

Report of the Standing Working Group on Whale Watching Submitted by the Chair

Background

The primary role of the Standing Working Group on Whale Watching (SWGWW) has been to provide oversight of the delivery of actions and products under the 2011-2016 Five Year Strategic Plan, including development and maintenance of a web-based living Handbook. Its terms of reference are provided in Annex A.

At the 66th meeting of the IWC, the Commission endorsed the following work plan for the two-year intersessional period (2016-2018):

- Explore ways to get additional industry input and outside expertise for the relevant sections of the Handbook;
- Investigate sources of funding for the Whale Watching Handbook and submit applications to potential funding bodies with the aim of completing the Handbook by IWC67 in 2018;
- Develop a revised Strategic plan with a new timeframe;
- Assist with recommendations related to the outcomes of the IORA workshop;

Through the 2016-2018 intersessional period, the SWGWW worked by correspondence.

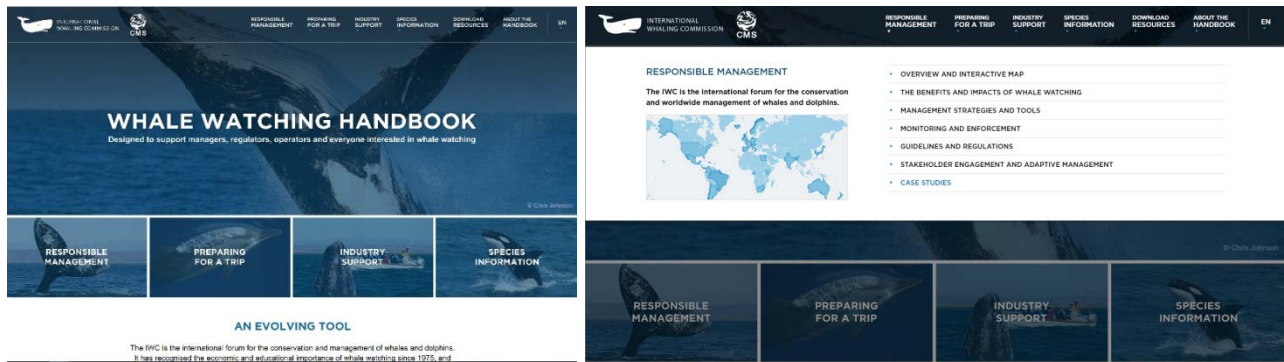
Completion of the IWC Online Handbook on Whale Watching

The development of an online Whale Watching Handbook is a long-standing recommendation of both the Scientific Committee and Conservation Committee. In 2017 funding was made available for its development, through contributions to the Voluntary Conservation Fund from the UK and the USA. Following a call for tender and application process, a contractor (Gianna Minton) was appointed to develop and source the content for the Handbook in accordance with detailed Terms of Reference. A separate contract was established with a web design firm ([Chameleon Studios](#)) to design and develop the online tool. In addition, the Convention on Migratory Species agreed to fund the translation of the online handbook into French and Spanish. The project was coordinated by the IWC Secretariat.

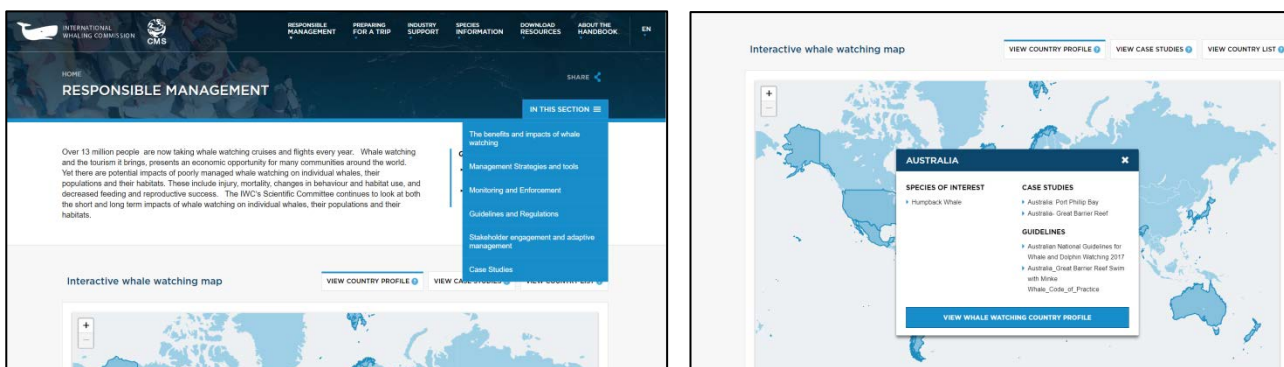
Both the content and web infrastructure for the draft Handbook will be complete in time for Commission review at IWC 67. Below is an overview of the content that has been drafted for the Whale Watching Handbook as well as what was submitted to the IWC's Scientific Committee for their review.

Website Design and Structure

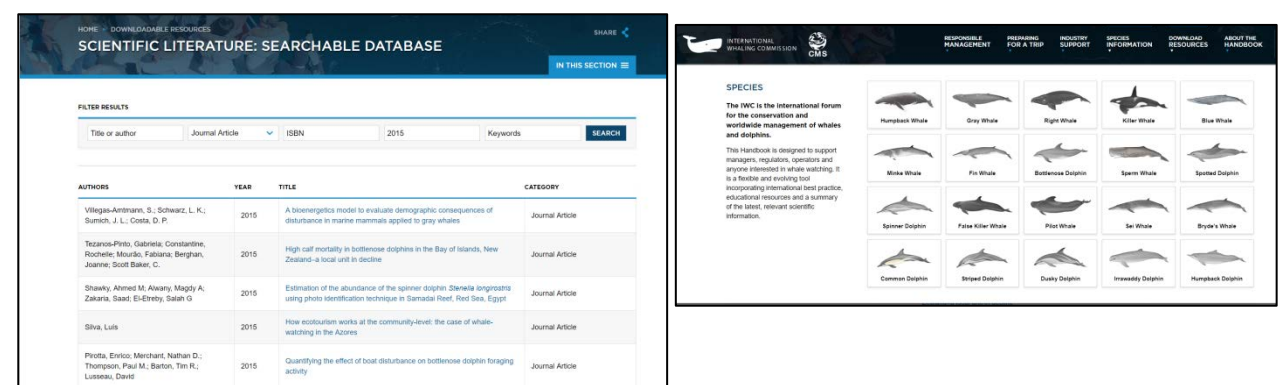
A draft site map was developed in July 2017. This was based on discussions at two IWC-hosted whale watching workshops in Patagonia (2010) and Brisbane (2013), and previous meetings of the SWGWW. The site map was circulated to the SWGWW, the whale watching subcommittee of the Scientific Committee and the intersessional group established to support the development of the Handbook. The images below illustrate the design, structure and content of the site.



Home page (left) and home page showing the drop down menu that appears when a user clicks on the Responsible Management tab on the top menu bar. Clicking on the map or the 'overview and interactive map' item takes the user to the Responsible Management portal page with its map interface (see below).



Responsible Management portal page (left), and close-up of inter-active map with the drop-down menu that appears when a user has clicked on the outline of Australia (right - additional species of interest have been uploaded since this image was generated).



Searchable table of whale watching literature (left) and drop-down menu leading to detailed species accounts (right).

Categories of Content

As noted in previous reports of the SWGWW, the Handbook will be an online resource, **with content** accessed through tabs on the 'portal page' that is created for each target group: policy-makers and regulators, industry, and the general public. In accordance with the Terms of Reference established for the development of content for the handbook, there are five main categories of content:

1. Original content drafted for the Responsible Management, Preparing for a Trip, and Industry Support sections of the Handbook: These will be accessed through the main tabs on the 'portal page' that is created for each target audience group. These texts draw from published papers, workshop/conference reports, books and manuals, and include numbered in-text citations. However, an effort has been made to keep the text accessible for non-scientists.
2. Case studies (20): These are generally 3-5 pages long including illustrations and references. Each one has been drafted in close consultation with at least one individual closely involved with the area or project in question.
3. Species accounts (20): These have been produced in two formats for each of the 20 species that are featured: 1) a longer online version with 'jump to' functions allowing users to skip to different sub-headings of text, and 2) a 1-page downloadable PDF factsheet that potential whale watchers and/or guides can download onto tablets or phones or print and laminate to use on the boat.
4. Country Profiles: 25 of the desired 30 profiles have been drafted, with several others in development or in draft form awaiting government approval.
5. Downloadable content: This includes a searchable table of over 300 peer-reviewed/scientific articles on whale watching, tables with links to guidelines and regulations from almost all of the featured countries on the website, tables with links to region-specific species guides, and tables with (internal and external) links to content of specific interest to managers (workshop reports, global reports on whale watching) or industry (certification schemes, sustainable eco-tourism resources, etc).

SC Review

While Scientific Committee input was invited to comment on all aspects of the Handbook, input was specifically invited on:

- The benefits and impacts of Whale Watching
- Contributing to Science and Conservation
- Glossary of Whale Watching terms
- Species profiles
- Case studies

The whalewatching sub-committee considered the draft Handbook to be comprehensive, scientifically substantive, user-friendly and well-designed. It made some suggestions for fine-tuning and improving the Handbook and suggested a clearly outlined periodic review process could also facilitate requests for funding the ongoing maintenance of the Handbook.

Convention on Migratory Species (CMS)

The SWGWW would like to reiterate its appreciation and gratitude to the CMS for their hard work and efforts to translate the handbook into Spanish and French. This has proved to be a challenging task with all of its material and the SWGWW wants to highlight the close collaboration and significant efforts put forward by CMS and its representatives helping with this effort.

IWC Whale watching Strategic Plan – 2018-2024

The IWC's previously approved Strategic Plan for Whale Watching was for the years 2011-2016. At IWC 66, the Conservation Committee expressed the desire to update and revise the strategic plan for an additional 6 years starting in 2018. The attached draft Strategic Plan for 2018-2024 (Annex B), was developed over the recent intersessional period and transmitted for review by the Whale Watching Subcommittee at IWC SC 67b. The SWGWW has incorporated the SC's comments in the attached draft.

Future work of the Standing Working Group on Whale Watching

The Handbook will be presented for endorsement at IWC 67, but additional work will be needed to continue to update its contents, maintain the website and add new information that becomes available. In addition, a draft communication strategy (Annex C) has been developed by the Secretariat to facilitate work during the next intersessional period and to help promote the use of the Handbook.

The SWGWW will continue its role of oversight of the delivery of actions and products under the proposed Strategic Plan for 2018-2024, including additional work on the Handbook.

The SWGWW proposes the following plan of work for the potential intersessional period of 2018-2020:

- Maintain and update the Whale Watching Handbook including:
 - Implement an outreach and communication strategy for the Handbook
 - Add country profiles and case studies to the Handbook
 - Develop a plan for identifying and securing long-term funding for the further development and the ongoing maintenance of the Handbook. Apply to the Voluntary Conservation Fund for funding as appropriate.
 - Include new information from the 2019 and 2020 Scientific Committee
 - Include new industry information
 - Translate new content into French and Spanish
 - Update the Handbook software as needed
 - Continue to work with the Convention on Migratory Species to further develop the Handbook.
- Implement the 2018-2024 Strategic Plan
- Gain additional industry (both small-capacity and larger-capacity operators) input into the SWGWW, the Handbook and the implementation of the 2018-2024 Strategic Plan
- Support the IORA Network on Sustainable Whale Watching

Proposed budget for the SWGWW (2018-2020)

The proposed budget for the maintenance of the Handbook and updating with additional content is £5,525 per year. Full details are provided in Annex D. If an additional key opportunity to promote the Handbook is identified intersessionally and requires travel funds, the Secretariat and SWG will bring this to the attention of the Voluntary Conservation Fund Steering Group to request funding.

It is proposed that this budget is endorsed and funds are requested from the Voluntary Conservation Fund.

ANNEX A: Working Group on Whale Watching - Terms of Reference

Membership

The Working Group on Whale Watching, which reports to the Commission via the Conservation Committee, is open to any interested Contracting Party. To ensure that management actions are based on the best available science, membership must also include some members from the Scientific Committee.

Role

The primary role of the Working Group on Whale Watching is to provide oversight of the delivery of actions and products under the Strategic Plan. In fulfilling this role, the Working Group will encourage Contracting Parties to provide feedback on the utility of products developed under the Strategic Plan; and to include, in their annual voluntary conservation reports, updates on the status of their whale watching sector.

Responsibilities

The Working Group on Whale watching has the following responsibilities:

- oversight of the development, delivery and review of actions and products under the Strategic Plan, including population of the Handbook;
- reporting annually to the Conservation Committee on feedback from users, on developing practice within the sector, and on the implications of recent scientific findings;
- through the Conservation Committee, reporting annually to the IWC on implementation of the Strategic Plan including on its usefulness to Contracting Parties and other relevant stakeholders, and proposing, as necessary, any recommended changes;
- undertaking a specific review, after two years, of actions under objective 3 – capacity building; and
- advising the Conservation Committee and Scientific Committee on the need for formal review of the Strategic Plan after five years.

ANNEX B: Whale Watching Strategic Plan (2018-2024)

1. Introduction

Whale watching is a globally recognised use of cetacean resources and since 1955 has been an activity of growing economic importance. The International Whaling Commission (IWC) has considered the issue since 1975.

Over that time, the Commission has provided an increasing focus for the sector, considering at various meetings the scientific, legal, socioeconomic or educational aspects of whale watching. The IWC adopted its first resolution on whale watching (Rep. int. Whal. Commn 44:33-4) in 1993 at IWC45, and the following year, at IWC46, a further resolution (Rep. int. Whal. Commn 45:49-50) requested advice from the Scientific Committee on whale watching (the development of guidelines), and established, through a review of all aspects relating to the sector, what has in practice now become an ongoing programme of work. A standing Whale Watching Sub-Committee was set up under the Scientific Committee (Rep. int. Whal. Commn 50) in 1998 and while it has since addressed a range of matters concerning the sector, its work has had a strong focus on better identifying and assessing, and increasing understanding of, the potential impacts of whale watching on cetaceans. A standing Working Group on Whale Watching (SWGWW) was established under the IWC's Conservation Committee in 2010. This working group focuses its efforts on identifying best practices of responsible whale watching, assessing and promoting potential benefits from whale watching, and identifying areas for increased international coordination and collaboration. A Five Year Strategic Plan was developed by the SWGWW and adopted at the IWC in 2011, covering the years 2011-2016 (see IWC/63/CC3, Appendix A). This plan has mainly resulted in the development of the IWC's Online Handbook on Whale Watching and increased communication between the IWC and other bodies regarding whale watching, such as the Indian Ocean Rim Association and the Convention on Migratory Species.

2. The Issue

In response to the recent rapid growth of the sector, its anticipated future expansion and the recognised need to promote best practice management to realise associated environmental, social and economic benefits, the Commission further addressed whale watching in 2008 (IWC60).

Considering that a responsible (i.e. environmentally, economically and socially sustainable) industry required the integration of good science and information, appropriate management regimes and good governance, the Conservation Committee established an Intersessional Correspondence Group to consider the issue further and identify future directions (IWC/60/Rep 5). The Working Group on Whale watching was subsequently established to take forward the recommendations from the report of that Intersessional Correspondence Group (IWC/61/CC9).

This report recognised the opportunity presented to build on the momentum that had been generated in relation to whale watching. It noted the importance of whale watching as a valuable economic opportunity that, whilst still in the early stages of development in many countries, required cooperation and information sharing to encourage responsible development, consistent with international best practice.

It was agreed that responsible development of the whale-watching sector would benefit from a strategic approach, commencing with a five-year strategic plan. A Draft Strategic Plan 2010-2015 was prepared by the Working Group on Whale watching (IWC/62/CC8) and recommended that a workshop be held to undertake an assessment of what tools and information communities needed, and the most effective way to deliver this support, through engagement with scientific, management and conservation experts, industry, governments and interested communities. A Whale Watching Workshop was held in Puerto Madryn, Patagonia, Argentina in November 2010. Thirteen countries attended the Workshop and its conclusions (Report of the IWC workshop on Whale watching – refer Circular Communication IWC. ALL.163) provide the basis for the further development of the five-year strategic plan. Three key elements were identified: research and assessment; management; and capacity building and development. The Workshop considered that these elements would assist countries in building responsible whale watching industries.

The Workshop recommended that the Working Group consider, as one of the primary methods for achieving the objectives of the Strategic Plan, the development of a web-based Handbook would provide advice on

governance, capacity building, monitoring, compliance, business, community and education/training/communication. The Workshop also stressed the importance of coordinating the whale watching work of the Conservation and Scientific Committees.

Now that the Handbook is completed, this Strategic Plan continues those efforts and further underscores the need to continue working on these issues. In addition, there are scientific and management concerns regarding whale watching impacts on cetacean individuals and populations, particularly for populations whose conservation status is of concern, as well as on local communities. All of this should be taken into consideration as this Strategic Plan is implemented.

3. Legal and International Framework

Article V(1)(a) of the International Convention for the Regulation of Whaling provides that the Commission may adopt measures with respect to the conservation of whale resources.

While the IWC has an important advisory role in facilitating the development of responsible whale watching, responsibility for adoption and use of any tools or products under the Strategic Plan lies with national governments or their subsidiaries.

Local issues require local solutions – there are many different types of whale watching, and there is no universal prescription of what comprises best practice, or as yet a scientific basis to define it unequivocally. The Strategic Plan is intended to provide direction to the efforts of the IWC and its adoption does not change the responsibilities of Contracting Parties.

Involvement in the actions of the Strategic Plan is on a voluntary basis and is intended to complement other national or international legislation, frameworks or plans that support the conservation and responsible non-lethal use of cetaceans.

4. Scope and Structure

The Whale Watching Strategic Plan sets out objectives and actions designed to facilitate development of the whale-watching sector by Contracting Parties in a manner that is responsible and consistent with international best practice. It is intended to build upon the Whale Watching Strategic Plan for 2011-2016. Success will be measured by considering both outputs - the timely development and delivery of products and tools under the Strategic Plan; and outcomes - uptake and adoption of best practice by Contracting Parties. The Strategic Plan will be subject to iterative review and ongoing adjustment in line with the principles of adaptive management.

5. Vision

Whale watching in harmony with healthy whale populations – communities, regions and countries realising the benefits of responsible whale watching.

In seeking to promote best practice management of whale watching the principle outcome should be to further the effective long-term conservation of cetacean populations. As such, the whale watching industry and national governments (or their subsidiaries) have clear responsibilities, as resource users, to both conduct and manage whale watching in ways that do not compromise the fitness of individual cetaceans, their populations or their habitats.

6. Objectives

In order to achieve this vision, an adaptive management framework is critical. Three objectives have been identified as the key components of such a framework for work to be completed during the period 2018 through 2024. The newly developed digital Whale Watching Handbook (Handbook), the SC Subcommittee on Whale Watching, and the Standing Working Group on Whale Watching will be important mechanisms through which these objectives can be achieved.

The Strategic Plan identifies a suite of short-, medium-, and long-term actions associated with each objective. Short-term actions are taken to be those which can be delivered within two years of the adoption of the Strategic Plan, with medium-term actions delivered over five years.

Two long-term actions are identified in this iteration of the Strategic Plan:

- (1) Continued development of the digital Whale Watching Handbook, and
- (2) Development of an integrated research plan.

Communities and regions will have culturally, socially and economically-specific requirements for the development and/or expansion of whale watching industries. Research is likely to increasingly identify both species- and population-specific mitigation measures. As such, all identified actions should be read as requiring the accommodation of this diversity in any outcomes or products they generate.

Additionally, within two years of commencing work on the actions outlined below, this Working Group aims to undertake a comprehensive review of outputs to allow activities to be refocused, if required.

Objective 1 - Information Sharing

Identify methods to facilitate cooperation and information/expertise-sharing between Contracting Parties and others to support the development of a responsible whale-watching sector, including the provision of benefits to local communities. The newly developed digital Whale Watching Handbook (Handbook), the SC Subcommittee on Whale Watching, and the Standing Working Group on Whale Watching will be important mechanisms through which information sharing can be achieved.

Action 1.1 – Use the Standing Working Group on Whale Watching, the SC Sub-Committee on Whale Watching, and the Handbook to continue to improve industry and public access to data, information and research results.

Action 1.2 – Continue to update, maintain and improve the Handbook.

Action 1.3 - Identify and facilitate opportunities for the transfer (or development where a gap has been identified) of best possible practice approaches to meet identified capacity building needs including in the Handbook and elsewhere.

Action 1.4 - In conjunction with relevant international bodies, facilitate access to guidance for Contracting Parties and others on creating enabling environments for whale watching operations to market and run their businesses responsibly.

Action 1.5 - Continue to develop training and education tools for industry practitioners so that they can:

- Understand and improve cetacean and visitor safety;
- Improve whale watching practices; and
- Enhance visitor understanding and experiences.

Action 1.6: Implement a communications strategy to actively promote IWC whale watching resources (e.g., the Handbook, reports and training opportunities), with approaches tailored to target key audiences. These audiences include:

- the public
- whale watching managers
- researchers
- operators
- on-board naturalists.

Action 1.7: Continue to improve the coordination between the SWG and the SC Sub-Committee on Whale Watching.

Objective 2 - Research and Data Collection

Continue to develop the necessary research principles and tools to assist the collection of data important to ensuring that whale watching (1) does not significantly and adversely affect the behaviours and fitness of individual cetaceans or populations or their habitats and (2) realizes its potential benefits, e.g., educating the public, positively affecting attitudes toward conservation, improving local economies. These tasks and the actions below are for the SC Sub-Committee on Whale Watching, which should coordinate closely with the CC SWG on WW.

Action 2.1 – Continue the Modelling and Assessment of Whale Watching Impacts (MAWI) initiative, to develop tools and methodologies to assist researchers and managers in their efforts to assess potential impacts of whale watching on cetaceans and to mitigate them. This initiative is ongoing and could focus on:

- Investigating modelling methods to link short- (e.g., behavioural reactions) and medium-term (e.g., changes in population distribution) responses with potential impacts from whale watching to long-term (i.e., >10 to 20 years) consequences (e.g., vital rates).
- Establishing standard data collection methodologies, including from platforms of opportunity.
- Identifying key locations for whale watching research projects and programmes, taking into consideration logistics, capacity and management urgency;

Action 2.2 – Develop a long-term integrated research programme to better understand the potential impacts of whale watching on the demographic parameters of cetacean populations. Seek to:

- Investigate whether there is a causal relationship between whale watching exposure and the survival and vital rates of exposed cetacean individuals and populations;
- Understand the mechanisms involved in causal effects, if they exist, in order to define a framework for improved management;

Action 2.3 – Develop processes and mechanisms for whale watching activities to collect and provide scientifically robust and useful data to researchers and research programmes; and

Action 2.4 – Develop an approach (e.g., hold an intersessional workshop; establish a joint intersessional working group) to integrate social and ecological scientific research within the IWC to inform whale watching management and promote potential benefits. This is a coordinated action between the SWG and the SC Sub-Committee on Whale Watching.

Objective 3 - Capacity Building and International Collaboration

Support the development of a responsible whale watching sector and the provision of benefits to local communities.

Action 3.1 - Identify, on a regional basis, specific capacity building, research and development needs. In particular, those (or including those) providing long-term benefits for the livelihood of local communities.

Action 3.2 - Identify and list in the Handbook, funding and development organisations able to offer assistance relevant to the establishment and maintenance of whale watching operations at varying scales.

Action 3.3 - Work with relevant international bodies, industry associations and outside expertise, to develop guidance and training tools in the Handbook that address occupational health and safety aspects of whale watching operations.

Action 3.4 – Investigate and promote best practices on cost-effective monitoring and compliance regimes and alternative strategies to promote environmentally responsible whale watching.

Action 3.5 – Identify and work with key partners and priority organizations who might contribute to the vision and objectives/goals

ANNEX C: Whale Watching Handbook Communications Plan

Aim

The aim is to raise awareness of the new Whale Watching Handbook and maximise use by core audience groups.

Background

The Whale Watching Handbook aims to be a comprehensive, authoritative and evolving resource to promote responsible whale watching. It is structured to meet the needs of three distinct user-groups: managers responsible for regulating whale watching; tour operators; and members of the public who are interested in learning more about responsible whale watching.

Audience

As previously outlined¹ the IWC audience is broken down into three groups, and then tailored to the particular topic of communication:

- 1) The core internal audience comprising 88 IWC member governments. In this case, the internal audience also includes the government parties to CMS, who have partnered IWC on the development of the handbook through translation of content.
- 2) The large group of IWC collaborators that can be considered both internal and external. This 'overlapping group' includes scientists, inter, regional and non-governmental organisations, and in this case also includes representatives from the whale watching industry and relevant regional regulators, tourism and development organisations.
- 3) The external audience: media and the public, in this case focusing on the travel and tourism sectors.

Resources

Other than Secretariat time, no resources have been allocated to this work.

Tools and Mechanisms

Several types of initial 'launch' communications are planned as follows:

- The IWC website will be used to provide supporting information for all target audiences, with a new page and news piece published to highlight the Handbook, explain its purpose and link to it.
- To raise awareness amongst the core internal and internal/external audiences, a Circular Communication will be issued in parallel with an article in the IWC quarterly News Bulletin. Contracting Governments and observers will be invited to circulate details of the Handbook to their networks, and where appropriate, add Handbook links to their websites. The CMS Secretariat will also be invited to circulate details of the Handbook to their member Governments.
- A wide-ranging list of IGOs, NGOs, industry and regional bodies has been drawn up and these will be approached with a series of tailored press releases and links to the Handbook website. We will, wherever relevant and feasible, seek onward circulation of information via the websites, newsletters and discussion fora of these organisations.
- We will seek opportunities to present the Handbook face-to-face at relevant conferences and other events.

¹ IWC65/F&A/05, IWC66/F&A/05

The media will be handled as two separate groups: specialist media and mainstream news media. 'Target lists' of specialist media will receive a press release tailored to their industry (for example travel trade, travel and conservation consumer media). Recognising the very competitive nature of mainstream news coverage, we will approach a small number of individual journalists with an interest in travel/conservation on a potentially exclusive basis to see if the launch of the Handbook is something they would like to cover. Expectations should be managed here, but a limited amount of effort is worth investing in this effort.

The most efficient and effective way to reach the general public is via social media. This is not an arena that the IWC has entered to-date, but the impact of our awareness-raising efforts (and the ability of stakeholders to support us) will be magnified if we can use social media. A low-risk approach is proposed, using Twitter to broadcast only, in order to flag the launch and signpost the Handbook.

It should be noted that this Communications Plan is limited to English-language. We have no budget for translation of outreach material but will explore the scope for generic press releases to be translated into French and Spanish as the other official languages of the Commission. Any offers of translation support would be welcome. As above, offers are also welcome from any Contracting Governments able to disseminate outreach material (in any language) via their websites and/or communications departments.

Evaluation

The success of the plan will be evaluated using GoogleAnalytics to monitor the number and type of hits on the Handbook website and IWC Handbook webpage. Media monitoring will also be undertaken via two news monitoring sites. It should be noted that both methods of evaluation make use of free software which is crude but considered sufficient for this purpose.

Annex D: Project Proposal and Budget – Whale Watching Handbook

1. Project Title

Maintaining and updating the Whale Watching Handbook

2. Lead Working Group

The Standing Working Group on Whale Watching under the Conservation Committee will lead this work. It will work closely with the Scientific Committee's sub-committee on Whale Watching. The Secretariat will coordinate the work, including appointment and oversight of any contractors.

3. Project Description

The Whale Watching Handbook will be presented for endorsement at IWC 67. It is intended to be a living document and additional work will be needed to continue to update its contents, to maintain the website and to add new information that becomes available. In addition, the Handbook will need to be disseminated to key audiences.

The SWGWW will continue its role of oversight of the additional work on the Handbook. The project will involve maintaining and updating the Whale Watching Handbook including:

- Implement an outreach and communication strategy for the Handbook
- Develop a plan for identifying and securing long-term funding for the further development and the ongoing maintenance of the Handbook. Apply to the Voluntary Conservation Fund for funding as appropriate.
- Add country profiles and case studies to the Handbook
- Include new information from the 2019 and 2020 Scientific Committee
- Include new industry information
- Translate new content into French and Spanish
- Update the Handbook software as needed
- Continue to work with the Convention on Migratory Species to further develop the Handbook.

4. Project Justification

Sustainable management of whale and dolphin watching has been identified as a priority action in the Conservation Committee's Strategic Plan. The Commission has also agreed a Whale Watching Strategic Plan which is due to be updated at IWC67. The development of an online Whale Watching Handbook is a key part of implementing both of these strategic plans, and has been a long-standing recommendation of both the Scientific Committee and Conservation Committee. The Handbook is a living document and will require regular updating and review to ensure it remains relevant and useful.

5. Relevant IWC Voluntary Funds

This project meets the criteria for the whale watching stream of the Voluntary Conservation Fund.

6. Overview of activities

Activity	Expected Results	Timeline	Budget Implications	
			Type (Salary, Travel, Meeting Services, Equipment, Other)*	Estimated Total Cost (GB pounds)
Include new case studies and country profiles (contractor)	Wider range of information available to users	2018-2020	20 days (10 per year)	5000
Include new information from the 2019 and 2020 Scientific Committee (contractor)	More up-to-date and accurate information available to users	2018-2020	4 days (2 per year)	1000
Include new industry information (contractor)	Content more useful to a key target user group	2018-2020	3 days	750
Translate new content	Content is available to a wider audience	2018-2020	22000 words**	4,000
Maintain and update the software used (software/contractor)	The website runs smoothly without glitches	2018-2020	1 day	300
Total				£11050 (£5525 for each year)

*Salary costs should include salaries for additional staff to be recruited but exclude staff time of existing Secretariat staff (core time), which is outlined below. Travel costs should include a breakdown of flights, accommodation and subsistence. Please contact the Secretariat for guidance on subsistence rates. All travel s economy class.

** Estimate for 5 new case studies, 5 new country profiles, and additional industry content and input from the SC.

7. Core Secretariat support requested 2018-2020

Type	Detailed description	Number of days
IT/database	Technical time of IT officer to maintain and update the software and trouble shoot where appropriate. Estimates are total for two years 2018-2020.	5 (2.5 per year)
Communications	The communications strategy will be implemented by the Communications Officer, Head of Programme Development, and other staff where appropriate. Estimates are total for two years 2018-2020.	10 (5 per year)
Meeting Services	n/a	
Project management	The project will be managed by the Head of Programme Development. Estimates are total for two years 2018-2020.	15 (7.5 per year)
Other		
Total		30

8. Potential partners or funders

The Handbook has been developed in collaboration with the Convention on Migratory Species who have funded the translation of the Handbook into French and Spanish. It is expected this collaboration will continue, however, it is not known whether additional translations could be funded. The IWC Secretariat may identify new partners as part of ongoing work with engaging other organisations.

9. Project requirements/Permits/Insurances

n/a

10. Possible Risks

The Secretariat is currently at maximum capacity, so it is not yet known whether all of the allocated time will be available.