STRATEGIC PLAN

2025-2030

SEA TURTLE CONSERVATION BONAIRE

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

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EXECUTIVE SUMMARY

Sea Turtle Conservation Bonaire (STCB) sets a clear route to durable impact by 2030. The organisation will secure predictable income and adequate reserves, strengthen people and processes, and turn robust monitoring and education into visibility, partnerships, and policy influence. The plan is organised around three themes that reinforce one another: Financial Resilience and Innovation Capacity, People and Organisation, and Visibility, Knowledge and Influence.

Under Financial Resilience and Innovation Capacity, STCB will reduce dependency on grants and visitor flows by building a diversified income mix and a formal reserve policy that protects continuity and creates room for new pilots. Priorities include multiyear partnerships, expansion of self-generated income and professional relationship management through a customer relationship system. Revenue will broaden through an online shop for the United States and the European Union with inventory control, an expanded product range, a Sea Turtle Escape Game, an educational sea turtle tour which requires the necessity to train a field assistant, and an annual fundraising event. An annual review of funding source risks will be integrated into planning, reporting, and board oversight.

For People and Organisation, STCB will ensure a motivated, competent, and stable team. The organisation will implement an annual human resources cycle with development plans and reviews, keep core documents current, and invest in training and coaching including Papiamentu where useful. Critical knowledge will be secured through standard operating procedures for research, fieldwork, education, retail, and fundraising, supported by structured onboarding and mentorship. Staffing will follow an annual workforce analysis that accounts for seasonality and coverage of key roles. A standardised volunteer programme and online platform will support recruitment and engagement, the board will maintain a skills matrix and recruit to close gaps, and interns will work on clearly scoped assignments.

On Visibility, Knowledge and Influence, STCB will operate a compelling Visitor Centre from spring 2026 with interactive and multilingual exhibits that serve local communities and visitors. A communications strategy with clear messages, campaigns, and visual guidelines will align outreach with mission and values, and education programmes will run each year against learning goals. Long term monitoring will follow agreed procedures for capture-mark-recapture and nest surveys, with data integrity and timely analyses supported by EarthRanger and advancing artificial intelligence photo identification. Knowledge governance will set clear roles, protect privacy, and guide access while sharing more publications and open data. Partnerships with WIDECAST, the Bonaire Nature Platform, ISTS, STRAP, and education partners will focus on shared objectives and joint outputs,

and a targeted advocacy strategy, possibly designed together with WWF Netherlands, will guide contributions to policy.

Implementation begins with enablers in 2025 and 2026, including customer relationship system selection and rollout, a reserve gap analysis, a donor retention plan, e-commerce decisions and launch, an inventory system, an inventory of procedures, a volunteer platform, and the official opening of the Visitor Centre. From 2027 to 2028 the organisation will consolidate and scale new income and programmes, standardise the sea turtle tour, stabilise international sales, and deliver joint publications and advisory moments.

Success by 2030 means STCB has dependable resources and a buffer to innovate, a committed and well supported team with retained knowledge and clear roles, and a visible, trusted voice that turns robust monitoring and education into policy influence and conservation outcomes for Bonaire’s sea turtles.

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PREFACE & CONTEXT

Sea Turtle Conservation Bonaire concludes 2025 with a clear intent: to safeguard and grow its conservation impact amid a shifting funding landscape, the accelerating professionalisation of knowledge, and fast-moving public communication and policy. This plan links the main strategic goal to three themes, each backed by operational objectives, specific milestones and indicators, and a practical approach to monitoring and adaptive management. It is grounded in STCB's mission and in the realities of Bonaire and the Wider Caribbean Region.

STRATEGIC GOAL FOR 2030

By 2030, Sea Turtle Conservation Bonaire will be a resilient and future-proof organisation, underpinned by a stable financial foundation, a sustainable and capable workforce, and strong visibility and influence in advancing its mission of sea turtle conservation.

THEME A. FINANCIAL RESILIENCE & INNOVATION CAPACITY

Rationale

Financial resilience refers to STCB's capacity to sustain its core operations in the face of financial uncertainty. Currently, STCB is vulnerable to fluctuations in subsidies, grants and visitor flows. To sustain core activities for at least one year, and to deliver long-term research, education, protection and advocacy, STCB must increase predictable income, reduce its dependency on project funding, and create room to innovate. This theme builds a diversified financing mix with a healthy financial reserve, professional relationship management and mission-aligned revenue streams.

TACTICAL OBJECTIVE FOR 2030

By 2030, STCB will have established a diversified and structured financing model, characterised by reduced reliance on grants and subsidies, and adequate financial reserves to ensure organisational continuity and support innovation.

Operational Objectives

A1. Grow structural income. Establish multi-year partnerships; expand self-generated income; professionalise relationship management via a CRM; implement a donor-retention plan that prioritises personalised, story-led updates (beyond standard newsletters) and segment-specific journeys.

A2. Formalise and fund the reserve policy. Adopt a policy targeting a minimum financial reserve of US$200,000 (i.e. savings). Complete a 2025 gap analysis (current reserve vs target) and define annual allocations and fundraising measures to close the gap by 2027–2028.

A3. Broaden revenue streams. Launch an online shop for the US and EU (with an inventory system); expand the product range; explore new customer segments; develop a Sea Turtle Escape Game and an educational sea turtle tour (also supporting training of a field assistant); initiate an annual fundraising event. Decide on a partner for shipping (and possibly storage) and select a payment service provider (e.g. gateway/processor) for the shop.

A4. Conduct an annual risk assessment of all funding sources. Inventory sources, rate stability and threats, and define mitigation strategies. Integrate the assessment into the annual planning and reporting cycle (including board review).

Key Performance Indicators

Indicator	Baseline 2024	Target 2027	Target 2030
Self-generated income (merchandise & services)	53,000	+50%	+80%
Income from subsidies & grants	96,000	+15%	+30%
Income from unrestricted donations	52,000	+15%	+25%
Active multi-year partnerships	2	≥ 3	≥ 5
Minimum reserve level (savings in bank)	200,000	175,000	200,000
Reserve capacity (months of fixed costs)	12 months	9 months	12 months
Annual funding-source risk review completed	n/a	yes	yes

Milestones 2025–2030

- 2025: CRM options assessed and selected; reserve gap analysis completed; donor-retention plan approved; US/EU e-shop feasibility (logistics, payments, VAT) decided; inventory system chosen; first concepts for the Escape Game and tour tested.
- 2026: CRM fully operational with reporting; first annual fundraising event held; e-shop launched; product range expanded; ≥ 3 multi-year partnerships signed; donor retention trending upwards.
- 2027: Structural income ≥ 45% of revenue; reserve ≥ 9 months of fixed costs; sea turtle tour standardised and linked to a field-assistant training pathway.
- 2028: International e-commerce stabilised and profitable; partnership portfolio broadened; second-generation Escape Game launched with local partners.
- 2029: Reserve on track towards 12 months; annual risk review embedded and informing plans.
- 2030: Income mix and reserve targets reached; innovation fund established for new pilots.

THEME B. PEOPLE & ORGANISATION

Rationale

Impact requires a motivated, competent and stable organisation. On Bonaire, sustainable employability is pivotal due to a small labour market, seasonal dynamics and the need for knowledge retention. STCB aims to be an attractive employer with a focus on development, wellbeing, safety and clear processes. Volunteers, board members and interns are essential parts of the organisation's capacity.

TACTICAL OBJECTIVE FOR 2030

By 2030, STCB has an engaged, competent, and stable team, with attention to knowledge retention, career development, job satisfaction, and long-term employability.

Baseline (2025)

- Staff: 2 permanent employees (both 1.0 FTE).
- Freelance: 1 CEPA (16 hours/week); 1 Fieldwork Assistant (16 hours/week).
- Interns: at least 1 per half-year.
- Volunteer community.

Operational Objectives

B1. Implement a structured HR policy focused on sustainable employability. Institutionalise annual development and performance cycles; keep HR documents updated; invest in training/coaching and Papiamentu language training where relevant; ensure each staff member has a thematic development plan with measurable learning outcomes.

B2. Implement a grievance procedure focused on a clear process for staff, interns and volunteers to raise concerns or complaints. Define the process for complaints; establish a complaint handling process; establish clear reporting channels.

B3. Safeguard critical knowledge via internal transfer and documentation. Maintain SOPs/handbooks for research, fieldwork, education, shop, fundraising, and the maintenance, renewal and operation of all organisation infrastructure (e.g. vehicles, boats, equipment, facilities); implement onboarding and mentorship for new staff and volunteers.

B4. Ensure adequate staffing and strategic workforce planning. Conduct an annual workforce analysis, including seasonality and backup for key roles.

B5. Maintain a reliable, engaged volunteer base and community. Attract and coordinate volunteers within a standardised programme (with SOPs); run quarterly meet-ups; build an online volunteer platform for updates and engagement; provide appreciation through field days, T-shirts and an end-of-year event. Volunteer community formalised by 2026.

B6. Maintain an effective Board. Recruit to close expertise gaps; recognise Board contributions; ensure structured involvement.

B7. Leverage interns (field, communications, retail). Offer clearly scoped assignments and supervision aligned with project goals.

Key Performance Indicators

Indicator	Baseline 2024	Target 2027	Target 2030
Staff with yearly development plan and review	0%	100%	100%
Grievance procedure implemented	n/a	yes	yes
Critical processes with up-to-date SOPs	20%	≥ 80%	100%
Active core volunteers	25	+25%	+50%
Volunteer engagement events per year	1	3	4
Volunteer SOPs/manuals up-to-date	n/a	yes	yes
Board seats filled and expertise matched	[TBD]	≥ 90%	100%
Number of Board meetings per year	5	≥4	≥4
Number of interns per year	2	4	4
Intern SOPs up-to-date (e.g. roles, expectations, policies)	n/a	yes	yes
Active strategic partnerships with educational institutions (incl. Universities, HBO, MBO)	1	3	5

Milestones 2025–2030

- 2025: Annual HR cycle and templates approved; inventory of critical processes and missing SOPs completed; volunteer platform launched; workforce and workload analysis performed.

- 2026: Major SOPs (field and education) completed and adopted; grievance procedure implemented; training plan delivered (including Papiamentu); first organisation-wide onboarding/mentorship cycle completed.
- 2027: Documentation comprehensive and demonstrably used; staff satisfaction ≥ 7.8; volunteer pool larger and more stable.
- 2028: Strategic workforce planning running (including succession planning for key roles); continuous-improvement programme active.
- 2029: Board skills matrix updated; volunteer programme optimised based on data and feedback.
- 2030: People and organisation objectives achieved and embedded in the annual cycle.

THEME C. VISIBILITY, KNOWLEDGE & INFLUENCE

Rationale

Visibility and influence are the means by which knowledge becomes protection and policy. STCB aims to be the most recognisable sea turtle organisation on Bonaire and a strong partner in the region. This requires a compelling Visitor Centre, consistent communications, tailored education, a robust long-term monitoring programme, active partnerships and purposeful advocacy.

TACTICAL OBJECTIVE FOR 2030

By 2030, STCB has strengthened its position as the most visible, recognisable, and influential organisation dedicated to sea turtle conservation on Bonaire, while continuing to develop their role as a strong and knowledgeable partner for sea turtle conservation within the Wider Caribbean Region, with a focus on expertise, outreach and effective advocacy on a local, regional and (inter)national level.

Baseline

- Visitor Centre: official opening in Spring 2026.
- Education: approach aligns with the previously developed STCB Education Plan.
- Data & Monitoring: EarthRanger and AI photo identification are already in use; next steps emphasise quality assurance, analytics and accessible reporting.

Operational Objectives

C1. Operate a well-functioning Visitor Centre with a strong educational component. Develop interactive, narrative-driven exhibits for varied audiences with explicit attention to local communities; ensure accessibility and multilingual content; adopt immersive tools (e.g. VR) where impactful.

C2. Deliver consistent branding, social media and communications aligned to mission and values. Approve a communications strategy with key messages, campaigns and visual guidelines; integrate donor communications and community engagement.

C3. Run annual education programmes tailored to target groups. Implement the education strategy (per STCB plan), align to learning goals, evaluate annually and iterate.

C4. Raise public awareness. Maintain an awareness calendar; deliver an annual photo competition

and other engagement actions; track outputs and outcomes (participation, media mentions, sentiment).

C5. Maintain a robust long-term monitoring programme. Conduct capture-mark-recapture and nest monitoring per SOPs; maintain data integrity and timeliness; publish analyses that support conservation and influence policy.

C6. Make knowledge available, shared and accessible. Use EarthRanger as the core data platform with clear governance and roles; produce regular analyses and reports; continue developing AI photo-ID workflows; implement access controls and privacy safeguards.

C7. Strengthen partnerships. Increase collaboration with WIDECAST, Bonaire Nature Platform, ISTS, STRAP and education partners (MBO, Universities of Applied Sciences, Universities) with shared objectives and co-created outputs.

C8. Conduct targeted lobbying and advocacy. Develop an advocacy strategy (option to co-design with partners such as WWF-NL) with priorities, targets and messages.

Key Performance Indicators

Indicator	Baseline 2024	Target 2027	Target 2030
Annual visitors to the Centre	n/a	3,500	5,000
Facebook – engagement rate*	8.6%	≥6%	≥7%
Instagram – engagement rate	unknown	≥6%	≥7%
Classes reached per year	5	7	10
Annual visitors bi-monthly presentations	260	+20%	+30%
Website traffic growth (YoY)	unknown	+20%	+30%
Newsletter reach – open rate	unknown	≥35%	≥40%
Scientific output (e.g. publications, reports)	1	2	2
Quarterly analysis of data conducted	n/a	yes	yes
Active strategic partnerships	3	≥3	≥3
Advocacy strategy developed and updated	n/a	yes	yes

**Engagement rate = (content interaction / reach) x 100*

Milestones 2025–2030

- 2025: Visitor Centre design and educational storylines created; communications strategy and visual guidelines adopted; annual education and awareness programmes launched.
- 2026: Official opening of the Visitor Centre (Spring) with the first interactive modules; first full-year public campaigns.
- 2027: Education programmes expanded with stronger local engagement; AI photo-ID pilots evaluated and scaled if effective; partnership agenda running with joint outputs.
- 2028: Visitor Centre refreshes modules and grows reach; series of joint publications and policy advisories with partners.
- 2029: STCB is a regular contributor to key policy processes; communications reach and satisfaction exceed 2027 targets.
- 2030: Visibility, knowledge and influence targets met and embedded in the annual cycle.

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