

October 2016

Draft guidance - Conservation Committee Strategic Planning

(Submitted by the Chair of the Conservation Committee)

Issue

At the 2016 Conservation Committee planning meeting it was proposed that additional brief guidance be produced on the development of Strategic Plans and shared with the Conservation Committee and relevant sub-committees and working groups.

Action

The Conservation Committee is now invited to:

- Provide any additional comments or suggestions on the attached guidance on the development of strategic plans.
- Agree the attached guidance (pending any amendments).

Draft guidance - Conservation Committee Strategic Planning

The below guidance is intended to aid in the development of overarching strategic plans, thematic strategic plans, and work programmes in order to ensure a coherent approach to planning the work of the Conservation Committee and relevant sub-committees and working groups.

Rationale

The planning meeting of the Conservation Committee recommended the development of a clear strategic plan to:

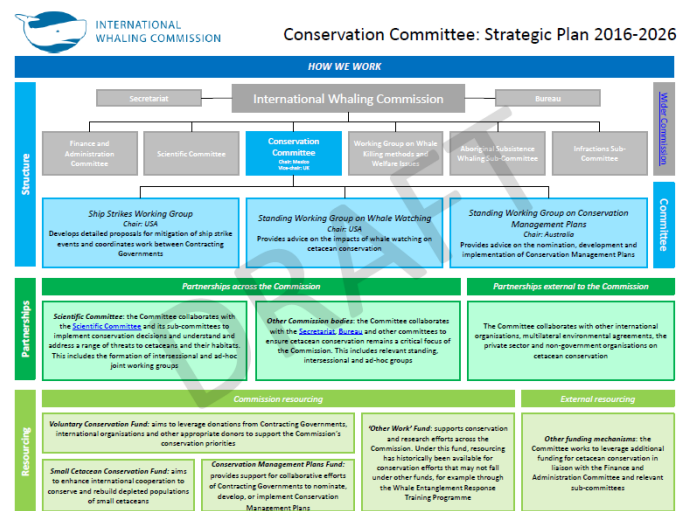
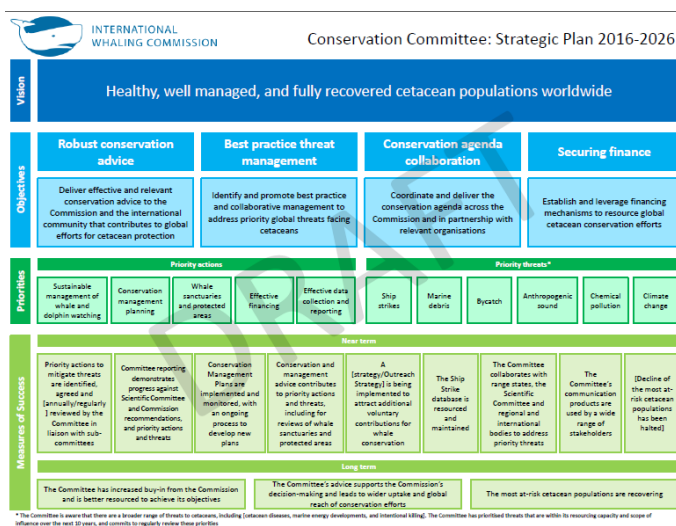
- Help plan the direction of its work;
- Aid transparency;
- Allocate resources effectively;
- Improve outreach; and
- Attract external funding.

It is proposed this is made up of three nested parts which:

- Set a clear direction and priorities (*the overarching strategic plan*),
- Articulate necessary objectives, actions, goals, and timescales (*the thematic strategic plans*);
- Define deliverables, progress, timings, and resource requirements (*the work programme*).

1. Overarching Strategic

This is a high level, outward facing plan. It provides a simple, visual description of the Conservation Committee's vision, objectives, priorities, measures of success, and its relationship to other committees and bodies. The overarching Strategic Plan is intended to be a public facing document that sets the direction of the work of the Conservation Committee over the next 10 years.



2. Thematic Strategic Plans

Sitting underneath the Overarching Strategic Plan are the Thematic Strategic Plans which help drive progress forward. These are intended as outward facing living documents, with the aim of addressing the finer details of how the Conservation Committee and relevant working groups will tackle the priority threats and actions identified in the Overarching Strategic Plan; for example on ship strikes, bycatch, whalewatching.

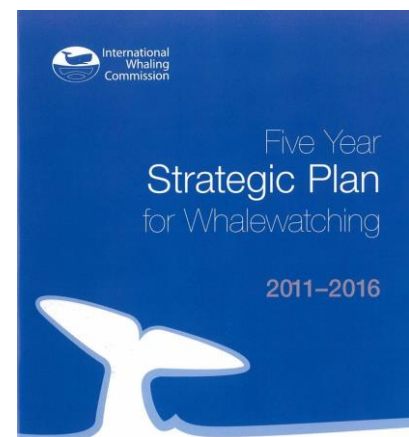
The Thematic Strategic Plans should provide a coherent summary of:

- Framework: legal international and national
- Contribution to delivering the Vision
- The issue/concern being addressed
- The broad objectives and goals (i.e. what does success look like),
- Key partners, priority organisations and opportunities for engagement
- Key deliverables and actions
- Timings over the life of the plan (all linked to the Overarching Strategic Plan), and
- Resources, outlining the high level need for resource and fundraising activities (specific details included in individual work programmes).

The Thematic Strategic Plans should also allow for key progress to date to be captured.

The IWC's Strategic Plan for Whale Watching¹ provides an example of a thematic Strategic Plan.

The Thematic Strategic Plans should ultimately allow for a clear and detailed understanding within and outside of the Conservation Committee of its work in a particular area in order to help measure progress and disseminate its activities more widely as part of efforts to promote greater collaboration and coordination.



November 2011

¹ https://iwc.int/private/downloads/ZibAR4HShR6wjYdH9C8NRw/AC-002s3%20IWC%20Whale%20Booklet_HR.pdf

3. Work Programmes

Work Programmes should be internal documents and a level of detail down from a Thematic Strategic Plan. They should provide specific detail on each of the workstreams and deliverables in the thematic Strategic Plan, as well as responsible actors, timings (delivery and reporting milestones), resources (both available and required, and budget projections). This should include highlighting existing voluntary funds and in-kind support and any gaps in funding that need addressing.

These are intended to be updated regularly in order to help monitor progress over shorter periods of time, provide clarity on where responsibility lies for delivery, and identify where resources are allocated or needed. They will also feed more generally into the reporting and planning work of the Committee and help develop appropriate fund-raising strategies.