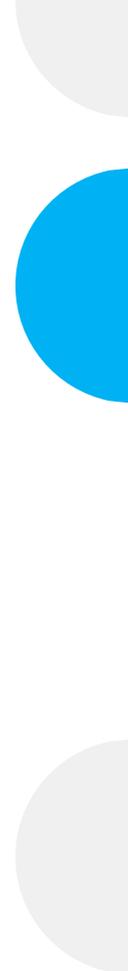


IWDG Strategy

2023-2028





Mission

IWDG's revised Mission for **2023- 2028**:

“The conservation and better understanding of cetaceans (whales, dolphins and porpoise) in Irish and other waters through increasing awareness, research, education, welfare activities and collaboration.”



Objectives

IWDG's revised Objectives for **2023-2028**:

- to conduct, encourage and support any scientific research or other activity, as is deemed necessary by the Company and/or its directors and officers, to further our knowledge of cetaceans and other incidental marine megafauna in or which frequent Irish and other waters and to further their conservation;
- to provide facilities, expertise and training for the rescue and rehabilitation of stranded, injured or diseased cetaceans and other incidental marine megafauna in Irish and other waters and on the shoreline of Ireland and its offshore islands;
- to maintain exhibits, exhibitions, museums, reference collections, libraries, data and facilities conducive to the pursuit of the principal objects of the group;
- to own, operate and/or maintain watercraft, relevant research or conservation equipment in the pursuit of our object;
- to associate for scientific, educational, welfare and-related purposes with persons and/or organisations in pursuit of the principal objects of the Company;
- to carry out diverse actions in advancing policies and enhancing public awareness of the Company's objects; and
- to raise funds and/or other benefits by diverse means towards and for the advantage of the Company and its objects.



Vision - *what we want to become and achieve*

IWDG's Vision:

***“We will lead
evidence-based cetacean
conservation for Ireland.”***

Our Values:

Science-Based Advocacy, Engagement, Visibility



Long Term Goal – *where we would like to be by 2040*

IWDG's Long Term Goal is:

“Achieve healthy populations of cetaceans in a thriving ecosystem and healthy seas, with synergies with Ireland’s coastal communities.”



Strategy 2023-2028 *what we will achieve by 2028*

Based on our new Vision, the top targets that we need to achieve by 31 December 2028 are:

- 1. Increase stakeholder engagement;**
 - 2. Proactively advocate to governments for policy and action;**
 - 3. Generate and interpret new knowledge, including citizen science;**
 - 4. Bring public opinion with us; and**
 - 5. Build a sustainable funding model to enable IWGD's activities.**
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Strategy 2023-2028 *what we will achieve by 2028*

Target 1: “Increase stakeholder engagement”

What is the Target?	Why? How does it align to our Vision?	How will it be achieved?	Enablers to achieving it	How will it be measured?
Increase IWDG’s strategic dialogue with fishers, shipping, ports, energy sector, coastal communities, environmental groups, NGOs, and Government.	To build understanding and consensus with relevant maritime stakeholders on the need for a thriving marine eco-system and healthy seas and the conservation of cetaceans.	<ol style="list-style-type: none">1. Design a 3-year stakeholder engagement plan by end of 2023 including the resources (funds, staff and skillsets) required to deliver the plan.2. Implement the plan from start of 2024.3. Monitor and report to the Board on progress against plan quarterly.	<ol style="list-style-type: none">1. Stakeholder map with current assessment of relationship2. Funding to resource and prioritise this activity within IWDG.3. Relevant skills and experience to lead dialogues across the various groups.4. Strategic association with relevant environmental groups	<ol style="list-style-type: none">1. Number and nature of meetings held per quarter by stakeholder group2. Periodic assessment of relationship vs 2022 position3. Key achievements delivered through dialogue versus plan.4. Percentage of IWDG resources applied to stakeholder engagement.



Strategy 2023-2028 *what we will achieve by 2028*

Target 2: “Proactively advocate to governments for policy and action”

What is the Target?	Why? How does it align to our Vision?	How will it be achieved?	Enablers to achieving it	How will it be measured?
<p>Advocate to governments through policy submissions on:</p> <ul style="list-style-type: none">- MPAs & Fair Seas (IRL, UK, EU)- Deep Sea Mining (IRL)- Sustainable Marine Tourism (IRL)- Strandings	<p>To garner action by governments in Ireland and elsewhere, as only they can enact changes that will enable IWDG’s long-term goal of protection of cetaceans, thriving ecosystems and healthy seas.</p>	<ol style="list-style-type: none">1. Define and document IWDG’s objectives and desired outcomes under each campaign.2. Outline a 3-year plan of engagement (responses to public consultations, lobbying) with governments and their agencies including the resources (funds, staff and skillsets) required to deliver the plan.3. Implement the plan from start of Q4 2023.4. Monitor and report to the Board on progress against plan quarterly.	<ol style="list-style-type: none">1. IWDG’s brand2. Evidenced-based data to support IWDG’s position3. Government stakeholder map with current assessment of relationship4. Funding to resource and prioritise this activity within IWDG.5. Relevant skills and experience to develop policy submissions.6. Strategic associations	<ol style="list-style-type: none">1. Policy submissions submitted2. Extent and nature of government dialogue3. Periodic assessment of government relationship vs 2022 position4. Policy measures adopted and legislated for5. Percentage of IWDG resources applied to public policy.



Strategy 2023-2028 *what we will achieve by 2028*

Target 3: “Generate and interpret new knowledge, including citizen science”

What is the Target?	Why? How does it align to our Vision?	How will it be achieved?	Enablers to achieving it	How will it be measured?
Maintain our scientific reputation, through own research, academic engagement and through citizen science	To reach our policy goals, we must maintain our reputation as a science-based organisation and not perceived as well-meaning amateurs.	<ol style="list-style-type: none">Continued development of our Recording SchemesContinued support of our long-term projects (WhaleTrack Ireland and the Shannon Dolphin Project)Leveraging IWDG’s own research data capabilities for strategic collaboration and/or for sale.Increased academic engagement for both research and education opportunities.Increased international collaboration for research opportunities and data-sharing.	<ol style="list-style-type: none">Maintain the IWDG brand as a science-based organisationResources with relevant skills and experienceFunding to support our Recording SchemesData strategy including the monetisation of our data for saleStrategic initiatives with third level institutions and agenciesDevelopment of our international network	<ol style="list-style-type: none">New Stranding dataNew Sightings dataExtent of data collaborations and sales of IWDG dataNumber of scientific publicationsExtent and effectiveness for IWDG of any engagement with third level institutionsExtent and effectiveness of any international collaborations



Strategy 2023-2028 *what we will achieve by 2028*

Target 4: “Bring public opinion with us”

What is the Target?	Why? How does it align to our Vision?	How will it be achieved?	Enablers to achieving it	How will it be measured?
Grow membership to 2000 by 2028 and drive public support in the wider population for the policies and actions that we advocate to government	Governments won't respond to our policies unless they believe that we have strong popular support.	<ol style="list-style-type: none">1. Increase our reach within educational establishments through existing and new curricula/educational campaigns/initiatives.2. Development of IWGDG suite of scientific/educational content and promotional material3. Development and implementation of a 5 year marketing campaign (media, social media, podcasts)4. Development of brand protection policies.	<ol style="list-style-type: none">1. IWGDG Brand2. Engagement with educational establishments3. Development of additional educational material to compliment the Blubber book4. Resources and funding focused on content delivery and marketing5. Brand Protection Policy	<ol style="list-style-type: none">1. Estimated reach through curricula/educational campaigns and initiatives.2. Growth in member numbers (new members and retention of existing members)3. Estimated reach beyond members (e.g. social media followers)4. Nature of stakeholder feedback (incl. negative feedback/ complaints)



Strategy 2023-2028 *what we will achieve by 2028*

Target 5: “Build a sustainable funding model to enable IWDG’s activities”

What is the Target?	Why? How does it align to our Vision?	How will it be achieved?	Enablers to achieving it	How will it be measured?
<p>Continue to build a sustainable funding model to meet the needs of the strategy whilst managing dependency on consultancy.</p> <p>Create a cash contingency reserve</p>	<p>To fund the activities of IWDG’s 5-year strategy on a more sustainable basis to focus on our long-term goals.</p>	<ol style="list-style-type: none">1. Develop income streams from grants, donations, bequests and programme / research sponsorship2. Maintain and grow consultancy revenues as required to fund any shortfall to achieving total revenue targets3. Segregate cash reserves gradually over and implement a cash reserve policy.	<ol style="list-style-type: none">1. Develop a 5 year financial and resource plan to support the delivery of the IWDG 2023-2028 Strategy2. Determine the non-consultancy income requirement and targets for achieving.3. Dedicate resources to delivering non-consultancy income, learning from other charities.4. Continued cash generation and prudent cost management.	<ol style="list-style-type: none">1. Financial performance and cash flow levels versus targets2. Effectiveness of non-consultancy income generation3. Growth in percentage of IWDG resources focused on non-consultancy activities.4. Delivery of cash reserve targets.