in the Dutch Caribbean included. The method applies an ecosystem- and science-based approach with a focus on implementing actions based on measurable outcomes. The *Conservation Standards* also provide a standardized terminology to conservation. Its glossary of terms is included in Annex 1. For more information on the methodology used, refer to [cmp-openstandards.org](http://cmp-openstandards.org).

The overarching principle of **Adaptive Management** guides the *Conservation Standards*. In Adaptive Management, planned actions are continually evaluated, and based on their outcomes, these plans are adjusted. This cyclic approach in the *Conservation Standards* follows five main steps as illustrated below. The development of this strategic plan has focused on step 2 (Plan) and it aims to facilitate the subsequent steps.

### 1. ASSESS

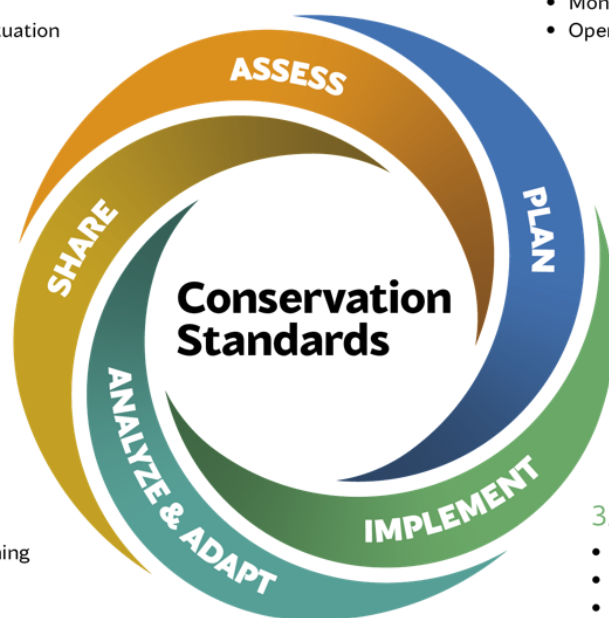
- Purpose & team
- Scope, vision, & targets
- Critical threats
- Conservation situation

### 2. PLAN

- Goals, strategies, assumptions, & objectives
- Monitoring plan
- Operational plan

### 5. SHARE

- Document learning
- Share learning
- Foster learning



### 3. IMPLEMENT

- Work plan & timetable
- Budget
- Implement plan

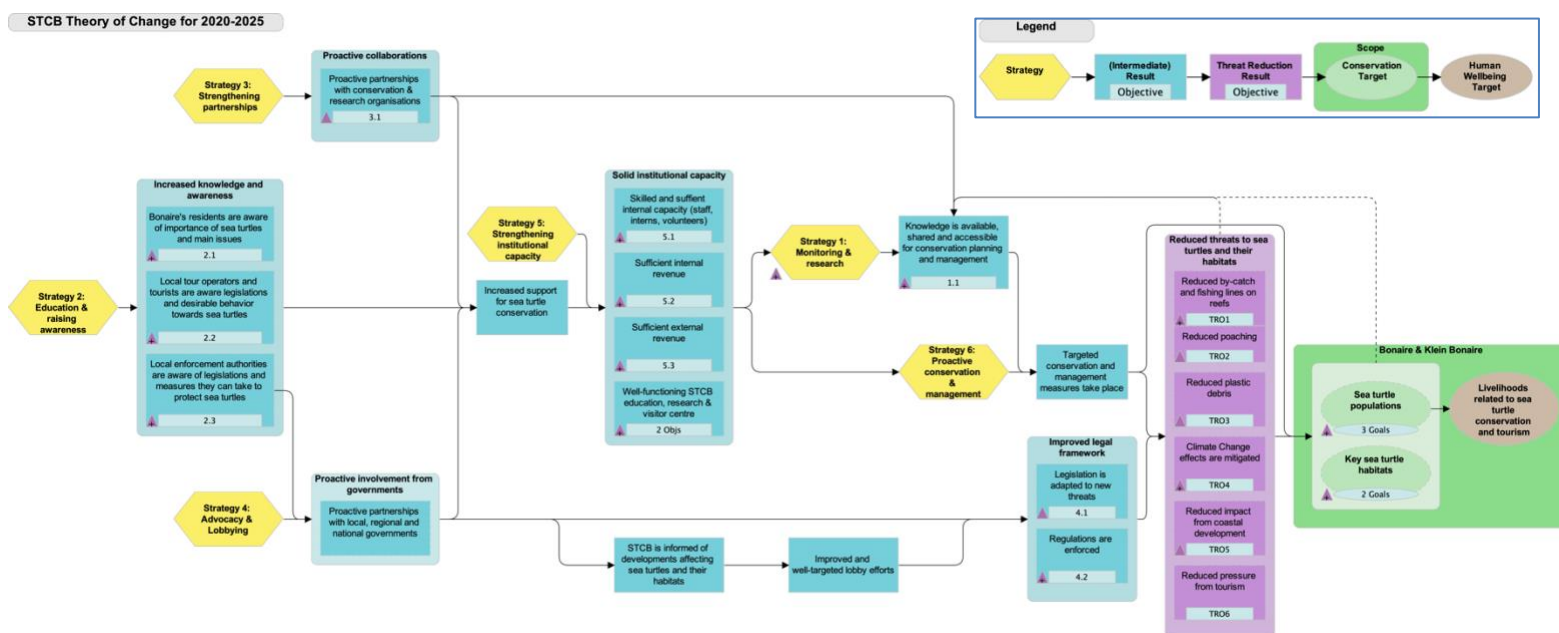
### 4. ANALYZE & ADAPT

- Prepare data
- Analyze results
- Adapt plans

## 2. Conservation strategies and evaluation

### 2.1 Theory of Change

A key element in the *Conservation Standards* is the Theory of Change (or TOC). A TOC illustrates a hypothesis of change; a series of causally linked assumptions of how strategies (and their activities) will achieve intermediate results and ultimately a reduction threats and an improvement of the status of conservation targets. Below is the TOC of STCB for 2020 – 2025 (developed in *Miradi* software).



For a larger and more detailed TOC, refer to Annex 2 and 3 for a TOC including activities.

The Theory of Change in narrative form is:

If we educate and raise awareness with Bonaire's residents, local tour operators and tourists are aware of the importance of sea turtles, their main threats and mitigations. If we strengthen partnerships with other conservation and research organizations, and with local, regional and national governments, then we will be better informed of changes affecting sea turtles and their habitats. This will enable us to better direct our advocacy and lobby efforts to improve legislation and enforcement. All the above will lead to an increased support for sea turtle conservation on Bonaire. This increased support enables us to strengthen our institutional capacity, which will enable us to continue our long-term monitoring and research program, and continue proactive conservation planning and management. All strategies combined are assumed to lead to a reduction of threats and ultimately an improved conservation status of sea turtles on Bonaire. As a result of this, livelihoods related to sea turtle conservation and tourism will be improved.

### 2.2 Adaptive Management

The strategies and their assumed results, as defined in the TOC above, are being monitored and evaluated continuously and reported upon on an annual basis. This is done using the following monitoring and evaluation (M&E) plans:

- **Monitoring plan:** evaluating *effectiveness*, which is defined as the degree to which desired results and impact is achieved.
- **Work plan:** evaluating *progress*, which is defined as the degree to which planned strategies and activities are delivered upon.

Using a pre-defined rating scale for each indicator in the M&E plans, each strategy and result can be assessed and rated. These ratings can be visualized (using the rating scale) on the TOC, providing a framework to adapt strategies based on their outcomes. This approach is called adaptive management.

An overview of the monitoring & evaluation (M&E) plans is included below, with full details including rating scales in Annex 4 (monitoring plan) and 5 (work plan).

## 2.3 Conservation strategies and results

STCB's conservation strategies and their M&E plans are included in the tables below. Per strategy, an overview is provided of the set of activities included for that strategy, followed by an overview of the assumed results from those activities, as well as its objectives and indicators.

### Strategy 1: Monitoring and research

STRATEGY	ACTIVITY	
Strategy 1: Monitoring and Research		
	1.1 Transect-count surveys on West and East coast	
	1.2 Net-capture surveys in Lac Bay	
	1.3 Capture-mark-recapture surveys on western Bonaire and outside Lac	
	1.4 Nest monitoring on Bonaire & Klein Bonaire	
	1.5 Satellite tracking	
	1.6 Production of peer reviewed papers and technical report	
	1.7 Monitor changes to nesting beach profile	
	1.8 Monitor nest and beach temperatures & humidity	
	1.9 Monitor nest locations in relation to high tide	
	1.10 Quantify, relocate and monitor at-risk nests	
RESULT	OBJECTIVE	INDICATOR
Knowledge is available, shared and accessible for conservation planning and management	1.1 To continue the long-term STCB monitoring program for all indicators being measured	# of indicators measured

### Strategy 2: Education and raising awareness

STRATEGY	ACTIVITY
Strategy 2: Education and public awareness	
	2.1 Art sessions and presentations with school children
	2.2 Presentations for tourists and tour operators
	2.3 Presentations for government institutions

	2.4 Press releases, radio and television interviews	
	2.5 Social media and website updates (e.g. promoting STCB activities, informing on issues and achievements, etc.)	
	2.6 Publish newsletters	
	2.7 Presence in community - create & promote two videos to educate (1) operators and tourists & (2) enforcement authorities	
	2.8 Presence at events (e.g. DuikVaker)	
	2.9 Promotion of TURT through all channels e.g. Dive Operators, Facebook, Website, Instagram, Presentations, Posters etc.	
	2.10 Produce video and share with all tourist operators	
	2.11 Develop educational video and commercial targeted at tourists	
	2.12 Develop systematic presentation program for local authorities	
RESULT	OBJECTIVE	INDICATOR
Bonaire's residents are aware of the importance of sea turtles and main issues	2.1 There is continued support by Bonaire's residents for sea turtle conservation through the educational activities, public presentations and media	# of children reached
		presentation and activity attendance in the field
		# of presentation attendees
		# of Facebook followers
		# of Instagram followers
		# of website users
Local tour operators and tourists are aware of legislations and desirable behavior towards sea turtles	2.2 There is continued support by local tour operators and tourists for sea turtle conservation through educational activities, public presentations and media	# of users (e.g. tourists, locals) of TURT app
		% of tour operators using the video
Local enforcement authorities are aware of importance of sea turtles and main issues (OLB, Cargill, toezicht & handhaving, SELIBON, STINAPA, police, marechaussee, coast guard)	2.3 There is continued support by local enforcement authorities for sea turtle conservation through educational activities, public presentations and media	% of tour operators having earned the 'turtle friendly' stamp
		# of presentations per target group
		# of enforcement authorities that respond to questionnaire

### Strategy 3: Strengthening partnerships

STRATEGY	ACTIVITY	
Strategy 3: Strengthening partnerships		
	3.1 WIDECASST meetings	
	3.2 Advice and training sessions with other conservation organizations in the region	
	3.3 Attract a research partner on humidity and temperature monitoring	
	3.4 Sharing of data/information (CBS, CBDD, ATLAS, ...)	
RESULT	OBJECTIVE	INDICATOR
Strengthened partnerships with conservation & research organisations	3.1 All relevant data/information between partners (WIDECASST, CBS, CBDD, ATLAS, etc) is actively shared	Data/information is shared (by/with WIDECASST, CBS, CBDD, ATLAS, etc)

### Strategy 4: Advocacy and lobbying

STRATEGY	ACTIVITY	
Strategy 4: Advocacy & Lobbying		
	4.1 Attend all relevant meetings organised by government institutions (nature, development, etc.)	
	4.2 Lobby government on current conservation issues (criteria for lobbying to be defined - refer to Widecast a.o. manuals)	
	4.3 Reporting issues to relevant authorities	
	4.4 Ongoing seeking of information related to sea turtle issues	
	4.5 Ask Board to monitor news for developments	
RESULT	OBJECTIVE	INDICATOR
Legislation is adapted to new threats	4.1 Legislation is adapted to minimise the risks/issues related to new threats (e.g. foil surfing, fishing)	Legislation is adapted
Regulations are enforced	4.2 At least 70% of all reportings made are being acted upon	# of reportings of violations of regulations # of responses to reportings

### Strategy 5: Strengthening organizational capacity

STRATEGY	ACTIVITY	
Strategy 5: Strengthening organizational capacity		
	5.1 Promote Adopt-A-Nest program	
	5.2 Promote and sell merchandise	
	5.3 Setting up the STCB visitor centre (education, shop, etc.)	
	5.4 Promote ecotourism activities (e.g. turtle monitoring excursions)	
	5.5 Maintain the existing government and NGO donors	
	5.6 Secure annual funding from main donors	
	5.7 Attract new external donors	
	5.8 Attract and coordinate one intern for every month of the year	
	5.9 Attract and coordinate volunteers	
	5.10 Donor stewardship & cultivation	
	5.11 Board meetings	
	5.12 Create a business plan for the visitor center	
	5.13 Create a pension plan for STCB staff	
RESULT	OBJECTIVE	INDICATOR
Internal capacity (staff, interns and volunteers) is skilled and .... (right amount and with the right expertise)	5.1 Internal capacity (staff, interns and core volunteer programs) remains stable or increases	# of staff
		# of beach-keeper volunteers
		# of FLP volunteers
		# of in-water volunteers
		# of board members
Sufficient internal revenue	5.2 By the end of 2021, internal revenue is US\$70.000 maintained - targeted to fund STCB’s core work, current strategic goals, and	# of months that we have an intern
		# of nests adopted (\$566/nest)
		profit from fundraising activities individual donations (incl. Botman pledges)

	facilities that support that work	# of vendors for merchandise Increase in merchandise sales profit from ecotourism activities (e.g. turtle monitoring excursions)
Sufficient external revenue	5.3 By the end of 2021, external revenue is US\$85.000 maintained - targeted to fund STCB's core work, current strategic goals, and facilities that support that work	Annual funding from WNF Annual funding from EZ/LNV Annual funding from Dierenlot # additional new external donors for earmarked projects
Well-functioning STCB education, research & visitor centre	5.4 By 2025, STCB's visitor centre is a self-sustaining centre and can receive target groups, deliver presentations on-site, rehab turtles, sell merchandise.	centre is ready for education centre is ready for research facilities centre is ready for visitors 1-2 Staff hired Presentation room ready Rehab center ready Shop in place
	5.5 By 2025, STCB's internal capacity is tailored to needs for visitor center/shop	centre is not taking away capacity from other strategies (staff time, attention/focus, etc.) internal capacity is tailored to needs

### Strategy 6: Proactive conservation and management

The results below are the (direct and indirect) effect from multiple strategies (2, 3, 4 and 6).

STRATEGY	ACTIVITY		
Strategy 6: Proactive conservation and management			
	6.1 Promote Fishing Line Removal Project		
	6.2 Respond to sea turtle strandings		
	6.3 Beach clean-ups		
RESULT	OBJECTIVE	INDICATOR	
Reduced by-catch and fishing lines on reefs	TRO1 Threats from by-catch and fishing line entanglement (incl. ghost nets) are reduced	Volume of line removed	
		# of entangled turtles with local fishing gear	
		# of strandings related to by-catch	
Reduced poaching	TRO2 Less poaching takes place	# of strandings related to poaching	
Reduced plastic debris	TRO3 Threats from plastic debris are reduced	volume of rubbish removed	
Climate Change effects (floodings, waves) are mitigated	TRO4 Threats from Climate Change effects are mitigated	monitoring system in place	
		Beach temperatures	
		Nest temperatures	
		Nest humidity	
		# of nests lost	
Reduced impact from coastal development (light pollution, construction, etc.)	TRO5 Threats from coastal development are not increasing	Hatching success of relocated nests due to Natural Events	
		# of nests protected from light pollution	
Reduced pressure from tourism	TRO6 Threats from tourism are reduced	# nesting sites with development	
		Percentage of nests needing cages & barriers	
		# of tourists on Bonaire (all types)	

## 2.4 Impact

All strategies above are ultimately aimed to lead to a reduction of threats and improved conservation Targets. An important note is that this is the hypothesis, i.e. Theory of Change, and various factors have an effect on our conservation targets. Many of those factors are not within direct control of STCB, e.g. adequateness of policies, regulations and enforcement, population and visitor behavior, climate change effects, to name a few. These strategies aim to contribute to the status of our conservation targets best as possible.

CONSERVATION TARGET	OBJECTIVE	INDICATOR
Sea turtle populations	T1 Foraging turtle populations (green + hawksbill) are stable or increasing	growth rates of <u>green</u> sea turtles in <u>Lac</u>
		growth rates of <u>green</u> sea turtles on <u>west coast</u> (incl. Klein Bonaire)
		growth rates of <u>hawksbill</u> sea turtles in <u>Lac</u>
		growth rates of <u>hawksbill</u> sea turtles on <u>west coast</u> (incl. Klein Bonaire)
		species diversity ratio in Lac
		species diversity ratio on west coast (incl. Klein Bonaire)
		# of sea turtles captured in Lac
		# of sea turtles captured on west coast (incl. Klein Bonaire)
		# of foraging sea turtles counted on west coast (incl. Klein Bonaire)
	T2 Nesting turtle populations (green + hawksbill + loggerhead) <u>on index beaches</u> are stable or increasing (on Klein Bonaire and Chikitu)	# of nests on index beach - <u>Klein Bonaire</u>
		# of nests on index beach - <u>Playa Chikitu</u>
		Hatching success <u>green</u> turtles - <u>Klein Bonaire</u>
		Hatching success <u>green</u> turtles - <u>Playa Chikitu</u>
		Hatching success <u>hawksbill</u> turtles - <u>Klein Bonaire</u>
		Hatching success <u>hawksbill</u> turtles - <u>Playa Chikitu</u>
		Hatching success <u>loggerhead</u> turtles - <u>Klein Bonaire</u>
		Hatching success <u>loggerhead</u> turtles - <u>Playa Chikitu</u>
		Hatching success <u>hybrid</u> turtles - <u>Klein Bonaire</u>
		Hatching success <u>hybrid</u> turtles - <u>Playa Chikitu</u>
	T3 Nesting turtle populations (green + hawksbill + loggerhead) <u>on non-index beaches</u> are stable or increasing (other beaches)	# of nests on Te Amo & Donkey Beach
		# of nests in the South (Pink Beach - Sweet Dreams)
		# of nests in the North (Washikemba, Lagun, Wayaka, Onima, Playa Frans etc.)
		Hatching success <u>green</u> turtles - <u>Te Amo &amp; Donkey Beach</u>
		Hatching success <u>green</u> turtles - <u>South</u>
		Hatching success <u>green</u> turtles - <u>North</u>
		Hatching success <u>hawksbill</u> turtles - <u>Te Amo &amp; Donkey Beach</u>
		Hatching success <u>hawksbill</u> turtles - <u>South</u>
		Hatching success <u>hawksbill</u> turtles - <u>North</u>
		Hatching success <u>loggerhead</u> turtles - <u>Te Amo &amp; Donkey Beach</u>
Key sea turtle habitats	T4 The area size and quality of <u>nesting</u> sites are stable or increasing in all locations	Hatching success <u>loggerhead</u> turtles - <u>South</u>
		Hatching success <u>loggerhead</u> turtles - <u>North</u>
		Hatching success <u>hybrid</u> turtles - <u>Te Amo &amp; Donkey Beach</u>
		Hatching success <u>hybrid</u> turtles - <u>South</u>
		Hatching success <u>hybrid</u> turtles - <u>North</u>
		# of live hatchlings emerging from their nests
		available nesting area (average) - <u>Klein Bonaire</u>
		available nesting area (average) - <u>Playa Chikitu</u>
		available nesting area (average) - <u>southern beaches</u>

	T5 The area size and quality of <u>foraging</u> sites are stable or increasing in all locations	available nesting area (average) - <u>Te Amo &amp; Donkey Beach</u>
		# of boats in survey regions (Northwest, Southwest, Klein Bonaire)
		# of shore fishermen in survey region (Northwest, Southwest, Klein Bonaire)
		# of divers in survey region (Northwest, Southwest, Klein Bonaire)

## Annex 1: Glossary of terms

**Adaptive Management:** The incorporation of deliberate learning into professional practice to reduce uncertainty in decision-making. Specifically, it is the integration of design, management, and monitoring to enable practitioners to systematically and efficiently test key assumptions, evaluate the results, adjust management decisions, and generate learning. The *Conservation Standards* explicitly bring adaptive management principles into conservation practice.

**Human well-being target:** In the context of a conservation project, human well-being targets are those components of human well-being affected by the status of conservation targets.

**Indicator:** A measurable entity related to a specific information need, such as the status of a target, change in a threat, progress toward an objective, or association between one or more variables. A good indicator meets the criteria of being: *measurable, precise, consistent, and sensitive*.

**Effectiveness:** The degree to which desired results and impact is achieved.

**Monitoring Plan:** A plan used to assess the *effectiveness* of strategies. It includes indicators, and methods, and roles and responsibilities for collecting data.

**Objective:** A formal statement detailing a desired outcome, such as reducing a critical threat. A good objective meets the criteria of being *specific, measurable, achievable, results-oriented, and time-limited* (SMART). If the project is well-conceptualized and -designed, the realization of a project's objectives should lead to the fulfillment of the project's goals and ultimately its vision.

**Progress:** The degree to which planned strategies and activities are delivered upon.

**Result:** The assumed or desired future state following (a set of) strategic interventions (strategies or activities). Synonymous with *Outcome* or *Impact*.

**Strategy:** A set of activities with a common focus that work together to achieve specific objectives by targeting key intervention points, optimizing opportunities, and limiting constraints.

**Target:** An element of biodiversity (species, habitat, or ecological system) on which a project or cause has chosen to focus. All targets should collectively represent the biodiversity of concern at the site. Synonymous with conservation target or conservation value.

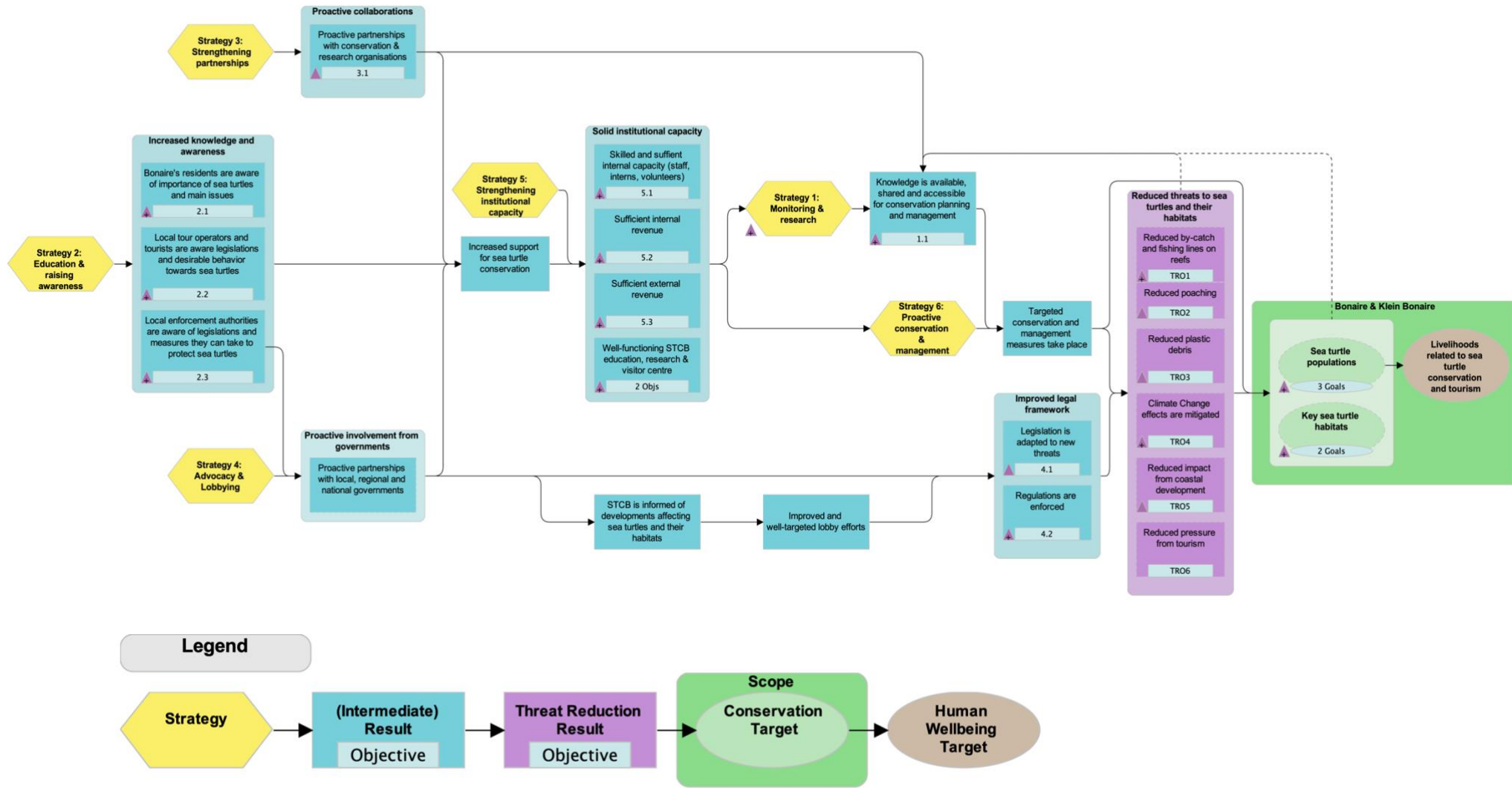
**Theory of Change:** A series of causally linked assumptions about how a team thinks its actions will help it achieve both intermediate results and longer- term conservation and human well-being targets.

**Threat:** A human activity that directly or indirectly degrades one or more targets. Typically tied to one or more stakeholders.

**Work plan:** A short-term schedule for implementing an action or monitoring plan. Work plans typically list activities and/or tasks required and are used to assess *progress* of strategies.

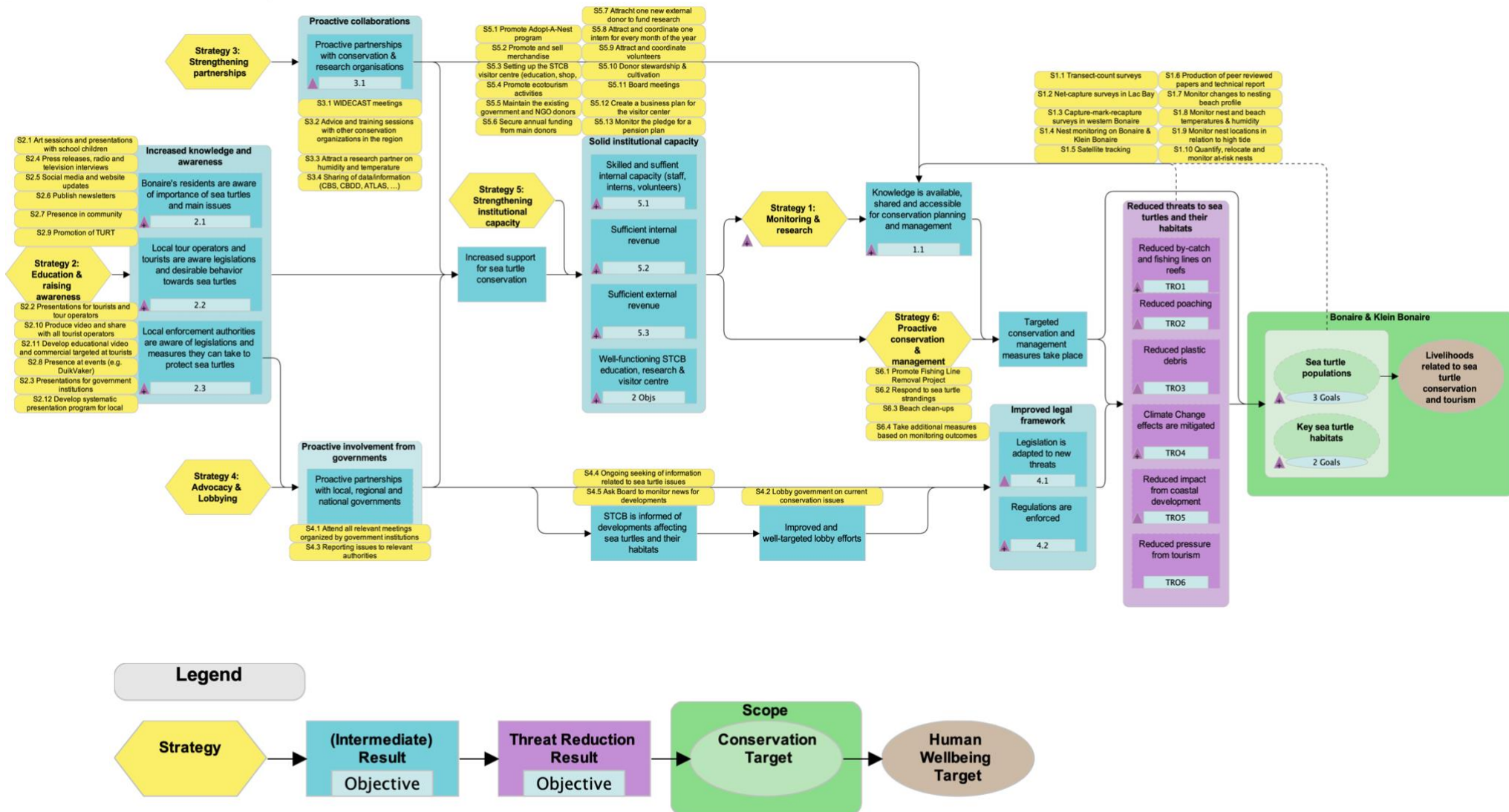
## Annex 2: Theory of Change

STCB Theory of Change for 2020-2025



## Annex 3: Theory of Change including Activities

STCB Theory of Change for 2020-2025



## Annex 4: Monitoring plan

### STCB Results & Impact Tracking

The degree to which we are achieving desired results and impact

RESULT & OBJECTIVE RATINGS	INDICATOR RATINGS	
Achieved - desired result or objective has been successfully achieved	Good	Indicator measurement is sufficient to achieve objective
Partially achieved - desired result or objective has only been partially achieved and/or mixture of success and failure	Fair	Indicator measurement is not quite sufficient to achieve objective
Not achieved - desired result or objective has failed to be achieved and/or undesired result produced	Poor	Indicator measurement is insufficient to achieve objective
Not yet - too early to expect desired result	N/A	Indicator measurement is not applicable

RESULTS / IMPACT	OBJECTIVES	INDICATORS	UNIT	Indicator Rating Definitions	BASELINE	SOURCES OF VERIFICATION
TARGET						
Sea turtle populations	T1 Foraging turtle populations (green + hawksbill) are stable or increasing	growth rates of green sea turtles in Lac	cm/year	<div>≥6</div> <div>3.9 - 5.9</div> <div>0 - 4.0</div>	≥2018 (6.02cm)	
		growth rates of green sea turtles on west coast (incl. Klein Bonaire)	cm/year	<div>&gt;3.1</div> <div>2.1 - 3.0</div> <div>0 - 2.0</div>		
		growth rates of hawksbill sea turtles in Lac	cm/year	<div>≥2</div> <div>1.1 - 1.9</div> <div>0 - 1.0</div>	≥2019 (1.9cm)	
		growth rates of hawksbill sea	cm/year	≥3.1		

		turtles on west coast (incl. Klein Bonaire)		2.1 - 2.9 0 - 2	(3.38cm)	
		species diversity ratio in Lac	ratio green vs. hawksbill		198 to 2 (2018)	
		species diversity ratio on west coast (incl. Klein Bonaire)	ratio green vs. hawksbill		328 to 31 (2019)	
		# of foraging sea turtles captured in Lac	annual capture rate	≥200 101 - 199 0 - 100	≥2018 (200)	
		# of foraging sea turtles captured on west coast (incl. Klein Bonaire)	annual capture rate	≥30 15 - 29 0 - 14	≥2020 (#)	
		# of foraging sea turtles counted on west coast (incl. Klein Bonaire)	# per year	≥259 100 - 258 <100	≥2019 (359)	
	T2 Nesting turtle populations (green + hawksbill + loggerhead) on index beaches are stable or increasing (on Klein Bonaire and Chikitu)	# of nests on index beach - Klein Bonaire	# nests	≥82 40 - 82 <40	≥2019 (54)	
		# of nests on index beach - Playa Chikitu	# nests	≥15 9 - 14 0 - 8	≥2019 (16)	
		Hatching success green turtles - Klein Bonaire	Cm mean success rate (%)	≥75 61 - 74 0 - 60	≥2018 (87%)	
		Hatching success green turtles - Playa Chikitu	Cm mean success rate (%)	≥75 61 - 74 0 - 60	≥2019 (75%)	

		Hatching success hawksbill turtles - Klein Bonaire	Ei mean success rate (%)	≥75 61 - 74 0 - 60	≥2019 (84%)	
		Hatching success hawksbill turtles - Playa Chikitu	Ei mean success rate (%)	≥75 61 - 74 0 - 60	No data	
		Hatching success loggerhead turtles - Klein Bonaire	Cc mean success rate (%)	≥75 61 - 74 0 - 60	≥ 2019 (66%)	
		Hatching success loggerhead turtles - Playa Chikitu	Cc mean success rate (%)	≥75 61 - 74 0 - 60	No data	
		Hatching success hybrid turtles - Klein Bonaire	Hybrid mean success rate (%)	≥75 61 - 74 0 - 60	≥2019 (47%)	
		Hatching success hybrid turtles - Playa Chikitu	Hybrid mean success rate (%)	≥75 61 - 74 0 - 60	No data	
	T3 Nesting turtle populations (green + hawksbill + loggerhead) on non-index beaches are stable or increasing (other beaches)	# of nests on Te Amo & Donkey Beach	# nests	≥9 5 - 8 0 - 4	≥2019 (5)	
		# of nests in the South (Pink Beach - Sweet Dreams)	# nests	≥10 6 - 9 0 - 5	≥2019 (11)	
		# of nests in the North (Washikemba, Lagun, Wayaka, Onima, Playa Frans etc.)	# nests	≥9 5 - 8 0 - 4	≥2017 (8)	

		Hatching success green turtles – Te Amo & Donkey Beach	Cm mean success rate (%)	<div>≥75</div> <div>61 - 74</div> <div>0 - 60</div>	No data	
		Hatching success green turtles - South	Cm mean success rate (%)	<div>≥75</div> <div>61 - 74</div> <div>0 - 60</div>	≥2018 (62%)	
		Hatching success green turtles - North	Cm mean success rate (%)	<div>≥75</div> <div>61 - 74</div> <div>0 - 60</div>	≥2017 (86%)	
		Hatching success hawksbill turtles – Te Amo & Donkey Beach	Ei mean success rate (%)	<div>≥75</div> <div>61 - 74</div> <div>0 - 60</div>	≥2018 (90%)	
		Hatching success hawksbill turtles - South	Ei mean success rate (%)	<div>≥75</div> <div>61 - 74</div> <div>0 - 60</div>	≥2019 (44%)	
		Hatching success hawksbill turtles - North	Ei mean success rate (%)	<div>≥75</div> <div>61 - 74</div> <div>0 - 60</div>	≥2017 (71%)	
		Hatching success loggerhead turtles – Te Amo & Donkey Beach	Cc mean success rate (%)	<div>≥75</div> <div>61 - 74</div> <div>0 - 60</div>	≥2018 (75%)	
		Hatching success loggerhead turtles - South	Cc mean success rate (%)	<div>≥75</div> <div>61 - 74</div> <div>0 - 60</div>	≥2019 (47%)	
		Hatching success loggerhead turtles - North	Cc mean success rate (%)	<div>≥75</div> <div>61 - 74</div> <div>0 - 60</div>	No data	
		Hatching success hybrid turtles – Te Amo & Donkey Beach	Hybrid mean success rate (%)	<div>≥75</div> <div>61 - 74</div> <div>0 - 60</div>	No data	

		Hatching success hybrid turtles - South	Hybrid mean success rate (%)	<div>≥75</div> <div>61 - 74</div> <div>0 - 60</div>	No data	
		Hatching success hybrid turtles - North	Hybrid mean success rate (%)	<div>≥75</div> <div>61 - 74</div> <div>0 - 60</div>	No data	
		# of live hatchlings emerging from their nests	hatchlings, all species, all sites	<div>≥8000</div> <div>6000 - 8000</div> <div>0 - 5999</div>	≥2019 (6832)	
	Key sea turtle habitats	available nesting area (average) - Klein Bonaire	m2/year	<div>&gt;30,000</div> <div></div> <div></div>	30,000 (2019)	
		available nesting area (average) - Playa Chikitu	m2/year	<div>&gt;3,400</div> <div></div> <div></div>	3,400 (2019)	
		available nesting area (average) - southern beaches	m2/year	<div></div> <div></div> <div></div>	No data (yet)	
		available nesting area (average) - Te Amo & Donkey Beach	m2/year	<div>&gt;1.7</div> <div></div> <div></div>	4,477 (2019)	
	T5 The area size and quality of foraging sites are stable or increasing in all locations	# of boats in survey regions (Northwest, Southwest, Klein Bonaire)	# boats/survey region	<div>&lt;340</div> <div></div> <div></div>	340 (2020)	
		# of shore fishermen in survey region (Northwest, Southwest, Klein Bonaire)	# shore fishermen/survey region	<div>&lt;5</div> <div></div> <div></div>	5 (2020)	

		# of divers in survey region (Northwest, Southwest, Klein Bonaire)	# divers/survey region	<391 391 (2020)	
THREAT REDUCTION					
Reduced by-catch and fishing lines on reefs	TRO1 Threats from by-catch and fishing line entanglement (incl. ghost nets) are reduced	Volume of line removed	# of litres per year	No data	
		# of entangled turtles with local fishing gear	# entangled turtles	7	
		# of strandings related to by-catch	# of strandings (by-catch related)	2 (2018)	
Reduced poaching	TRO2 Less poaching takes place	# of strandings related to poaching	# strandings (poaching related)	4 (2017)	
Reduced plastic debris	TRO3 Threats from plastic debris are reduced	volume of rubbish removed	# of litres per year		
Climate Change effects (floodings, waves) are mitigated	TRO4 Threats from Climate Change effects are mitigated	monitoring system in place	yes/no	yes	
		Beach temperatures	annual avg degrees Celcius		
		Nest temperatures	annual avg degrees		

			Celcius			
		Nest humidity	saturated air (relative humidity)		TBD when monitoring	
		# of nests lost	# affected nests	<7	7 (2018)	
		Hatching success of relocated nests due to Natural Events	Mean success rate all species, all beaches	>60 41 - 60 0 - 40	41.6% (2019)	
Reduced impact from coastal development (light pollution, construction, etc.)	TRO5 Threats from coastal development are not increasing	# of nests protected from light pollution	# nests	<8	<=2019 (8)	
		# nesting sites with development	#	<5	5	
Reduced pressure from tourism	TRO6 Threats from tourism are reduced	Percentage of nests needing cages & barriers	% per year	<11%	<=2019 (11%)	
		# of tourists on Bonaire (all types)	# per year	<615800	157800 (air) + 458000 (cruise) (2019)	

## RESULTS

## Strategy 1: Monitoring &amp; research

Knowledge is available,	1.1 To continue the long-	# of indicators measured	% of total	81 - 100	2019: 9	
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shared and accessible for conservation planning and management	term STCB monitoring program for all indicators being measured		planned	%	indicators planned	
				51 - 80 %		
				0 - 50 %		
Strategy 2: Education & Raising Awareness						
Bonaire's residents are aware of the importance of sea turtles and main issues	2.1 There is continued support by Bonaire's residents for sea turtle conservation through the educational activities, public presentations and media	# of children reached	# per year	≥100	100	
				51 - 100		
				0 - 50		
		presentation and activity attendance in the field	attendance % / year	100	100%	
				61 - 99		
				0 - 60		
		# of presentation attendees	# per year	≥300	≥300	
				151 - 300		
				0 - 150		
		# of Facebook followers	# additional Likes per year	≥1200	1200	
				801 - 1200		
				0 - 800		
		# of Instagram followers	# additional followers per year	≥400	400	
				201 - 400		
				0 - 200		
		# of website users	# per year	≥60,000	60.000	
				30,001 - 60,000		
				0 - 30,000		
		# of users (e.g. tourists, locals) of TURT app	# of sighting reports received via app.	≥30	30	
				11 - 30		
				0 - 10		

Local tour operators and tourists are aware of legislations and desirable behavior towards sea turtles	2.2 There is continued support by local tour operators and tourists for sea turtle conservation through educational activities, public presentations and media	% of tour operators using the video	%	81 - 100%	4	
				51 - 80%		
				0 - 50 %		
		% of tour operators having earned the 'turtle friendly' stamp	%	81 - 100%		
				51 - 80%		
				0 - 50 %		
Local enforcement authorities are aware of importance of sea turtles and main issues (OLB, Cargill, toezicht & handhaving, SELIBON, STINAPA, police, marechaussee, coast guard)	2.3 There is continued support by local enforcement authorities for sea turtle conservation through educational activities, public presentations and media	# of presentations per target group	# per year	≥ 4	4	
				2 - 3		
				0 - 1		
		# of enforcement authorities that respond to questionnaire	%	81 - 100%		
				51 - 80%		
				0 - 50 %		

## Strategy 3: Strengthening partnerships

Strengthened partnerships with conservation & research organisations	3.1 All relevant data/information between partners (WIDECAST, CBS, CBDD, ATLAS, etc) is actively shared	data/information is shared (by/with WIDECAST, CBS, CBDD, ATLAS, etc)	yes/no	yes		
				no		

## Strategy 4: Advocacy &amp; Lobbying

Legislation is adapted to new threats	4.1 Foil surfing is banned in Lac by 2022	Legislation has been implemented by 2022	yes/no	yes	no	
				no		
	4.2 Sea turtle friendly lighting is used at beachfront properties	% of nesting beaches where sea turtle friendly lights are used	%	100%		
				70 - 99%		
				0 - 69%		

	4.3 Dumping of waste water by private boats is banned in the Marine Park by 2025	Legislation has been implemented by 2025	Yes/no	yes		
				no		
Regulations are enforced	4.4 At least 70% of all reportings made by STCB are being acted upon	# of reportings of violations of regulations	#	<12		
	4.5 Legislation on the use of fishing nets is enforced	# of reportings of violations of regulations	#			
	4.6 The use of idle speed in light blue waters is enforced	# of reportings of violations of regulations	#			
Strategy 5: Strengthening organizational capacity						
Skilled and sufficient internal capacity	5.1 Internal capacity (staff, interns and core volunteer programs) remains stable or increases	# of staff	# / year	≥3	3	
				2 - 3		
				0 - 1		
		# of beach-keeper volunteers	# / year	≥30	30	
				11 - 30		
				0 - 10		
		# of FLP volunteers	# / year	≥200	200	
				101 - 200		
				0 - 100		
		# of in-water volunteers	# / year	≥30	30	
				11 - 30		
				0 - 10		
		# of board members	# / year	5	5	
				4		
				<4		
# of months that we have an intern	# months / year	10 - 12	12			
		6 - 9				

				0 - 5		
Sufficient internal revenue	5.2 By the end of 2021, internal revenue is US\$70.000 maintained - targeted to fund STCB's core work, current strategic goals, and facilities that support that work	Adopt-A-Nest	\$\$ / year	≥25,470	\$22,640	
				17,546 – 25,470		
				0 – 16,980		
		profit from fundraising activities	\$\$ / year	≥10,000		
				5,001 - 10,000		
				0 - 5,000		
		individual donations (incl. Botman pledges)	\$\$ / year	≥16.000	\$14,266 (2018)	
				8,001 - 16,000		
				0 - 8,000		
Sufficient external revenue	5.3 By the end of 2021, external revenue is	# of vendors for merchandise	# vendors/year	≥7	7	
				5 - 7		
				0 - 4		
		Profit from merchandise sales	\$\$ / year	>25,000		
				15,001 – 25,000		
				<15,000		
		Increase in merchandise sales	% increase of gross \$\$ / year	≥5		
				3 - 5		
				0 - 2		
		profit from ecotourism activities (e.g. turtle monitoring excursions)	\$\$ / year	≥7.500	7.500	
				4,501 - 7,500		
		Annual funding from WNF	\$\$ / year	≥50.000	50.000	
				25,001 -		

	US\$85.000 maintained - targeted to fund STCB's core work, current strategic goals, and facilities that support that work	Annual funding from EZ/LNV	\$\$ / year	50,000	25.000	
				0 - 25,000		
				≥25.000		
		Annual funding from Dierenlot	\$\$ / year	10,001 - 25,000	10.000	
				0 - 10,000		
				≥10.000		
Well-functioning STCB education, research & visitor centre	5.4 By 2025, STCB's visitor centre is a self-sustaining centre and can receive target groups, deliver presentations on-site, rehab turtles, sell merchandise.	# additional new external donors for earmarked projects	\$\$ / year	5,001 - 10,000	10.000	
				0 - 5,000		
				≥0		
		centre is ready for education	yes/no	yes	no	
				no		
		centre is ready for research facilities	yes/no	yes	no	
				no		
		centre is ready for visitors	yes/no	yes	no	
				no		
				no		
		Presentation room ready	yes/no	yes	no	
				no		
		Rehab center ready	yes/no	yes	no	
				no		
		Shop in place	yes/no	yes	no	
				no		
	5.5 By 2025, STCB's internal capacity is tailored to needs for visitor center/shop	centre is not taking away capacity from other strategies (staff time, attention/focus, etc.)	yes/no	yes	yes	
				no		

		internal capacity is tailored to needs	yes/no	yes	no	
		1-2 staff hired	Yes/no	no		
				yes	no	
				no		

## Annex 5: Work Plan

### STCB Actions & Progress Tracking

*The degree to which we are delivering on planned strategies and activities*

PROGRESS RATINGS
<b>On track -</b> On track and will be completed, no adjustments needed
<b>Some adjustments needed -</b> Some adjustments needed but still on track to be completed by end of the project
<b>Major adjustments needed -</b> Major adjustments needed to bring back on track and be completed by end of the project
<b>Off track/not delivered -</b> Off track or simply not being delivered. Needs to change completely or needs to stop
<b>Planned for later -</b> Activities planned for a later stage in the project life
<b>Abandoned -</b> The strategy has been abandoned
<b>N/A -</b> The project doesn't address this strategy

STRATEGY PROGRESS	INDICATOR	UNIT	AIM	RESPONSIBLE	COST
<b>Strategic 1: Monitoring and Research</b>					
1.1 Transect-count surveys on West and East coast	# of snorkel surveys done on west coast	# per year	100-115		
	# of snorkel surveys done on east coast	# per year	33		
1.2 Net-capture surveys in Lac Bay	# of netting deployments	# per year	80-90		
1.3 Capture-mark-recapture surveys on western Bonaire and outside Lac	# of sessions on western Bonaire	# per year	9-15		
	# of sessions outside Lac	# per year	4-6		

1.4 Nest monitoring on Bonaire & Klein Bonaire	# of patrols on Bonaire	# per year	450		
	# of patrols on Klein Bonaire	# per year	84		
1.5 Satellite tracking	# of trackers deployed	# per year	1		
1.6 Production of peer reviewed papers and technical report	# of peer reviewed papers	# per year	3		
	# of technical reports	# per year	1		
1.7 Monitor changes to nesting beach profile	Beach profile data	Annual index beach profile	yes		
1.8 Monitor nest and beach temperatures & humidity	# beaches monitored for temperature	# beaches / year	??		
	# nests monitored for temperature	# nests / year			
	# beaches monitored for humidity	# beaches / year			
	# nests monitored for humidity	# nests / year	≥15		
1.9 Monitor nest locations in relation to high tide	Distance & elevation to high tide measured	Data reported for every confirmed nest (yes/no)	Yes		
1.10 Quantify, relocate and monitor at-risk nests	# of nests relocated	Annual report of # affected nests (yes/no)	Yes		
<b>Strategy 2: Education and public awareness</b>					
2.1 Art sessions and presentations with school children	# education activities	# per year	6		
2.2 Presentations for tourists and tour operators	# of public presentations	# per year	20		

2.3 Presentations for government institutions	# of presentations per institution	# per year	1		
2.4 Press releases, radio and television interviews	# of press releases	# per year	12		
	# of radio/TV interviews	# per year	10		
2.5 Social media and website updates (e.g. promoting STCB activities, informing on issues and achievements, etc.)	# of Facebook posts in English	# per year	150		
	# of Facebook posts in Papiamentu	# per year	12		
	# of Instagram posts	# per year	100		
	Website updated	yes / no	yes		
2.6 Publish newsletters	# of newsletters	# per year	6		
2.7 Presence in community - create & promote two videos to educate (1) operators and tourists & (2) enforcement authorities	Create video for operators & tourists	yes / no	yes		
	Promote video for operators & tourists	yes / no	yes		
	Create video for enforcement authorities	yes / no	yes		
	Promote video for enforcement authorities	yes / no	yes		
2.8 Presence at events (e.g. DuikVaker)	Presence at events	# / year	1		
2.9 Promotion of TURT through all channels e.g. Dive Operators, Facebook, Website, Instagram, Presentations, Posters etc.	Promote TURT via all channels	yes / no	yes		
2.10 Produce video and share with all tourist operators	Video produced and shared	yes / no	yes		
2.11 Develop educational video and commercial targeted at tourists	Video produced and commercial implemented	yes / no	yes		
2.12 Develop systematic presentation program for local authorities	Systematic presentation program developed and implemented	yes / no	yes		
<b>Strategy 3: Strengthening partnerships</b>					
3.1 WIDECast meetings	Attendance at WIDECast meetings	attendance rate / year	100%		
3.2 Advice and training sessions with other conservation organizations in the region	# of sessions	# / year	3		

3.3 Attract a research partner on humidity and temperature monitoring	research partner attracted	yes / no			
3.4 Sharing of data/information (CBS, CBDD, ATLAS, ...)	data shared [when requested]	yes / no			
<b>Strategy 4: Advocacy &amp; Lobbying</b>					
4.1 Attend all relevant meetings organised by government institutions (nature, development, etc.)	Attendance by STCB staff at OLB meetings	attendance rate / year	100%		
	Attendance and input by STCB staff at local and regional (BES) Nature Policy Plan meetings	attendance rate / year	100%		
4.2 Lobby government on current conservation issues (criteria for lobbying to be defined - refer to Widecast a.o. manuals)					
4.3 Reporting issues to relevant authorities	issues reported	%	100%		
	response recorded	%	100%		
4.4 Ongoing seeking of information related to sea turtle issues	attend public hearings	%			
	read permit application processes	%			
4.5 Ask Board to monitor news for developments	Developments monitored by Board	yes / no	yes		
<b>Strategy 5: Strengthening organizational capacity</b>					
5.1 Promote Adopt-A-Nest program	E-mail adopters to invite for new season	% emailed	100%		
	# of Adopt-A-Nest press releases	# / year	2		
	# of Adopt-A-Nest radio/TV interviews	# / year	2		
	# of Adopt-A-Nest social media posts	# / year	10		
5.2 Promote and sell merchandise	# of merchandise social media posts	# / year	4		
5.3 Setting up the STCB visitor centre (education, shop, etc.)	Information displays developed	yes / no	yes		
	Media & Education station created	yes / no	yes		
	Research & Conservation station (incl. rehab center) created	yes / no	yes		
	Merchandise stock system in place	yes / no	yes		

5.4 Promote ecotourism activities (e.g. turtle monitoring excursions)	Promotional ecotourism posters at key locations	# / year	10		
	# of ecotourism press releases	# / year	1		
	# of ecotourism radio/TV interviews	# / year	1		
	# of ecotourism social media posts	# / year	5		
5.5 Maintain the existing government and NGO donors	Retention and renewal of yearly contract with EZ for the amount of Euros 30,000 minimum	yes / no	yes		
	Year report delivered	yes / no	yes		
	IAC Year Report delivered	yes / no	yes		
5.6 Secure annual funding from main donors	Renewal of WWF-NL contract	yes / no	yes		
	Donor retention rate	Retention rate	80%		
	Maintain Stichting DierenLot funding	yes / no	yes		
5.7 Attract one new external donor	# of external donors attracted	# / year	1		
5.8 Attract and coordinate one intern for every month of the year	# of intern social media posts	# / year	1		
	interviews conducted	yes / no	yes		
	# of feedback sessions	# / intern	2		
	research project supervised	yes / no	yes		
5.9 Attract and coordinate volunteers	# of volunteer social media posts	# / year	5		
	new volunteers trained/training conducted	yes / no			
	# of feedback sessions	# / volunteer	1		
5.10 Donor stewardship & cultivation	Updates sent to nest adopters	yes / no	yes		
	Thank you e-mails sent to individual donors	yes / no	yes		
	Year report sent to all donors	%	100%		
	Donors updated on website	yes / no	yes		

5.11 Board meetings	# of board meetings	# / year	4-6		
5.12 Create a business plan for the visitor center	Lay-out of visitor center/shop/office drawn up	yes / no	yes		
	Expert/support developing business plan identified	yes / no	yes		
	Funding for business plan secured	yes / no	yes		
	Business plan created	yes / no	yes		
5.13 Monitor the pledge for a pension plan	pension plan is implemented	yes / no	yes		
<b>Strategy 6: Proactive conservation and management</b>					
6.1 Promote Fishing Line Removal Project	# of FLP dives	# / year	10		
	# of TAngler bins	# / year	20		
6.2 Respond to sea turtle strandings	Stranding response protocol developed and in use	% of strandings assessed following protocol	100		
6.3 Beach clean-ups	# of beach clean-ups	# / year	1 - 3		
6.4 Take additional measures based on monitoring outcomes	action taken	% of 'situations'			