

2025-2030 Strategic Plan

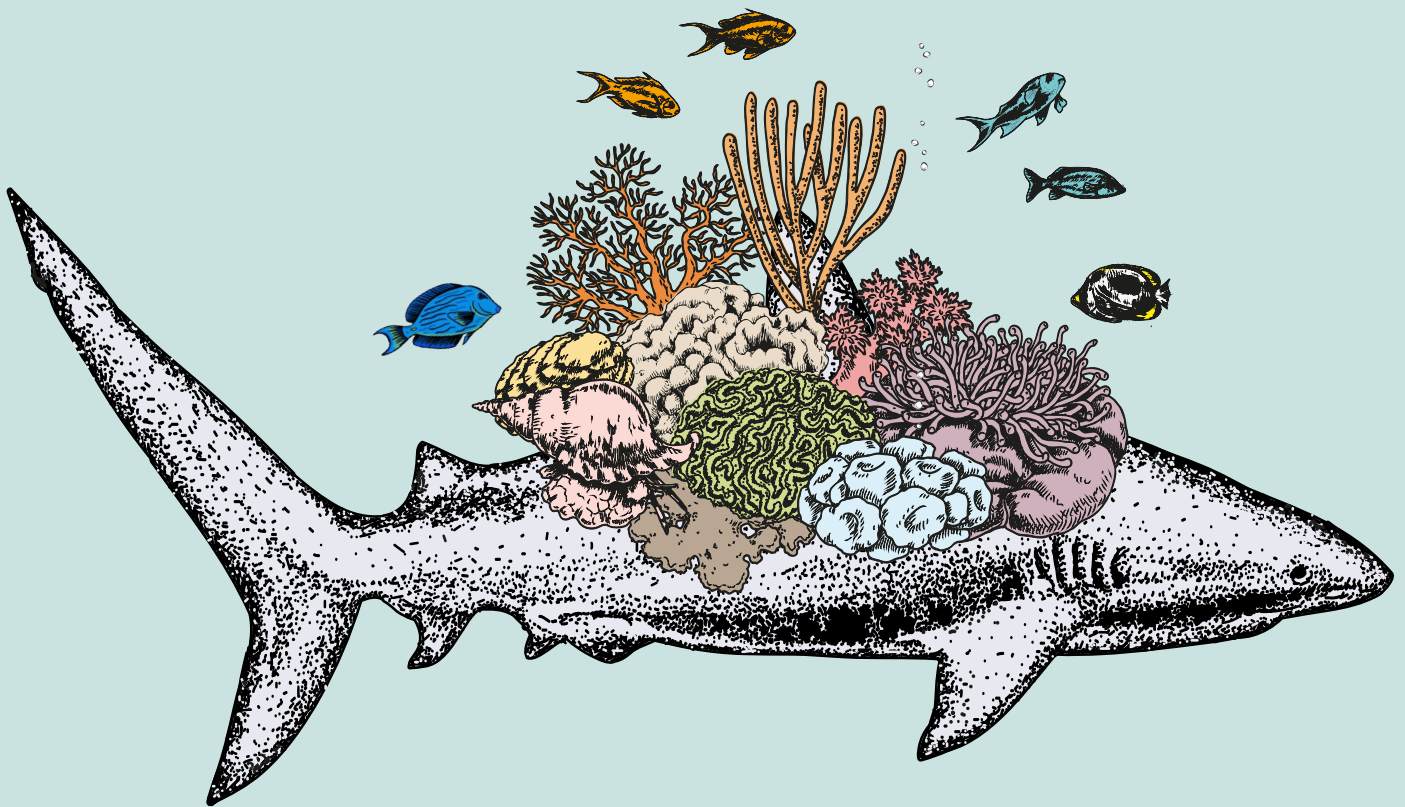
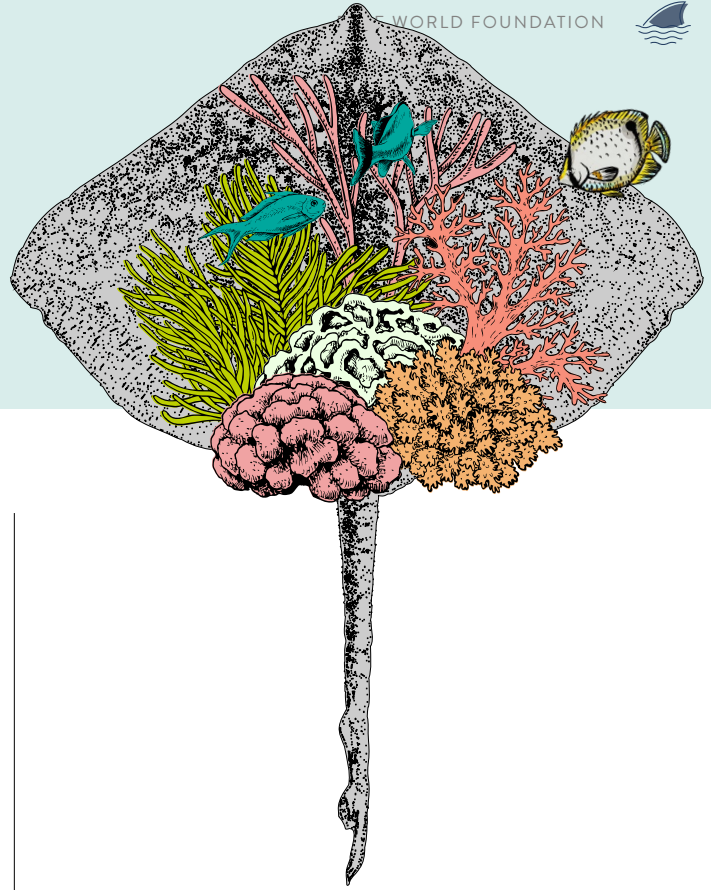


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Context



Achieving sustainability in the world's artisanal and industrial fisheries is a shared challenge that requires political will, legal and regulatory frameworks, socio-economic development of communities, and capacity for monitoring and compliance. Each country has particular biological, physiographic, and socioeconomic characteristics, so the work of civil society organizations should focus on facilitating the conditions for fishermen, companies, government, and academia to align their efforts to promote productive and sustainable fisheries.

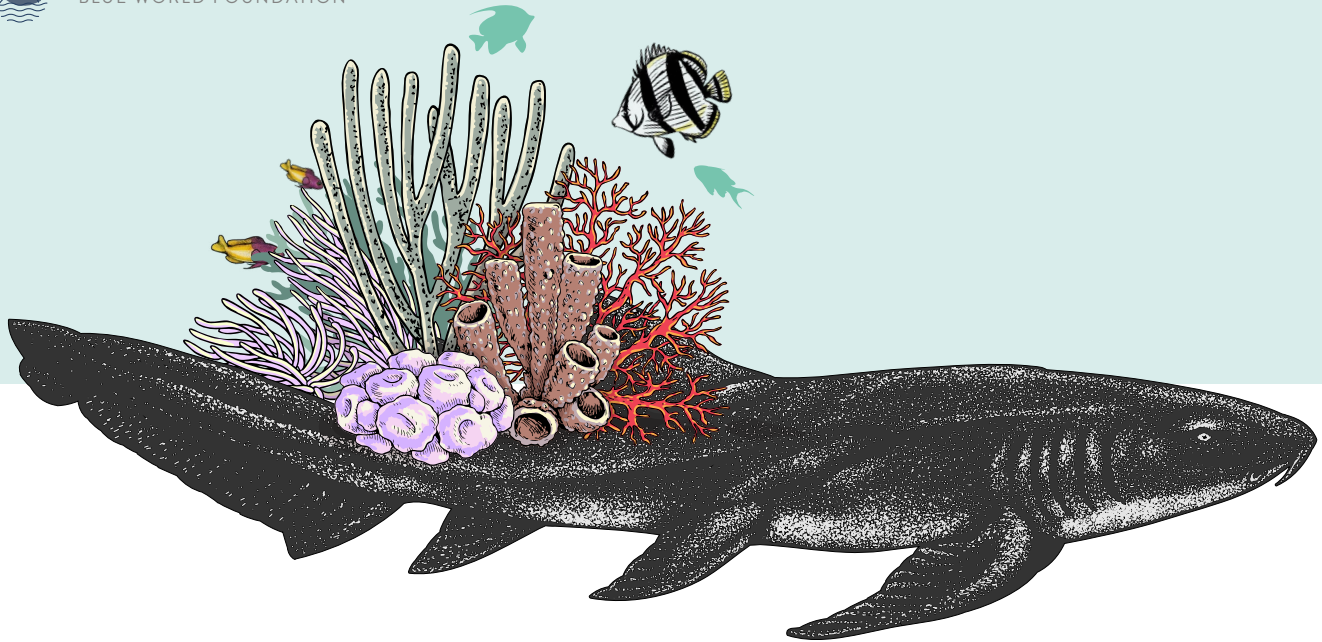
Like many other Latin American countries with access to the Pacific coast and the continental Caribbean, Guatemala is experiencing a crisis of development and overfishing, exacerbated by a lack of better economic opportunities and scientific knowledge about the current state of the various fishery resource populations. In much of Mesoamerica, the legal framework for regulating and managing fisheries is outdated and lacks technical support. Public resources for monitoring and control are consistently inadequate, inefficient, and ineffective. The usual result is an environment of corruption and illegality in which commercial intermediaries and inspectors capture the profits, and the losers are the fishermen and the marine and coastal ecosystems on which they depend.

The 2025-2030 Strategic Plan of the Blue World Foundation (BWF) maintains the three main lines that have guided the work since 2014, with updates

aimed at achieving a greater impact on ecosystems and key stakeholders. These are:

1. Generate practical knowledge.
2. Influence regulatory frameworks and compliance
3. Contribute to improving the quality of life of coastal communities through education, training, community research, and the development of alternative and sustainable livelihoods.

The role of women and girls is particularly important to BWF since they are recognized as leaders and agents of substantial change in their communities. Strengthening the self-management capacity and social and environmental sustainability of coastal communities that depend on fisheries for their livelihoods is a promising way to achieve an impact with the potential for replication.



BWF's Strategic Plan elaboration and updating process

The update of BWF 2025-2030 Strategic Plan included a thorough review of the goals and objectives needed to advance the conservation initiatives of each strategic line, considering the current context and institutional priorities. The central objective remains to promote the sustainability of marine and coastal resources and improve the quality of life of coastal communities in Guatemala, the Eastern Pacific, and the Mesoamerican Region over the next six years. This process included a thorough evaluation of the operational approaches and institutional development that will guide the organization's strategy. The current objectives of the strategic lines continue to be in alignment with the cross-cutting

perspectives and tools implemented since 2020, maintaining the solid footing of the theory of change that has characterized BWF intervention model.

This exercise is the third strategic planning process carried out since the establishment of the Foundation in 2014. The development process was based on a participatory planning approach influenced by the Bath method (2014) and was intertwined with the formulation of key results using the Objectives and Key Results (OKR) methodology developed by Andrew Grove in the 1970s and published in 1983. The development and prioritization of this strategy involved input from BWF leadership, technical



The priority strategies were defined to promote the generation of relevant knowledge, influence the formulation of more effective and efficient public policies, and improve the quality of life in coastal communities.

team, Board of Directors, partners, and donors, providing a more diverse perspective that enriched the outcome and aligned with the organization's mission, vision, values, and theory of change.

Using the OKR methodology as a starting point, we created key results (goals) that were measurable, achievable, and consistent with the organization's purpose.

In order to set ambitious goals in line with the Foundation's environment, a multidimensional vision has been adopted, considering internal needs (from fieldwork to executive management) as well as external aspects involving collaboration with communities, partners, and donors in the Foundation's area of impact. This approach aims to influence work processes and overcome challenges so that teams can carry out their activities with clarity and focus on achieving specific and measurable results while contributing to the fulfillment of the institutional strategy.

The Strategic Plan focused on setting the new goals for BWF to achieve by 2030. This included the

identification of the fundamental obstacles that the organization is facing on its way to the sustainability of the marine and coastal resources and of the artisanal fisheries in Guatemala. It also outlined priority strategies to be adopted to promote the generation of relevant knowledge, influence the formulation of more effective and efficient public policies, and improve the quality of life of coastal communities.

Another key aspect of the planning process was the identification of variables that could serve as indicators of the progress and impact of the goals set in each strategic line. These variables were selected for their relevance and sensitivity, which should provide a solid basis for analysis over time.

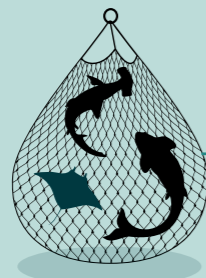
Ultimately, the achievement of conservation (external) and institutional development (internal) objectives will depend largely on the effectiveness and quality of technical operations, as well as the fulfillment of the political, socio-economic, and environmental assumptions that frame the context in which BWF carries out its interventions.

Theory of change

The theory of change is based on the identification of key risks that could hinder the achievement of the institutional mission. To achieve its mission, BWF proposes seven key activities that address the identified risks. These activities are connected to the Foundation's cross-cutting perspectives and tools. The joint implementation of these actions will generate key results that, in the long term, will contribute to the accomplishment of the institutional objectives to foster profound and sustainable changes in the fisheries and ecosystems of the Mesoamerican and Pacific Reef regions.

Risks

Imbalance of trophic chains in the Pacific marine region and the Mesoamerican Reef System (MAR) region of Guatemala.






Reduction of economic resources and opportunities for employment for Guatemalan fishing communities.



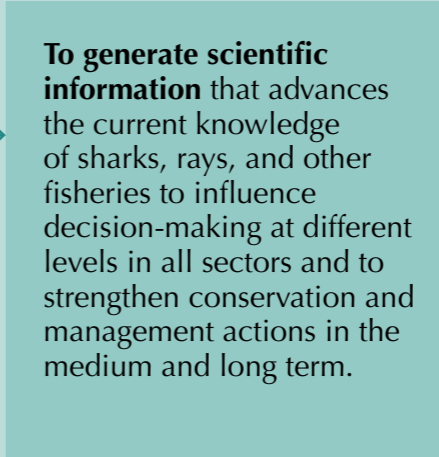
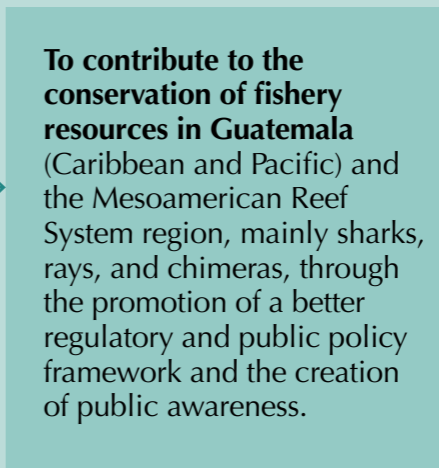
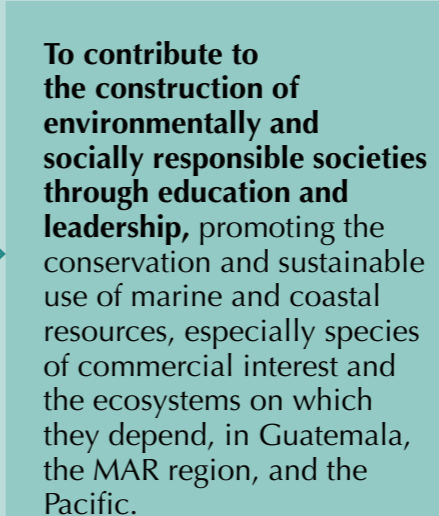
Activities

- 1 **Promoting knowledge of the conservation and management of chondrichthyans** through environmental education.
- 2 **Generating scientific information** and publications on chondrichthyans in Guatemala.
- 3 **Strengthening the capacity** of the government, private sector, civil society, and academia.
- 4 **Citizen participation** in the management and conservation of fishery resources.
- 5 **Development of science-based public policies** for the conservation and management of chondrichthyans.
- 6 **Economic diversification** with a gender perspective.
- 7 **Promoting the development** of new technical skills.

Results


-  Increased knowledge of Guatemalan chondrichthyan species and their habitat, recognizing the role they play in the ecosystem.
-  Sustainable management and conservation of chondrichthyans in Guatemala is based on strengthening the legal framework and its enforcement.
-  Fishing communities increase their sources of income through the development of sustainable livelihood alternatives to fishing.

Objectives

-  **To generate scientific information** that advances the current knowledge of sharks, rays, and other fisheries to influence decision-making at different levels in all sectors and to strengthen conservation and management actions in the medium and long term.
-  **To contribute to the conservation of fishery resources in Guatemala** (Caribbean and Pacific) and the Mesoamerican Reef System region, mainly sharks, rays, and chimeras, through the promotion of a better regulatory and public policy framework and the creation of public awareness.
-  **To contribute to the construction of environmentally and socially responsible societies through education and leadership**, promoting the conservation and sustainable use of marine and coastal resources, especially species of commercial interest and the ecosystems on which they depend, in Guatemala, the MAR region, and the Pacific.

Impacts

-  **Sustainability of the chondrichthyan fisheries and the balance of food chains and ecosystems** in the MAR region and the Guatemalan Pacific.
-  **Implementing and enforcing regulations** to ensure the sustainability of chondrichthyan fisheries, the conservation of populations, and the protection of the ecosystems in which they live.

-  **Economic resilience of fishing communities** by diversifying their livelihoods and reducing dependence on fishing.



Mission, Vision, and Values

The proposed goals for 2030 reflect BWF's identity and values, as well as its most recent objectives to promote marine conservation and community development in the Mesoamerican and Eastern Pacific regions. BWF's statement of principles responds to current challenges and guides its staff to the highest standards.

MISSION

To contribute to the sustainability of marine and coastal resources and artisanal fisheries in Guatemala, the Eastern Pacific, and Mesoamerica through the generation of relevant knowledge, public policy advocacy, and the improvement of the quality of life of coastal communities.

VISION

A Guatemala, an Eastern Pacific, and a Mesoamerican Caribbean that know, value, and protect their marine and coastal wealth as a source of social, environmental, and economic prosperity.

MOTTO

Know, Love, Conserve

VALUES

Respect

We treat our team, partners, donors, and the communities we work with dignity and consideration, encouraging their participation, respecting their beliefs and opinions, and communicating effectively.

Integrity

We honor the trust placed in our team and our mission with honesty, commitment, and transparency. We learn from our actions, successes, and failures.

Innovation

We offer innovative solutions informed by diverse perspectives to tackle today's marine conservation challenges. By leveraging technology, science, and strategic leadership, we maximize impact to achieve optimal results.

Inclusion and participation

We help cultivate a more inclusive society that embraces the diversity of personalities, experiences, knowledge, and cultures and encourages their participation in conservation.

Sustainability

We provide continuity and a long-term vision through the resilience of our institutional work.



10 YEARS OF BWF

{ 2014-2024 }

27
academic
scholarships
awarded

44
projects
implemented

18
books
published

10 years
of monitoring
the Caribbean
of Guatemala

17
scientific
publications
produced

8 years
of monitoring
the Pacific
of Guatemala

61,037
people
trained and
sensitized

11 cooperation
agreements
signed

10
donors
have provided
funding for more than
one year

30 donors
have financed
our projects





Multidimensional scope

The 2025-2030 Strategic Plan calls for broadening the scope of conservation actions by integrating ecological, geographic, and social dimensions into the intervention model. These dimensions provide congruence with the biology and ecology of priority species and the ecosystems on which they depend and better respond to the socio-economic and political dynamics of the Mesoamerican and the Eastern Pacific regions.

Priority species for conservation

The conservation of populations of commercial fish species, particularly sharks and rays, is, from a biological standpoint, the core of BWF mission. The interest in conserving and giving priority to these species stems from the founder's deep personal connection to these organisms and is rooted in the intrinsic value of their existence, their role as key species in maintaining the integrity and ecological functioning of the oceans, their urgent status and level of threat around the world, and their powerful symbolism as flagship species for marine conservation.

Key marine-coastal ecosystems

The populations of sharks, rays, and other marine species of commercial value to the region's economy and well-being depend on the health, ecological integrity, and functionality of the marine-coastal ecosystems they inhabit, including coral reefs, seagrasses, and mangroves. For this reason, the 2025-2030 Strategy Plan includes actions on conservation, science, education, and environmental sustainability to ensure the existence and continuity of these ecosystems and their biodiversity as a condition for the long-term survival of shark and ray populations.

Geographic intervention at the regional level

Integrating the migratory nature of priority species into the intervention's strategic design is fundamental to addressing the challenges and scale that shark and ray conservation currently requires. Consequently, the 2025-2030 Strategic Plan focuses its efforts at the national and regional levels on:

Guatemala: Chondrichthyan fishing communities in the Caribbean (communities: El Quetzalito, Livingston, and Sarstún) and in the Pacific (communities: Las Lisas, Sipacate, Buena Vista, and Puerto de San José), Guatemala City and intermediate cities with influence in watersheds that flow into the Caribbean.

Mesoamerican Reef System (MAR): Caribbean coast of Mexico (Quintana Roo), Belize, Guatemala, and Honduras (up to the Bay Islands).

Eastern Pacific: a region where the member countries of the Network for Research and Conservation of Migratory Marine Species operate: United States of America, Mexico, Colombia, Ecuador, and Peru (migramar.org).



SITES OF ACTION

Local reach

1. City of Guatemala
2. Sarstún
3. Livingston
4. Santa María del Mar
5. El Quetzalito
6. Las Lisas
7. El Dormido
8. Buena Vista
9. Puerto San José
10. Sipacate
11. Champerico

Regional reach

12. Mesoamerican Reef System
13. Eastern Pacific

Social approach

- Coastal communities
- Cities
- Children and youth
- Academia
- Public sector
- Private sector

Ecosystem approach

- Reefs
- Seagrasses
- Mangroves



Social intervention

Now more than ever, the conservation of marine biodiversity requires the participation, leadership, and willingness of society to reverse the degradation of the planet’s oceans. The conservation proposal of the 2025-2030 Strategic Plan uses a holistic approach that promotes social, environmental, and

economic prosperity as a pillar of its intervention model. To work together and in a coordinated manner, the following social groups have been prioritized: coastal communities (with a special focus on women), cities, academia, and the public and private sectors.



Conservation strategies

The conservation goals (external goals) and 2025-2030 Targets represent BWF ongoing commitment to marine conservation and the communities it serves, reflect elements of its identity, and guide its actions to achieve lasting positive impact.

BWF conservation efforts aim to reverse the medium- and long-term decline of fishery resources, particularly shark and ray populations, in Guatemala, the MAR, and the Eastern Pacific. Inspired by the institutional motto “Know, Love, Conserve” and supported by the lessons learned from the work of the past years, three main lines of action are presented through which we seek to continue implementing conservation strategies:



1. Applied research for conservation

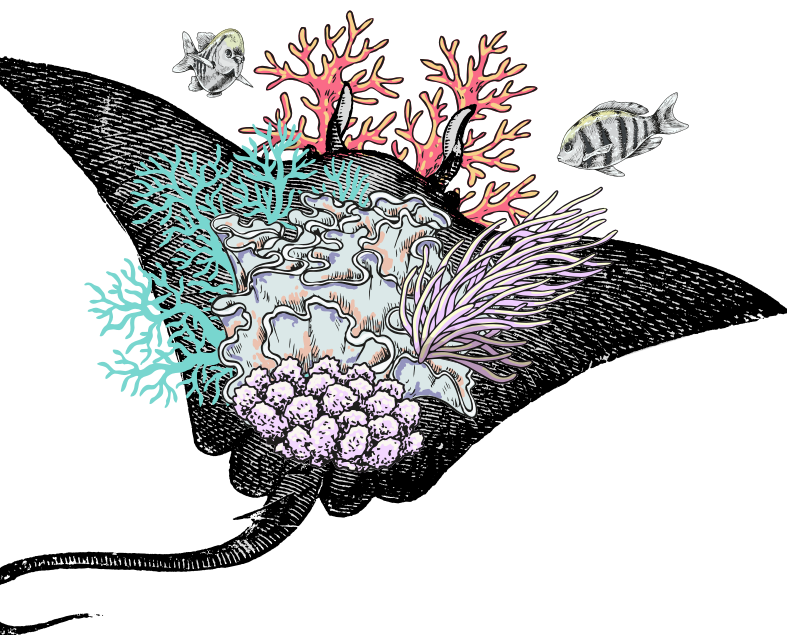


2. Environmental education, community development, and leadership for conservation



3. Citizen awareness and public policy for conservation

BWF strategies contribute to eight of the 17 Sustainable Development Goals (SDGs) proposed and adopted by the Member States of the United Nations under the 2030 Agenda for Sustainable Development (United Nations, 2015), and complement the actions of the international community proposed for the next 15 years. SDGs with parallels in BWF work include: (4) Quality Education, (5) Gender Equality, (8) Decent Work and Economic Growth, (11) Sustainable Cities and Communities, (12) Responsible Production and Consumption, (13) Climate Action, (14) Undersea Life and (15) Life of Terrestrial Ecosystems.





2025-2030 conservation goals and targets



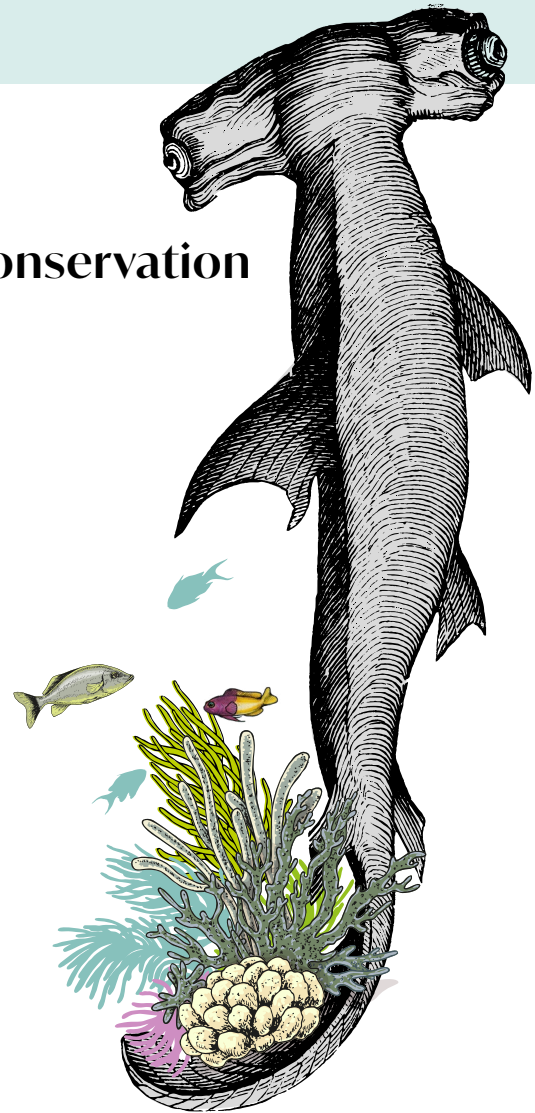
Applied research for conservation

Goal

To generate scientific information that advances the current state of knowledge on sharks, rays, and other fisheries to influence decision-making at various levels in all sectors and to strengthen conservation and management measures in the medium and long term.

Targets

- **Reliable information is generated** based on continuous research on the health of chondrichthyan populations and catch trends in seven Guatemalan fishing communities on the Pacific and Caribbean coasts.
- The scientific information generated by BWF has been published in **10 scientific articles** to disseminate the health status of chondrichthyan populations and their interactions with diverse ecosystems and coastal communities.
- **650 samples of fishery products** are collected from landings, markets, and distribution centers to expand the gene pool of chondrichthyans in Guatemala and their genetic connectivity.
- To promote the sustainability of chondrichthyan fisheries, **13 training workshops** on the conservation and sustainable management of chondrichthyans



are offered to communities, academia, civil society, and decision-makers in Guatemala.

- **16 fishers** actively participate as community monitors in seven communities in Guatemala, using standardized methodologies and innovative techniques learned through formal training.



One of our goals is to ensure that 50% of those who benefit from our projects are women and ethnically diverse.



Environmental education, community development, and leadership for conservation

Goal

To contribute, through education and leadership, to the building of environmentally and socially responsible societies that promote the conservation and sustainable use of marine and coastal resources, in particular commercially important species and the ecosystems upon which they rely on.

Targets

- **17,000 children receive environmental education** through innovative educational materials and tools that help to increase knowledge of Guatemala's chondrichthyan species and their habitats.
- **Three initiatives of youth and women leaders** are designed to actively promote the conservation of marine and coastal resources in Guatemala's Pacific fishing communities.
- **100 families living in Guatemala's marine coastal areas** adopt sustainable practices that promote their climate resilience, thanks to acquiring knowledge about their natural resources and promoting their leadership on environmental issues.
- **75 Guatemalan Fishers** strengthen sustainable management of their fisheries and habitat conservation after completing BWF fishers training program.
- **Increase by 15% the participation of women and people from diverse ethnic groups** in leadership roles through environmental education, community development, and leadership project initiatives.
- **Ensure that 50% of the beneficiaries** of our environmental education, community development, and leadership projects are women and people from diverse ethnic groups.
- **Four new businesses** led by women are supported in fishing communities to promote economic diversification and contribute to the sustainable management of marine and coastal ecosystems in the context of climate change.



The BWF promotes the updating and contributes to the fulfillment of the National Plan of Action for the Chondrichthyan of Guatemala 2026-2031.



Citizen awareness and public policy for conservation

Goal

Contribute to the conservation of fishery resources in Guatemala (Caribbean and Pacific) and the MAR region, mainly sharks, rays, and chimeras, through the promotion of public policies and a more appropriate regulatory framework and the creation of public awareness.

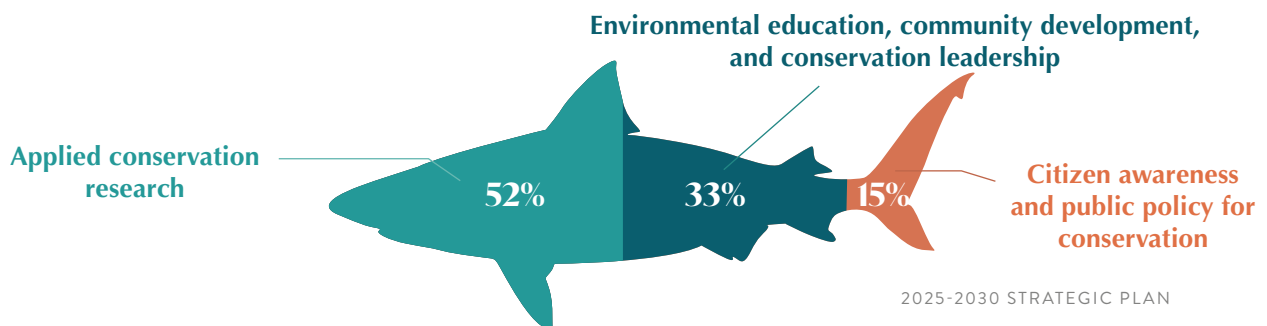
Targets

- **Five Caribbean and Pacific communities** are aware of their socio-economic and socio-environmental dependence on chondrichthyan fisheries and the need for sustainable management.
- **30% of the actions** established in the Strategic Plan of the Mesoamerican Reef Chondrichthyan Network (MAR-CHON) are being carried out by BWF in collaboration with the members of the Mesoamerican Reef System Chondrichthyan Conservation and Research Network to improve

knowledge and sustainable management of these species in the region.

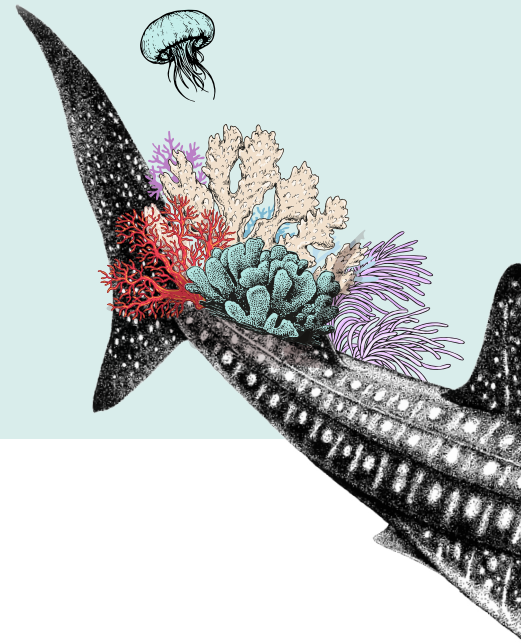
- **Two Pacific communities** receive support from BWF to promote the protection of chondrichthyan nursery areas through the establishment of two Fishing Recovery Zones in Guatemala.
- **Fishers from four Caribbean and Pacific communities** form the first working group to strengthen sustainable management of chondrichthyan fisheries.
- BWF promotes the updating and contributes to the implementation of **Guatemala’s National Chondrichthyan Action Plan 2026-2031** to promote the research, management, and conservation of chondrichthyan species distributed in waters under national jurisdiction.

HISTORICAL INVESTMENT BY STRATEGY





Cross-cutting tools



The following tools are essential to achieving the proposed conservation goals.

a. Strategic communication

The actions and projects implemented by BWF will be consistent with the institutional communication strategy, which aims to guide and strengthen internal and external communication with target audiences.

b. Technology

The actions and projects carried out by BWF will integrate technology in their design and implementation, innovating its intervention model and strengthening the environmental and social impact related to marine conservation.

c. Social participation

The actions and projects implemented by BWF will promote the knowledge, participation, and co-responsibility of civil society in the use and conservation of the natural resources from which it depends and benefits. This, in turn, will allow to carry out the effective and sustainable adoption of measures to improve and maintain the integrity of marine coastal ecosystems, favoring the survival of shark and ray populations.

d. Governance

The actions and projects implemented by BWF will support decision-making with quality information, strengthening the conservation and management of ecosystems and priority marine and coastal species in the medium and long term.

e. Public policy advocacy

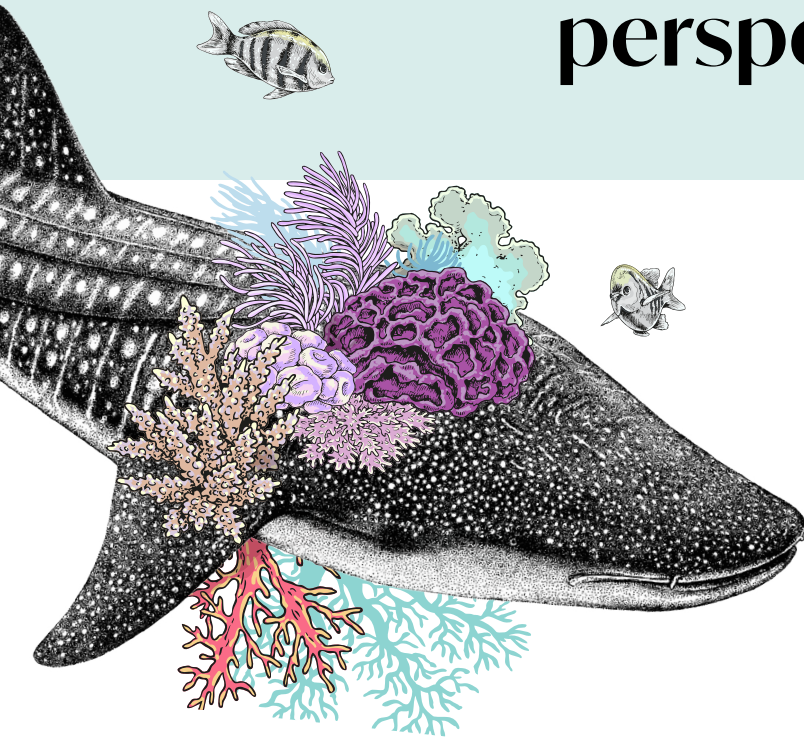
The actions and projects carried out by BWF will facilitate the transfer of information to public bodies responsible for the development and implementation of national and regional environmental policies relevant to the conservation and sustainable management of marine and coastal resources, especially chondrichthyans, to increase their effectiveness and impact.

f. Financial intermediation for the conservation of sharks and rays

The actions and projects implemented by BWF, as a leader in the conservation of chondrichthyans in the region, will seek its capitalization as an environmental fund that distributes financial resources to promote the sustainability of conservation actions for these species in the long term.



Cross-cutting perspectives



The following perspectives are topics of interest that are integrated into the external objectives and should be considered in the projects and actions implemented by BWF.

1) Climate Change

BWF will incorporate climate change, its impacts, and projections as a priority issue in the short, medium, and long term within projects and intervention sites, integrating the corresponding mitigation and adaptation measures and contributing, as far as possible, to the achievement of climate change objectives and targets at the national and regional levels (Climate Change Law, 2013; CNCC-Segeplán, 2016; MARN, 2016).

2) Waste management and reduction

BWF will integrate waste management and reduction as a strategic issue for the sustainability of marine conservation actions, giving priority to comprehensive geographic approaches that favor watersheds and their communities as areas of incidence, in line with the National Policy for the Integrated Management of Residues and Solid Waste of the Ministry of Environment and Natural Resources of Guatemala (MARN, 2015b).

3) Gender

BWF will support projects and actions with equality and equity between men and women, in accordance with the Environmental Gender Policy of the Ministry of Environment and Natural Resources of Guatemala (MARN, 2015a). It will also ensure that all people, regardless of gender, have equitable access to resources and opportunities.

4) Multi-Sector

BWF will consider it strategic to involve different sectors of society (public, private, academic, civic associations or NGOs and civil society) in the conservation projects and actions that the organization implements and supports.



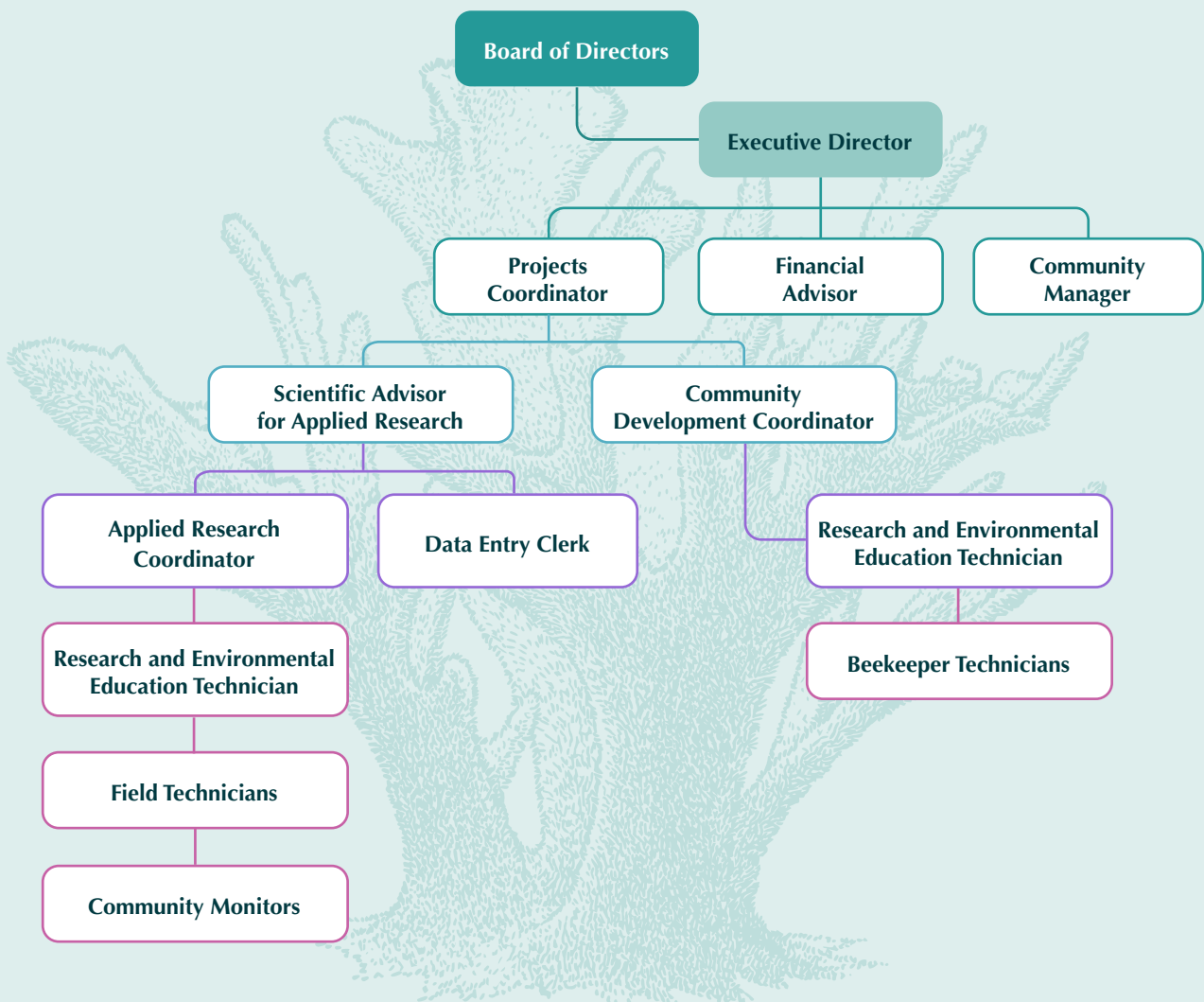
Internal operations

Fulfilling BWF mission requires internal strengthening in order to optimally and efficiently guide, nurture, and motivate its institutional development. The internal objectives describe the institution’s own activities to leverage its financial, operational, and human resources in accordance with the standards of practice for conservation trust funds (Spergel and Mikitin, 2014). The proposed targets arise from the experience gained in the organization’s early

years. BWF internal strengthening encompasses five capacities.

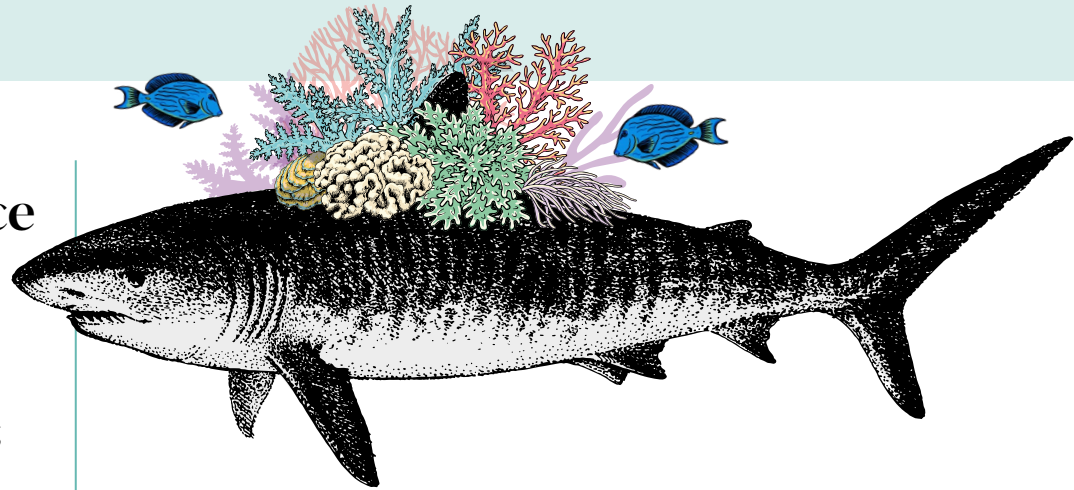
1. Governance
2. Resource mobilization and management
3. Monitoring and evaluation
4. Safeguards
5. Communication

ORGANIZATION CHART





2025-2030 internal goals and targets



Governance

Goal

To achieve an efficient and effective institutional governing framework.

Targets

- 100% of BWF strategic planning processes and institutional policy agreements are effectively supported by the Board of Directors.
- 10% of the institution’s annual revenue is mobilized by the BWF Board of Directors through fundraising activities.
- 100% of the Standards of Practice for Conservation Trust Funds adopted as part of BWF internal policies are fully complied with.
- BWF prioritization and implementation of projects and interventions are aligned with the Strategic Plan and contribute to the fulfillment of the institutional mission and goals.



Resources mobilization and management

Goal

To consolidate BWF as the leading institution with the greatest impact on chondrichthyan conservation in the Mesoamerican region and the Eastern Pacific, while maintaining excellence in the management of BWF financial resources.

Targets

- BWF has an updated and approved Administrative Manual that includes standards, guidelines, policies, protocols, and technical and administrative tools that are accessible and known by all staff.

- BWF raises \$1.4 million to support the full implementation of its strategies and programs.
- 10% of the institutional budget comes from diversified revenue sources, including two additional funding mechanisms in addition to the traditional ones.
- BWF is 100% compliant with institutional indirect cost policies.
- The Board of Directors actively supports risk mitigation and control through timely risk identification.



100% of BWF’s operational information is updated, available, and accessible to facilitate optimal monitoring by the technical team.



Monitoring and evaluation

Goal

To document and evaluate the results of BWF investments.

Targets

- 100% of BWF operational information is updated, available, and accessible to facilitate optimal monitoring by the technical team.
- 100% of the projects implemented by BWF include an evaluation based on key indicators.
- 100% of the institutional progress and achievements are evaluated annually by the Board of Directors based on internal and external objectives.



Communication

Goal

To disseminate among key audiences the achievements and the impact of BWF actions.

Targets

- BWF has an internal and external communications plan.

- BWF publishes an annual report in March of each year.
- BWF updates its website and social networks with scientific and socio-environmental information.
- 50% of the projects implemented by BWF have a dissemination plan.



Safeguards

Goal

To prevent and mitigate environmental and social risks in the projects implemented by BWF in communities.

Targets

- 100% of BWF projects assess potential environmental and social risks associated with their interventions.

- 100% of BWF projects consider measures and processes to effectively manage risks.
- 100% of BWF projects integrate a gender perspective.



Assumptions

Within the logical framework, assumptions play a critical role in managing uncertainty, thereby improving project planning and execution by identifying potential risks and constraints. This approach helps to strengthen decision-making and achieve more successful implementation. The assumptions identified by BWF are described below.



Political

- The Directorate of Fisheries and Aquaculture Regulations (DIPESCA) and the National Council of Protected Areas (CONAP) will address political situations that require updating or improvement and issue permits on time.
- Stable government budgets for biodiversity and sustainable fishing.
- Constancy in the responsiveness of government institutions to fisheries management and marine conservation issues.
- BWF's resilience to changes in government policy and staff turnover in government institutions.
- Updating and progressing the regulatory framework for fisheries and environmental issues.



Social

- The communities of Las Lisas and Sipacate are interested in establishing Fishing Recovery Zones based on adequate socialization.
- The willingness of the communities to participate in environmental education projects and workshops.
- Interest of fishers to participate in the citizen science project to generate landings data.
- Community involvement and ownership of the projects as a source of economic diversification.
- The resilience of communities to increased frequency and intensity of hydrometeorological phenomena.
- Existence of BWF work areas with optimal safety conditions.



A key assumption of BWF is the adaptation and resilience of communities, wildlife, and ecosystems to the impacts of climate change.



Economic

- A balance between inflation and the basic basket of Guatemalans.
- Stability in the prices of energy resources (fuels).
- Sustainability in the basic services provided to the communities we work with.
- Reduction of migration from coastal communities to the main cities of Guatemala and/or abroad.
- The economic alternatives promoted with the communities are an additional income to their family economies.
- Stability in the prices of the products produced by the community businesses.
- The pressure on fishing resources remains stable.



Institutional

- BWF adaptation to philanthropic funding trends for marine conservation.

- To channel the interest of philanthropic funding sources and private initiatives toward the conservation and sustainable management of BWF target species and the ecosystems on which they depend and direct resources toward their protection.
- The BWF Board of Directors actively participates in developing institutional and fundraising strategies.
- Talent development and retention of BWF teams.
- Optimize BWF human, financial, and time resources at both the operational and institutional development levels.

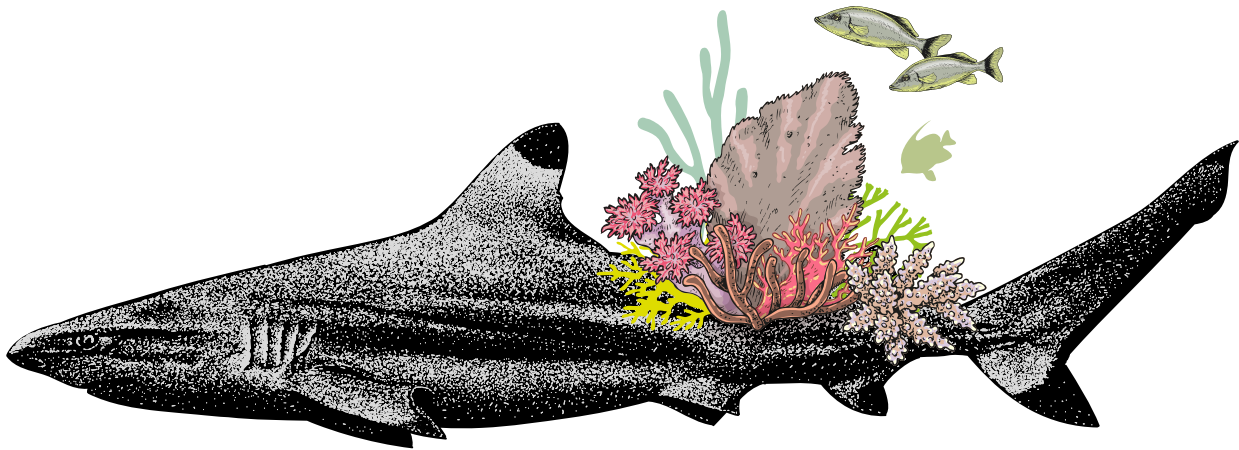


Environmental

- Adaptation and resilience of communities, wildlife, and ecosystems to the impacts of climate change.
- Coastal and tourism development follows sustainability guidelines to reduce environmental impacts on ecosystems relevant to BWF species of interest.



Transition, implementation, and monitoring of the 2025-2030 Strategic Plan



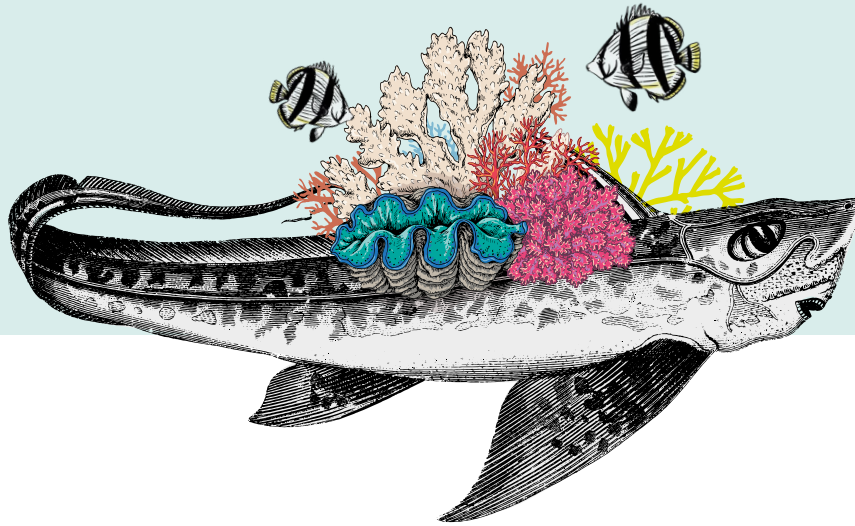
Progress in the implementation of the 2025-2030 Strategic Plan will be assessed through the measurement of key results, also known as targets of external goals, and through the accomplishing of indicators corresponding to the action areas outlined in the Annual Operating Plan (AOP). BWF will track these objectives through a monitoring and evaluation system implemented in 2023.

In parallel, the progress of projects and programs will be incorporated and accumulated annually. This evaluation process will make it possible to quantify progress against the proposed goals and to adapt flexibly to changes in the environment and to emerging opportunities.

As for the internal objectives, they will be evaluated according to the degree of achievement of their goals, which will be reviewed at each annual planning meeting by the Executive Director and the Board

**BWF will track its goals
through a monitoring
and evaluation system
implemented
since 2023.**

of Directors. This internal evaluation is not limited to results but also provides the opportunity to identify weaknesses, obstacles, strengths, and new perspectives to promote improvements that contribute to the achievement of the goals and targets set by the organization. After the annual planning meeting, BWF achievements will be included in the annual institutional reports.



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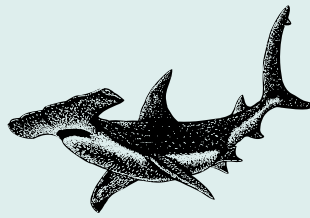
Sonia Solís, and the Shark Conservation Fund. Their valuable contributions and timely experience have enriched our goals and objectives.

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you want to live in.**

Wangari Maathai
Nobel Peace Prize Recipient



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