OLIVE RIDLEY PROJECT

5 Year Strategy
2024-2028

Martin Stelfox | Jannicke Hallum | Stephanie Köhnk | Max Polyak

Isha Afeef | Jenni Choma | Usman Iqbal | Risha Ali Rasheed | Jane Lloyd | Junho Yu | Adam Costello

Amanda Costain | Lee Cannan | Michael Sweet

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Welcome to Olive Ridley Project's (ORP) 5 Year Strategy and Theory of Change.

This document outlines our vision for the next five years, detailing the strategic direction, key initiatives and measurable outcomes that will guide our mission to protect sea turtles and their habitats.

Through scientific research, conservation medicine, education and community engagement, we aim to reduce human-induced threats and create lasting change. Our strategy is built on collaboration, innovation and sustainability, ensuring that our work continues to make a meaningful impact.

This summary provides an overview of our planned growth and priorities. For more in-depth information or any questions, please contact us at info@oliveridleyproject.org

Glossary: **ALDFG** (Abandoned, Lost, or Discarded Fishing Gear), **CRM** (Customer Relationship Management), **CSR** (Corporate Social Responsibility), **DRA** (Disease Risk Analysis), **FORP** (Friend's of Olive Ridley Project), **GFAs** (Geographical Focus Areas), **NGOs** (Non-Governmental Organisation), **ORP** (Olive Ridley Project), **STGP** (Sea Turtle Guardian Programme), **SDG** (Sustainable Development Goal).

ORP is on a mission to protect sea turtles and their habitats through rescue and conservation medicine, scientific research and education and outreach.

Core Values

01. Grounded in Science

We are guided by a strong belief in the power of science. By relying on research and observation evidence, we ensure our knowledge is accurate and reliable. This commitment helps us make thoughtful decisions that drive meaningful and lasting change.

02. Collaboration

We believe in the power of collaboration, where diverse strengths come together to spark creativity, boost productivity, and achieve greater impact. Through working together, we foster learning, build strong relationships and enhance our collective effectiveness.

03. Passion

We are driven by passion, which energises our efforts, pushes boundaries, and inspires us to excel. This enthusiasm fosters a positive feedback loop, enhancing productivity and ensuring we thrive in the work we love.

04. Accountability

We are committed to being accountable to our donors, beneficiaries, team members, and stakeholders, which helps us build trust, maintain credibility, and stay focused on achieving our mission while continuously improving our impact.

05. Respect

We respect the interconnectedness of the natural world and promote harmony and inclusiveness to sustain a balanced and thriving coexistence among people, the environment, and society.

Executive Summary

Mission

We are on a mission to protect sea turtles and their habitats through rescue and conservation medicine, scientific and clinical research, and education and outreach.

Vision

We envision a world where sea turtles can roam free from human-induced threats.

Strategic Development	The 2024-2028 strategic plan was shaped through consultations and active team participation, ensuring alignment with ORP's mission and adaptability to sector challenges.
Financial Growth	Over the next five years, ORP will focus on building a sustainable financial foundation by strengthening its organisational framework, expanding partnerships, and exploring new growth opportunities.
Theory of Change	ORP's Theory of Change will provide a framework to guide initiatives and programme design, ensuring an evidence-based, mission-aligned, and strategic approach to driving measurable impact and lasting outcomes for sea turtles and their habitats.
Impact Measurements	ORP will implement a robust impact measurement system, using a consultation-led analysis to define key performance indicators (KPIs) and track progress, ensuring transparency and accountability.

Financial Plan

ORP has developed an ambitious fundraising strategy to double annual income from **£450,000** to **£900,000** by 2028, with a longer-term goal of reaching £1 million by 2030. Building on a strong track record of individual giving and corporate partnerships, the strategy introduces a more structured approach to donor stewardship and engagement, diversified income streams, and a sharper focus on digital fundraising.

With a target of 25% annual revenue growth, the plan is driven by stronger donor retention and increased support from high-value givers. At its heart, the strategy is designed to be flexible, data-informed, and adaptive – ensuring ORP remains agile and responsive in a fast-changing fundraising landscape.

5 Year Growth Plan

2024
Foundation and Growth

In 2024, ORP will lay the groundwork for future financial growth and sustainability by strengthening fundraising efforts, enhancing donor stewardship, and expanding its reach. Key initiatives include refining fundraising strategies in the Maldives, leveraging digital campaigns, and implementing a new CRM system to improve donor engagement.

To drive high-value giving, ORP will focus on securing grants, deepening relationships with major donors, and hosting resort-based fundraising events. The charity will also take the first steps towards US expansion by establishing a fund with the Chapel & York US Foundation to facilitate donations, and by developing the Friends of Olive Ridley Project (FORP) and ORP Ambassador Programme.

Income target: £394,000 – £450,000

2025
Gaining Momentum

In 2025, ORP will build on its fundraising foundation by expanding corporate partnerships and strengthening digital fundraising activities. The Maldives fundraising strategy will be implemented under the leadership of ORP's dedicated fundraiser, with a focus on resort-based events, staff training, and stronger corporate relationships.

Digital fundraising will accelerate with the support of a digital specialist overseeing online campaigns and enhancing donor engagement. The Sea Turtle Adoption Programme will be refreshed to attract new supporter segments, while high-value giving will grow through major donor events and targeted grant applications. In the US, the launch of FORP and the Ambassador Programme will establish a strong platform for international fundraising.

Income target: £474,000 – £574,000

2026
Scaling and Expansion

In 2026, ORP will continue to scale its fundraising activities, with a strong emphasis on digital engagement and high-value giving. Digital fundraising will be optimised using CRM insights to enhance donor relationships and improve campaign performance. At the same time, ORP will expand corporate partnerships, particularly with resorts in Seychelles, Kenya, and Oman. Grant fundraising will shift toward larger funding opportunities, while FORP and the Ambassador Programme will be scaled to drive growth – particularly in the US.

Income target: £580,000 – £679,000

2027
Solidifying Growth

By 2027, ORP will move from rapid expansion to solidifying its fundraising infrastructure and deepening engagement with supporters. Large-scale marketing campaigns and exclusive donor benefits will be introduced to build loyalty and attract new individual donors. Corporate partnerships will diversify beyond tourism, targeting industries with strong environmental CSR mandates. A key focus will be securing multi-year grants from major foundations and government agencies to improve financial stability. FORP and the Ambassador Programme will be fully operational and contributing meaningfully to income generation.

Income target: £661,000 – £862,000

2028
Breakthrough & Sustainability

In 2028, ORP will pursue breakthrough growth with a focus on long-term sustainability and expanding its global presence. Individual giving will continue to scale, driven by enhanced monthly giving programmes and improved donor retention. High-value giving will be reinforced through corporate partnerships across diverse industries, while engagement with high-net-worth individuals (HNWIs) will focus on securing long-term project funding. Fundraising will continue to diversify across multiple channels, broadening the donor base and increasing resilience.

Income target: £750,000 – £900,000

Projected Income

Year	Projected Income	Key Income Drivers
2024	£394 – 450K	CRM, small grants, Chapel and York, corporate partnerships in Maldives.
2025	£474 – 574K	Digital fundraising, launch Friend's of Olive Ridley Project (FORP) and ORP Ambassador Programme.
2026	£580 – 679K	Grants, US expansion, diversified corporate partnerships.
2027	£661 – 862K	Large grants, expanded individual giving, fully operational FORP and ORP Ambassador Programme.
2028	£750 – 900K	Global ORP Ambassador Programme, expansion of corporate partnerships, HNWI development, US fundraising base.

Theory of Change

ORP is currently at a pivotal stage, with the potential to significantly reduce human-induced threats to sea turtles in our geographical focus areas (GFAs) and through strategic geographical expansion. To maximise its impact, ORP has refined its strategy to align with its evolving understanding of effective conservation methods and the charity's role in safeguarding these magnificent creatures from anthropogenic threats.

ORP's three goals, supported by a robust governance strategy, will drive the organisation towards its vision of a world where sea turtles can roam free from human-induced threats:

Goal 01
Sea turtles are shielded from increasing human interference and the impact of climate change.

Goal 02
Alleviate sea turtle suffering and advance understanding of their health through conservation medicine and clinical research.

Goal 03
More people are taking the lead in protecting sea turtles and their habitats.

Governance
ORP is a well-governed, collaborative, progressive, and sustainable organisation that works with its affiliates and project partners to effectively fulfil its mission.

Goal 01

Sea turtles are shielded from increasing human interference and the impact of climate change.

Sea turtles face numerous human induced threats, including bycatch in fisheries, illegal harvesting, habitat destruction, and pollution in both marine and terrestrial environments. Additionally, climate change presents further challenges, with its full impact yet to be fully understood.

To drive meaningful change, ORP must engage diverse stakeholders from various backgrounds and cultures to achieve its goals. Effective conservation requires implementing strong species and habitat management strategies, supported by a deep understanding of the threats sea turtles face.

GOAL 1 Sea turtles are shielded from increasing human interference and the impact of climate change.	
Outcome 1.1	**Sea turtles are protected under well managed and compliant species management strategies in geographical focus areas (GFAs).**
Output 1.1.1	**Governments and policy makers are equipped with accurate information to develop new or adapt existing species management strategies.**
Activity i	Analyse sea turtle population abundance and threat levels.
Activity ii	Conduct studies that assess population stability and trends.
Activity iii	Develop and assess studies that determine age and size at sexual maturity for sea turtle species.
Activity iv	Analyse sea turtle population distribution and connectivity.
Activity v	Analyse nesting sites including hatching success, inter-nesting periods, clutch size and true/false crawls, incubation conditions, remigration cycles.
Output 1.1.2	**Where required, governments and policy makers are encouraged to develop new or update existing species management strategies.**
Activity i	Work with governments and policy makers to develop species management strategies.
Activity ii	Leverage sea turtle ambassadors to advocate for positive change in species management.
Output 1.1.3	**Local stakeholders (non-governmental) are included in species management discussions or develop community driven species management programmes.**
Activity i	Work with local stakeholders to better understand regional or local needs/historical context.
Activity ii	Exchange knowledge with local stakeholders.
Activity iii	Discuss and consider cultural implications during decision making processes.
Activity iv	Conduct training workshops for fishery managers, beach management units, and other key stakeholders.
Outcome 1.2	**Sea turtles are protected under well managed and compliant marine protected areas in GFAs.**
Output 1.2.1	**Governments and policy makers are equipped with accurate information to develop new or expand existing marine protected areas.**
Activity i	Analyse sea turtle migratory corridors.
Activity ii	Identify and assess sea turtle foraging sites.
Activity iii	Identify and assess sea turtle nesting sites.
Activity iv	Identify and assess sea turtle resting areas.
Activity v	Assess key ecological interactions of sea turtles in their habitats.

Output 1.2.2	**Where required, governments and policy makers are encouraged to develop new or expand existing marine protected areas.**
Activity i	Work with governments and policy makers to identify and develop marine protected areas.
Activity ii	Work with government stakeholders for Sea Turtle Ranger programmes in key habitats.
Activity iii	Leverage sea turtle ambassadors to advocate for well managed marine protected areas.
Output 1.2.3	**Local stakeholders (non-governmental) are included in marine protected area management or develop community based marine protected areas.**
Activity i	Play an active role in encouraging governments and policy makers to include local communities in marine protected area management.
Activity ii	Conduct training workshops for fishery managers, beach management units, and other key stakeholders.
Activity iii	Work with local stakeholders to better understand regional or local needs.
Activity iv	Exchange knowledge with local stakeholders.
Outcome 1.3	**ORP better understands threats faced by sea turtles and how to mitigate them in geographical focus areas (GFAs).**
Output 1.3.1	**Determine the threat level of abandoned, lost, or discarded fishing gear (ALDFG) to sea turtle populations and where this gear comes from.**
Activity i	Assess impact of ALDGF on sea turtles.
Activity ii	Assess origin of ALDFG.
Output 1.3.2	**Determine the impact of illegal take on sea turtle populations and better understand the cultural and political barriers that may prevent suitable management strategies.**
Activity i	Assess the prevalence and cultural background of illegal take.
Activity ii	Assess the current response mechanism's strength and weaknesses for illegal takes, and support government in strengthening it with technical expertise.
Output 1.3.3	**Determine the spatial and temporal overlaps between sea turtles and fisheries.**
Activity i	Assess areas of overlaps between fisheries and sea turtles.
Output 1.3.4	**Understand all threats faced by sea turtles in the areas where we work.**
Activity i	Identify and assess other visible threats, including bycatch, boat strikes, habitat change, and environmental factors such as pollution, light etc.
Output 1.3.5	**Work with local communities and NGOs to harmonise conservation efforts and avoid duplication of efforts.**
Activity i	Work with local groups to minimise identified threats.
Activity ii	Consult with local stakeholders prior to commencing work in any area.
Output 1.3.6	**Apply autonomous and efficient methods to identify threats and/or eliminate them.**
Activity i	Where appropriate, utilise technology to improve methodologies.
Output 1.3.7	**Recognise that the health of humans, sea turtles, plants and the environment are closely interlinked.**
Activity i	Apply One Health methodology to uncover unknown threats to sea turtles and their habitats.

Outcome 1.4	Operators, tourists and local businesses strive to become responsible stakeholders to safeguard sea turtles and their habitats in GFAs.
Output 1.4.1	**Operators, tourists and local business are equipped with scientifically backed information.**
Activity i	Develop socioeconomic assessments of sea turtles.
Activity ii	Assess the behaviour of sea turtles in association with scuba divers and snorkelers.
Activity iii	Guide sea turtle cruises on live-aboards.
Activity iv	Host workshops focusing on sea turtles and their threats in the GFAs.
Output 1.4.2	**Operators, tourists and local business have the best available resources to make responsible decisions.**
Activity i	Continually update website resources.
Activity ii	Continually update and make available code of conducts & protocols in various languages.
Activity iii	Regularly publish impact reports.
Activity iv	Publish information booklets, infographics, videos, and animations in multiple languages.
Activity v	Provide technical support for key stakeholders.
Activity vi	Deliver training for tourism operators - including staff and guests - on ORP's Codes of Conduct for responsible behaviour around wild sea turtles, and on contributing to Photo-ID as citizen scientists.

Goal 02

Alleviate sea turtle suffering and advance understanding of their health through conservation medicine and clinical research.

ORP aims to advance sea turtle health and conservation medicine through four key strategies:

1. Equipping stakeholders with resources and information to effectively treat injured and sick sea turtles, indirectly aiding more turtles in need.
2. Expanding its network of experts to deepen the understanding of sea turtle health and conservation medicine, strengthening ORP's role as a regional training hub.
3. Increasing the number of treated sea turtles to support their populations, enhancing regional and national coverage through extensive stranding networks and improved knowledge of post-release survivorship.
4. Improving understanding of sea turtle health, as current knowledge in ORP's geographical focus areas remains limited but is essential for broader conservation efforts.

GOAL 2
Alleviate sea turtle suffering and advance understanding of their health through conservation medicine and clinical research.

Outcome 2.1	**Significantly elevate the proportion of injured and diseased sea turtles within ORP's geographical focus areas (GFAs) that receive effective treatment and can be successfully returned to the wild, improving their chances of contributing to their populations.**
Output 2.1.1	**Open veterinary surgeon-run rescue, rehabilitation, and clinical facilities in key areas where such capacities are not available.**
Activity i	Identify strategic locations suitable for establishing rescue, rehabilitation, and clinical facilities.
Activity ii	Source funding and local partners to build, equip and open the facilities.
Activity iii	Recruit and train qualified veterinary teams to run the facilities.
Output 2.1.2	**Develop strategically placed facilities to increase treatment capacities or improve treatment capabilities.**
Activity i	Offer subsidised veterinary training at our facilities for underfunded veterinary surgeons working in sea turtle conservation.
Activity ii	Share best practices and clinical guidance with existing facilities through publications, conferences, and site visits.
Activity iii	Train interns and veterinary nurses at our facilities.
Activity iv	Offer technical support in development/enhancement of existing facilities.
Activity v	Support existing rescue, rehabilitation, and clinical facilities with training, best practices and clinical guidance.
Output 2.1.3	**Provide exceptional clinical expertise and compassionate care, and continuously improve our methods, clinical protocols, and therapies to reflect the latest advances in medical practice.**
Activity i	Attend annual professional conferences to obtain the latest clinical advances in sea turtle medicine.
Activity ii	Design and conduct clinical research to explore new therapeutic interventions.
Output 2.1.4	**Business owners, NGOs, local communities, and policy makers have access to technical knowledge to expand or develop new facilities.**
Activity i	Key personnel within ORP work with senior directors, owners, and government representatives to advise on best practices.
Activity ii	Develop strategically placed facilities to increase treatment capacities or improve treatment capabilities.
Output 2.1.5	**Improve understanding post release behaviour and survivorship in sea turtle patients.**
Activity i	Deploy tracking technology to assess behaviour of post-release patients.
Activity ii	Sea turtle patients contribute to the Photo-ID programme upon release.
Activity iii	Photo-ID programme expands to other sea turtle conservation groups to aid in post-release behaviour and survivorship assessments.
Activity iv	Leverage new or existing technology to identify post-release behaviour.

Output 2.1.6	**Develop stranding networks to capture majority of strandings regionally and nationally.**
Activity i	Collaborate with diverse partners to extend observer coverage.
Activity ii	Develop and publish code of conducts for immediate sea turtle first aid in multiple languages to relevant contacts.
Activity iii	Sea turtle first aid, handling, and safe release workshops are delivered to key stakeholders.
Activity iv	Policy makers, local communities and NGOs are encouraged to develop or update minimum first aid requirements.
Activity v	Where appropriate, ORP takes an intermediary approach to encourage communication and collaboration between relevant stakeholders.
Activity vi	Develop a stranding reporting app to deploy in our GFAs.
Outcome 2.2	**Understand what constitutes a healthy sea turtle in our geographical focus areas (GFAs).**
Output 2.2.1	**Create and share a baseline database for sea turtle health in GFAs.**
Activity i	Assess and longitudinally track comprehensive clinical indices of health in clinical and nonclinical animals.
Activity ii	Encourage other groups, with the capacity to do so, to contribute to the sea turtle health database.
Activity iii	Implement appropriate steps to ensure data analyses are kept in country where possible.
Activity iv	Monitor and assess disease prevalence, distribution, and severity in our GFAs.
Activity v	Leverage new technology and diagnostic equipment to improve or advance therapies.
Activity vi	Establish a comprehensive health database of clinical indices that is shared with other rehabilitation facilities.
Output 2.2.2	**Capture as much relevant data as possible to better understand the relationship between human, sea turtle, and ecosystem health in a One Health approach.**
Activity i	Assess environmental variables in conjunction with sea turtle health parameters.
Activity ii	Create protocols for minimum biometric data collection on all patients during intake.
Activity iii	Attend relevant human medical workshops, seminars, and think tanks to identify translational therapeutic and investigative opportunities.
Output 2.2.3	**Conduct clinical and translational research to understand threats to sea turtle health and interventions to mitigate those threats.**
Activity i	Establish an annual Disease Risk Analysis (DRA) of populations in our GFAs to better understand sea turtle health vulnerabilities and share the DRA with relevant government stakeholders.
Activity ii	Investigate epigenetic adaptions of sea turtles in our GFAs to better inform conservation strategies, and compare them to areas outside our GFAs.
Activity iii	Utilise minimally invasive molecular techniques to determine hatchling sex ratios of populations in our GFAs to evaluate any influence of climate change on hatchling feminisation.
Activity iv	Leverage AI tools to improve understanding of clinical and non-clinical sea turtle behaviour and increase diagnostic efficiency and output.

Outcome 2.3	Relevant stakeholders in geographical focus areas (GFAs) are better prepared to treat injured and diseased sea turtles by following best practices.
Output 2.3.1	Develop capacity for the treatment of sea turtles in underserved regions.
Activity i	Designate funding for a veterinary training programme.
Activity ii	Develop capacity for veterinary surgeons in underserved regions.
Activity iii	Launch of a sponsored veterinary nurse qualification programme in conjunction with international certifying bodies and Maldivian authorities.
Activity iv	Share advances in conservation medicine through open access journals and technical reports.
Activity v	Create clinical research questions relevant to ORP's patient population and answer those questions with creative study designs and funding solutions.
Output 2.3.2	Foster an open and transparent environment that promotes collaboration and approachability across the organisation.
Activity i	Attend relevant meetings, workshops, and think tanks, and participate in regional discussions to encourage collaboration.
Activity ii	Programme managers facilitate communications between relevant stakeholders.
Output 2.3.3	Build better communications between relevant organisations to foster improved care for sea turtles.
Activity i	ORP will sign MoU with the Sea Turtle Rescue Alliance (STRA) to help facilitate coordinated and collaborative approach to improved sea turtle care.
Activity ii	Attend relevant workshops, such as at International Sea Turtle Symposium and STRA Regional Intensive Veterinary Workshops and regional meetings to encourage collaboration and offer support where appropriate.
Activity iii	Implement a research design that encourages co-authorship with a diversity of individuals and organisations.
Outcome 2.4	Extend ORP's network of veterinary surgeons and conservation medicine specialists in geographical focus areas (GFAs).
Output 2.4.1	Collaborate with key members of the community to enhance knowledge.
Activity i	Collaborate with veterinary schools and other training facilities to offer collaborative sea turtle health research projects and clinical training opportunities.
Output 2.4.2	Develop a sea turtle teaching hospital and be recognised as leaders in ORP's GFAs.
Activity i	Identify local island, businesses, and community members willing to improve teaching options in their region.
Activity ii	Identify optimal personnel, equipment, and resources required to operate a sea turtle teaching hospital.
Activity iii	Work with local governments to establish collaborative efforts.
Activity iv	Create information booklets, infographics, video and animations.
Activity v	Provide technical support for key stakeholders.

Goal 03

More people are taking the lead in protecting sea turtles and their habitats.

Education and outreach efforts go beyond raising awareness of sea turtles and their challenges. It is essential that information shared is evidence-based and communicated in a clear, relevant, and engaging way. Rather than focusing solely on sea turtles and their threats, ORP prioritises equipping individuals, communities, policymakers, and businesses with actionable tools to drive meaningful change. Empowering diverse groups to take action, fostering trust, and embracing cultural awareness are key to building lasting conservation impact. Equally important is creating opportunities for conservation enthusiasts to mentor the next generation, ensuring long-term engagement in sea turtle protection and extending ORP's impact beyond its direct interventions.

GOAL 3
More people are taking the lead in protecting sea turtles and their habitats.

Outcome 3.1	**People have access to the right information and keep updated with the best available knowledge.**
Output 3.1.1	**ORP's website resources are multilingual and accessible to all.**
Activity i	Code of conducts and protocols are continually updated and translated into multiple languages.
Activity ii	e-Turtle School is continually updated.
Activity iii	Leverage technology to develop a Q & A chat box in multiple languages.
Output 3.1.2	**Access to information is free.**
Activity i	Peer reviewed research and technical reports are open access.
Activity ii	Digital e-learning tools on ORP's website are free to all.
Activity iii	Published infographics are free to download from ORP's website.
Output 3.1.3	**Important scientific discoveries and sea turtle conservation strategies are presented to the general public in a meaningful way.**
Activity i	Social media is used to communicate complex research in a relatable and accessible way.
Activity ii	Documentaries, videos, podcasts, news articles, interviews, and blog posts are used to share both known and new discoveries in sea turtle conservation and research.
Activity iii	Scientific research and conservation projects are presented to local communities through workshops, talks, training sessions, and seminars in local languages.
Output 3.1.4	**The Sea Turtle Guardian Programme (STGP) certifies "Sea Turtle Ambassadors" in person and online who can train others.**
Activity i	STGP is adapted to each geographical focus area and to the general public.
Activity ii	STGP includes a "train the trainer" programme for dive centres, tourist operators etc. who conduct diving and snorkelling activities to train their own staff.
Activity iii	STGP delivered in a virtual format to reach a larger audience.
Outcome 3.2	**More people are exploring careers in sea turtle conservation.**
Output 3.2.1	**More people in geographical focus areas (GFAs) are developing skill sets useful in the conservation space.**
Activity i	Paid internship programmes introduce participants to skillsets needed for work in the conservation space.
Activity ii	ORP prioritises recruiting people from the local area for relevant internships, and adapt where possible.
Activity iii	Internship programmes train future ORP team members.
Activity iv	Secure funding for a Maldivian veterinarian nurse programme.
Activity v	Work with universities, schools, councils, etc. in our GFAs to recruit skills needed.
Activity vi	Offer targeted training courses (e.g. drone training, Photo-ID workshops) to develop skills in local communities.

Output 3.2.2	**Mentor individuals and organisations.**
Activity i	Together with project partners, support academics in relevant research.
Activity ii	Support university and school curricula by offering placements and materials that students can use to earn school credits.
Activity iii	Offer student attachment programmes for university students studying relevant subjects.
Output 3.2.3	**People are inspired to work with sea turtles.**
Activity i	Sea Turtle Ambassadors inspire others and bring sea turtle conservation issues to the masses.
Activity ii	Celebrate the work of key conservation heros in GFAs.
Activity iii	Work with local stakeholders to better understand regional or local needs.
Activity iv	Expand volunteering opportunities increasing global opportunities to work in sea turtle conservation.
Activity v	Prioritise developing and hiring local talent in all areas of ORPs operations.
Outcome 3.3	**Local communities, businesses, and organisations actively engage in sea turtle conservation.**
Output 3.3.1	**Address human actions and mindsets that contribute to species decline.**
Activity i	Hold educational events and campaigns to increase general awareness of the importance of sea turtles.
Activity ii	Hold educational events and campaigns to increase general awareness about the threats of sea turtles.
Activity iii	Develop sustainable practises programmes, educational events, and campaigns to mitigate harmful practises, highlighting their impact and encouraging alternative practises.
Activity iv	Develop sustainable practises programmes to encourage responsible choices, such as ethical wildlife tourism practises, avoiding illegal take and destructive fishing practises.
Output 3.3.2	**Engage employees, customers, and community members in hands-on conservation activities and educational events.**
Activity i	Promote sustainable tourism practices that respect sea turtle habitats and nesting sites.
Activity ii	Engage businesses in sponsorship or partnership programmes that support sea turtle conservation initiatives.
Activity iii	Collaboratively engage businesses and local NGOs in sea turtle conservation initiatives.
Activity iv	Act as an intermediary to promote local and national sea turtle festivals.
Activity v	Conduct relevant stakeholder workshops and meetings.
Output 3.3.3	**Provide tangible benefits, incentives, or rewards to encourage active participation in conservation activities.**
Activity i	Conduct socioeconomic surveys to better understand the economic and social benefit of sea turtles to businesses and local communities.
Activity ii	Offer symbolic sea turtle adoption programmes, providing a rare opportunity to name and follow wild sea turtles to retain public engagement.
Activity iii	Highlight and celebrate the achievements of individuals or groups who actively participate in conservation activities through certificates, newsletters, social media, or local media.

Activity iv	Citizen scientist contributors are recognised on our website and in reports and publications.
Activity v	Citizen scientists and participating organisations are honoured with badges for their contributions.
Activity vi	Circular economy projects generate funds for local community participants.
Activity vii	Work with fishing communities, recognising and certifying Sea Turtle Ambassadors who are provided with continued support in long-term education and conservation initiatives.
Activity viii	Work with community groups to co-host educational events, festivals etc. for outreach opportunities within the scope of conservation.
Outcome 3.4	**Prioritise local knowledge, inclusive of culture and religion, to ensure a decolonised approach to protecting sea turtles and their habitats.**
Output 3.4.1	**Recognise and respect local knowledge.**
Activity i	Connect with local communities and indigenous groups through consultations to learn about their traditional knowledge and perspectives on sea turtle conservation.
Activity ii	Host workshops and events that bring together local community members, conservation experts, and researchers to exchange knowledge, stories, and experiences about sea turtles and their habitats.
Activity iii	Capture, publish, and safeguard local knowledge and cultural and religious practices about sea turtle conservation through oral histories, interviews, recordings, and written records to preserve their legacy and ongoing relevance.
Output 3.4.2	**Integrate local knowledge into conservation practises.**
Activity i	Partner with local communities and indigenous groups, incorporating their knowledge, practises and viewpoints into planning, execution and monitoring activities.
Activity ii	Implement adaptive management strategies that offer flexibility and adaptability to evoling conditions, integrating local insights and observations into sea turtle conservation decision-making.
Activity iii	Setup inclusive monitoring initiatives where local community members and indigenous leaders actively engage in observing sea turtle populations, nesting sites and habitats using thier traditional methods and insights.
Activity iv	Consider local knowledge inclusive of culture and religion in species management consultations.
Output 3.4.3	**Foster cultural and religious respect and empowerment.**
Activity i	Offer training, workshops, and educational sessions to conservationists, researchers, and volunteers focusing on cultural and religious awareness and sensitivity, and the significance of honouring local knowledge and traditions in sea turtle conservation.
Activity ii	Empower and assist local communities and indigenous groups to spearhead their own sea turtle conservation efforts by offering the necessary resources, training, and backing for success.
Activity iii	Celebrate and acknowledge the cultural and religious heritage, traditions, and contributions of local communities and indigenous groups through events, festivals, or initiatives that showcase their relationship with sea turtles and their habitats.

Output 3.4.4	**Build collaborative partnerships.**
Activity i	Establish partnerships and collaborations with indigenous leaders, organisations, and cultural experts to act as advisors, advocates, and allies in advancing a decolonised approach to sea turtle conservation.
Activity ii	Participate in joint research endeavours, partnerships, and collaborative projects with local communities and indigenous groups to co-develop knowledge, establish shared objectives, and collectively strive to safeguard sea turtles and their habitats.
Activity iii	Offer technical expertise and advice to governments, NGOs, and communities.
Output 3.4.5	**Promote equity and inclusion.**
Activity i	Ensure that decision-making in sea turtle conservation is inclusive, participatory, and fair, ensuring the representation and input of local communities and indigenous groups.
Activity ii	Ensure fair access to resources, funding, and opportunities for local communities and indigenous groups to engage in and reap benefits from sea turtle conservation initiatives.
Activity iii	Publish educational materials in local languages in GFAs.

Governance

ORP is a well-governed, collaborative, progressive, and sustainable organisation that works with its affiliates and project partners to effectively fulfil its mission.

ORP maximises its impact through strong governance practices, ensuring the organisation is well-managed, strategically positioned for long-term success, and that resources are used efficiently. Programmes are designed to deliver the greatest possible positive and lasting impact on sea turtle conservation.

Establishing clear, actionable objectives is essential, but just as important is developing a detailed roadmap to achieve them. Ensuring the continuity and sustainability of ORP's work is fundamental to long-term success. Without proper planning and sound operational procedures, the charity's future – and its ability to protect sea turtles – could be at risk. Meticulous attention to governance, strategic planning, and organisational resilience is therefore critical to securing the mission's impact and effectiveness over time.

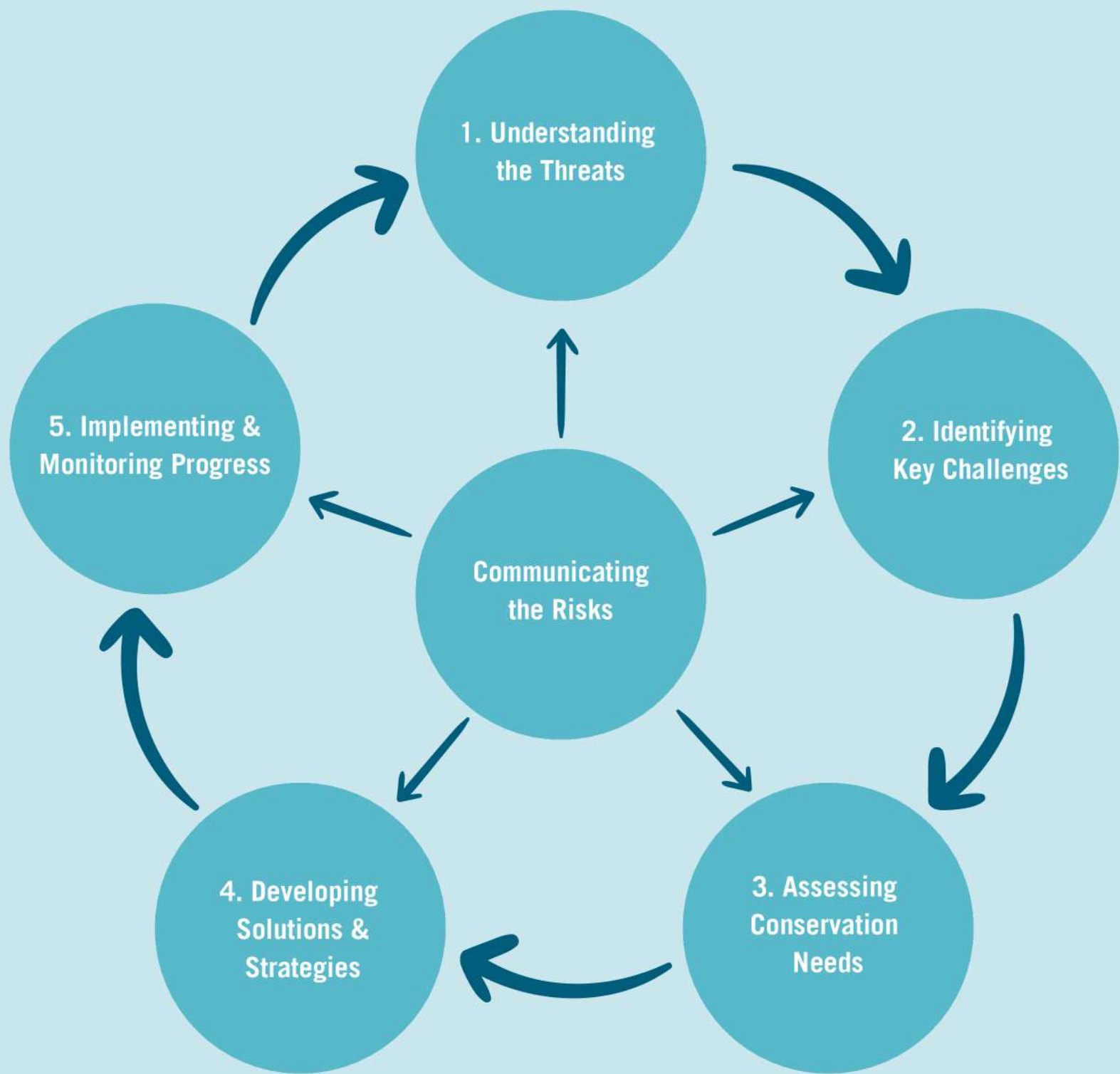| **GOVERNANCE** **ORP is a well-governed, collaborative, progressive and sustainable charity that works with its affiliates and project partners to effectively fulfil its mission.**	
Outcome 4.1	**ORP forges strong alliances, leveraging combined resources, skills and diverse perspectives, to achieve greater results through collaboration.**
Output 4.1.1	**Collaborate with a network of affiliates, NGOs, and community organisations and members, to achieve our mission effectively.**
Activity i	Project partners and affiliates go through a thorough due diligence process to ensure they are aligned with, and capable of contributing to, our mission.
Activity ii	Develop MoUs, partnership agreements, and data sharing agreements with project partners and affiliates to ensure everyone are aligned to our mission.
Activity iii	Clearly define the outcomes of each programme.
Activity iv	Project partners and affiliates are assessed on an annual basis to review their contributions to our mission.
Activity v	Annual trustee meetings take place between ORP branches and affiliates.
Activity vi	Continually update our advisory board to fill knowledge gaps and provide guidance on relevant decision making.
Output 4.1.2	**ORP works collaboratively to enhance, not duplicate, existing conservation efforts.**
Activity i	Identify knowledge gaps in our areas of work and key stakeholders working in them.
Activity ii	Identify new GFAs through local stakeholder consultation.
Activity iii	Provide technical resources for local organisations to take the lead on sea turtle conservation projects.
Outcome 4.2	**ORP has an effective Board of Trustees and Management.**
Output 4.2.1	**Headed by an effective Board of Trustees that provides strategic leadership in line with the charity's objectives and core values.**
Activity i	The Board of Trustees focuses on strategy, performance, and assurance over operational matters, and this is reflected in the responsibilities it delegates.
Activity ii	The Board of Trustees retains responsibility and oversight when certain aspects of the Board's role are delegated to committees, employees, consultants, or volunteers.
Output 4.2.2	**The Board of Trustees operates as an effective team, leveraging a balanced mix of skills, experience, backgrounds, and knowledge to reach timely and informed decisions.**
Activity i	The Board of Trustee's decision-making processes are well-informed, diligent, and timely.
Activity ii	The Board of Trustees actively establishes and monitors an effective system for delegation, control, risk assessment, and management.
Activity iii	The Board of Trustees recognises the risk of hindering innovation by being overly cautious and risk-averse.
Activity iv	The Board of Trustees actively identifies and manages a range of financial and non-financial risks.
Activity v	The Board of Trustees ensures the charity adheres to the law, its governing document and policies, and promptly addresses any issues that arise.

Output 4.2.3	**Maintain an agile and high-performing core team through on-going skills assessments, targeted training, and strategic recruitment.**
Activity i	Commitment to continuous learning allows ORP to adapt ideas and projects based on the latest knowledge.
Activity ii	Form cross-functional teams who work together on a specific project or goal.
Activity iii	Provide training and coaching to equip team members with the necessary skills and knowledge to work effectively in an agile environment.
Activity iv	Encourage open communication and provide regular feedback to team members on their performance.
Activity v	Empower team members, giving them the ownership and flexibility to solve problems and experiment.
Activity vi	Celebrate successes and learn from our mistakes.
Activity vii	Continuously assess the team's expertise, providing training or recruitment opportunities to fill any skill gaps.
Outcome 4.3	**ORP acts responsibly, fairly and with integrity.**
Output 4.3.1	**Comply with legal and regulatory requirements in all regions of operation.**
Activity i	Consult with legal professionals in each region where we operate to stay informed of local laws and regulations.
Activity ii	Maintain clear policies and procedures designed to minimise risk, protect the organisation from potential liabilities, and uphold the charity's reputation.
Activity iii	Diligently comply with all registration, licensing, permitting, and periodic regulatory reporting requirements.
Activity iv	Provide anonymous whistleblowing reporting channels to encourage transparency and accountability.
Output 4.3.2	**Safeguard the charity's reputation, resources, beneficiaries and the well-being of its people through proactive risk identification and mitigation protocols.**
Activity i	ORP's comprehensive risk register undergoes regular review, ensuring we can promptly implement necessary actions to mitigate potential threats.
Activity ii	Develop safe work procedures for all tasks and processes involving any level of risk.
Activity iii	Project leaders provide comprehensive risk assessments to the senior team for each potential project.
Activity iv	Each project's risk assessment is reviewed annually.
Activity v	Empower all team members to report any incident through our online system, ensuring prompt review by senior management and the Board of Trustees when necessary.
Activity vi	The Chair of Trustees reports all major incidents to the Charity Commission.
Activity vii	Maintain a conflict-of-interest registry and manage all conflicts of interest in accordance with ORP's Conflict of Interest Policy.

Output 4.3.3	**Manage finances responsibly, aiming to minimise waste and maximise the impact of every donation entrusted to ORP.**
Activity i	Comply with applicable laws and regulations to ensure ORP resources are used legitimately and can be accounted for.
Activity ii	Have a diverse, comprehensive and resilient fundraising strategy, measuring the performance of every fundraising initiative.
Activity iii	Continuously seek new opportunities to diversify fundraising.
Activity iv	The ORP fundraising team has diverse expertise to tap into a variety of income sources.
Activity v	Have internal controls for procurements, expense claims, and payments.
Activity vi	Develop budgets annually that directly align with the 5 year strategic plan.
Activity vii	Review financial performance and report to the Board of Trustees on a monthly basis.
Activity viii	External auditors verify ORP accounts annually.
Output 4.3.4	**All team members understand our policies and procedures.**
Activity i	Develop Board of Trustees approved policies and procedures in collaboration with experts and stakeholders.
Activity ii	Review and update all policies according to the established policy review schedule.
Activity iii	All policies are readily accessible on the ORP Intranet for easy reference for all team members.
Activity iv	Onboarding programme integrates policies and procedures, followed by annual refresher training for all to ensure compliance.
Output 4.3.5	**Champion equality, diversity, and inclusion as fundamental principles that drive our mission.**
Activity i	Actively cultivate a diverse Board of Trustees and team, fostering a wealth of cultures and skills.
Activity ii	The Board of Trustees acts in the best interests of the charity's purposes and its beneficiaries, creating a safe, respectful and welcoming environment for all who come into contact with it.
Activity iii	The Board of Trustees champions ORP's mission, while prioritising the well-being of beneficiaries and creating a safe, respectful and welcoming environment for all who come into contact with us.
Activity iv	The Board of Trustees actively seeks new trustees to address knowledge or skill gaps, ensuring effective leadership.
Activity v	Whenever possible, prioritise internal or local talent for promotions, fostering career growth within the charity and the community.
Activity vi	Work respectfully with the local governments and communities, and team members are culturally sensitive to the country's pace in conservation.
Activity vii	Wherever possible, provide training, mentorship and growth opportunities for locals in the field to build skills, gain experience, and build networks.
Activity viii	Publish educational materials in multiple languages, ensuring accessibility and inclusivity for a wider audience.

Output 4.3.6	**Provide a safe and supportive working environment.**
Activity i	Hiring processes prioritise experience and local knowledge, valuing both hard and soft skills.
Activity ii	Train hiring managers on unconscious bias, ensuring diverse interview panels, and fair candidate assessment.
Activity iii	Provide clear job descriptions and contracts of engagement to set expectations.
Activity iv	Comprehensive onboarding process ensures that all new team members are well equipped to handle their role.
Activity v	Offer fair pay and review pay rates annually based on team performance.
Activity vi	Provide personal development training to support career growth.
Activity vii	Keep everyone connected through cloud technology, regular meetings, and casual communication channels.
Activity viii	Work with ORP resort partners to ensure safe working environments.
Outcome 4.4	**ORP is accountable, transparent, and ethically critical of its impact.**
Output 4.4.1	**Commit to legal, open, honest, and respectful fundraising.**
Activity i	ORP is registered with the Independent Fundraising Regulator to ensure public protection, accountability, and excellence in fundraising by following the Code of Fundraising Practice and ORP's Ethical Fundraising and Anti-Bribery and Corruption Policies.
Activity ii	Build public trust, attracting donors and volunteers by maintaining transparency and responsibly using funds.
Activity iii	All project partners, sponsors, and funders are published on ORP's website and in periodical and annual reports.
Output 4.4.2	**Ethical standards and animal welfare guides all ORP's projects.**
Activity i	ORP's research ethics committee guides decisions involving people or animals.
Activity ii	Research involving animals is only conducted if the potential benefits outweigh the potential harm.
Activity iii	Researchers are responsible for monitoring animal welfare and reporting any adverse events.
Output 4.4.3	**ORP is open about its work, unless there is good reason not to be.**
Activity i	Engage local stakeholders throughout projects via feedback loops, gathering diverse insights to inform all work.
Activity ii	Report both positive and negative research findings transparently to contribute to the advancement of knowledge.
Activity iii	Transparently report all activities to all interested parties, including regulators.
Activity iv	Prioritise publishing research findings in open access journals.
Activity v	Evaluate impact metrics annually to track progress towards the 5 year strategic plan.

Output 4.4.4	**ORP protects personal information, repository of organisational knowledge and data, and digital assets.**
Activity i	Employ secure data management, storage, and backup practices.
Activity ii	Comply with GDPR and regional data protection legislation in areas where we operate.
Activity iii	ORP's Privacy Policy is published on its website.
Activity iv	Two-step verification and encryption is enforced wherever possible.
Activity v	Data access is provided on a need to know basis.
Output 4.4.5	**ORP raises the profile of sea turtle conservation.**
Activity i	Deliver unified, evidence-based messaging on sea turtles and their habitats for the public and stakeholders while avoiding sensationalism, fostering public confidence through active communication.
Activity ii	ORP's branding toolkit ensures consistent messaging across affiliates and our team.
Activity iii	Affiliates lead the way in coordinating educational sea turtle festivals and workshops.
Activity iv	ORP and its affiliates collaborate with national and international news outlets to amplify our reach.
Activity v	Publish findings in reputable publications and ensure inclusive participation from locals and governments where research is carried out.

Impact Measurements

The diagram shows a cyclical process with five outer circles surrounding a central circle "Communicating the Risks":
1. Understanding the Threats
2. Identifying Key Challenges
3. Assessing Conservation Needs
4. Developing Solutions & Strategies
5. Implementing & Monitoring Progress

Measuring impact is key to ensuring ORP's work is effective, transparent, and continuously improving. By using globally recognised evaluation frameworks, we track progress, refine strategies, and demonstrate meaningful outcomes.

How we measure success towards achieving Goals 1 & 3

ORP uses adapted Sustainable Development Goal (SDG) indicators to assess progress in addressing human- and climate-induced threats and fostering conservation leadership. These internationally recognised benchmarks ensure that the charity's efforts are both impactful and measurable. They also enable ORP to track and report its progress effectively, reinforcing alignment with global standards and strengthening communication with stakeholders.

How we measure success towards achieving Goal 2

Standard SDG indicators do not address wildlife health, so ORP applies a Disease Risk Analysis framework (see above) to monitor sea turtle population health and assess animal welfare. This data-driven approach informs conservation medicine, guides habitat restoration, and supports advocacy for stronger policy measures.

By integrating these evaluation methods, ORP strengthens its decision-making and remains accountable, ensuring long-term success in sea turtle conservation.

Enas Mohamed Riyaz, EPA Maldives

OLIVE RIDLEY
PROJECT

Registered Charity #1165905
in England & Wales

OLIVE RIDLEY
PROJECT-MALDIVES

Registered NGO CR/04/2022

OLIVE RIDLEY
PROJECT-KENYA

Registered NGO-EPFPJ6

oliveridleyproject.org

info@oliveridleyproject.org

@oliveridleyproject