



CCAHD

Consortium for the Conservation
of the Atlantic Humpback Dolphin

Stichting Consortium for the Conservation of the Atlantic Humpback Dolphin



Strategic Plan

2022-2027

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Executive summary

The Consortium for the Conservation of the Atlantic Humpback Dolphin (CCAHD) Foundation was initiated in 2020 as an informal collaboration among individuals representing a range of research and conservation organisations united in their aspiration to promote the conservation of the [Critically Endangered](#) Atlantic humpback dolphin (*Sousa teuszii*, or AHD). The formal establishment of a foundation ('stichting') under Dutch law in February 2022 will allow more effective fundraising with the primary aim of supporting partners implementing conservation projects in AHD range countries. This strategic plan describes the vision, mission, values, priorities and objectives of the CCAHD Foundation, along with the structure, and planned strategies for implementing priority activities falling into seven general categories:

1. Addressing knowledge gaps to inform conservation efforts.
2. Harnessing the potential of coastal communities for conservation.
3. Reducing Fisheries Bycatch.
4. Supporting government agencies, managers and decision-makers.
5. Supporting regional collaboration, communication and capacity building.
6. Assessing population health.
7. Assessing AHD genetics and taxonomy.

The strategy places a strong emphasis on supporting and enabling AHD range country partners to ensure that they have the resources and capacity required to engage in conservation action.

An estimated 3.77 million US Dollars will be needed to implement all the identified priority activities. Fund raising strategies include responding to calls for proposals from foundations or other grant bodies, unsolicited approaches to large foundations, corporations and industry, and the soliciting of voluntary donations through the CCAHD website.

Fundraising will be supported by a communications strategy, which relies on the trilingual [CCAHD website](#), as well as social media and other forms of outreach and engagement with a wide range of relevant stakeholders.

The Strategic Plan is underpinned by strong regional and international collaboration, fostered through leadership and coordination from the Management Board and Secretariat, a group email platform, and shared resources designed to support different categories of stakeholders in their research and conservation efforts.

Furthermore, the plan is intended to be adaptive, and will undergo review on an annual basis to ensure that the CCAHD Foundation can respond to global or regional developments that may impact AHD habitat and/or the Foundation's ability to raise funds and support work on the ground.



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Acronyms

AHD	Atlantic humpback dolphin
AMMCO	<u>African Marine Mammal Conservation Organisation</u>
AACF	<u>African Aquatic Conservation Fund</u>
CBD	<u>Convention on Biological Diversity</u>
CMS	<u>Convention on the Conservation of Migratory Species of Wild Animals</u>
CSO	Civil Society Organisation
IGO	Inter-governmental organisation
IUCN	<u>International Union for the Conservation of Nature</u>
IWC	<u>International Whaling Commission</u>
LEK	Local ecological knowledge
NGO	Non-Governmental Organization
PAM	Passive acoustic monitoring
PPI	<u>Programme de Petites Initiatives</u>
PRCM	<u>Partenariat Régional pour la Conservation de la zone côtière et Marine</u>
SMM	<u>Society for Marine Mammalogy</u>



1 Introduction

1.1 The CCAHD

The Consortium for the Conservation of the Atlantic Humpback Dolphin (CCAHD) Foundation's **mission** is to work towards the long-term sustainability of the Critically Endangered Atlantic humpback dolphin (*Sousa teuszii*, or AHD) populations and their habitats through research, awareness, capacity-building and action.

The Foundation acts as an umbrella organization that facilitates collaboration between international conservation management bodies, cetacean scientists from around the world, and organizations and individuals within countries where the AHD is found.

The CCAHD's legal form is a Foundation ('Stichting') under Dutch law, with its seat in Amsterdam, the Netherlands. The CCAHD Foundation is guided by a Management Board and a Supervisory Board that are both composed of international and AHD range country members. The Foundation is supported by a Secretariat, which is currently based in the Netherlands. The CCAHD Foundation's full Articles of Association (in both Dutch and English) can be found [here](#). The CCAHD Foundation's Financial Policy (in English) can be found [here](#).

Although under Dutch law, a Foundation cannot have 'members' the CCAHD has over 70 partners, which include range country scientists and NGOs, international scientists affiliated with research or conservation bodies, and representatives of IGOs such as the International Union for Conservation of Nature (IUCN), the International Whaling Commission (IWC), and the Convention on Migratory Species (CMS). For more details see <https://www.sousateuszii.org/about/>.

1.2 Objectives of the strategic planning process

The objectives of this strategic planning process are to:

- Establish an agreed range of priority activities that can be catalysed, and where appropriate, implemented, by the CCAHD over the quinquennial period 2022-2027;
- Establish the budgetary requirements to fund this range of priority activities;
- Identify the human resources required to implement the agreed range of priority activities;
- Create a road-map that defines the steps required for the Foundation to be able to catalyse, support and undertake the identified priority activities.



1.3 Methodology

This 5-year strategy builds on the following processes that were undertaken by the CCAHD and its partners:

- **A thorough literature review of all that was known about AHD:** This relied heavily on [two review chapters](#) published in 2015, and the revised assessment of the species as [Critically Endangered](#) on the IUCN Red List of Threatened Species in 2017.
- **A systematic review of the gaps hindering effective conservation of AHD, and priority actions to address these gaps:** Ten thematic working groups held a series of virtual meetings at the end of 2020 to identify and assess these gaps, and propose the most effective means to address them. The review resulted in a list of priority actions and cost estimates that were published in a report entitled '[Short- and Medium-Term Priority Actions to Conserve the Atlantic Humpback Dolphin](#)'.
- **Extrapolation of the priorities report to design a 5-year fund-raising plan:** the Fundraising working group and the CCAHD Coordinator collaborated to translate the cost estimates in the Priorities Report into a comprehensive 5-year budget that would allow the recommended activities to be implemented. Once the CCAHD Foundation was formalised, this budget was reviewed by the CCAHD Management and Supervisory Board thus forms the basis of fund-raising strategies and an action plan.



2 Organisational Profile

2.1 History

The CCAHD was first established in 2020 as an informal network of scientist and conservation bodies with an interest in protecting the [Critically Endangered](#) AHD. This coincided with a growing sense of urgency regarding the status of the AHD amongst several IGOs, including the IUCN, CMS and IWC. Initially, the Consortium was founded and led by three scientists who had worked extensively in the region. In September 2020, funding was made available to hire a part-time coordinator to support the ‘founders’, and for the next six months an emphasis was placed on 1) expanding membership to include more partners from AHD range countries; 2) creating a [trilingual website](#) with information and resources to support those working to study and protect AHD; 3) coordinating 12 working groups that undertook a systematic evaluation of knowledge, resource and capacity gaps hindering effective conservation of the species; and 4) recommending a list of priority actions address the identified gaps. This work resulted in the January 2021 publication of a report entitled ‘[Short- and Medium-Term Priority Actions to Conserve the Atlantic Humpback Dolphin](#)’. This report was intended to guide fund-raising efforts as well as interactions with stakeholders involved in conservation management and/or coastal activities with the potential to impact AHD.

From September 2020, fund-raising relied on the capacity of CCAHD partners to host and financially administer project grants. These projects ranged from core coordination activities and website development, hosted by the Friends of Nuremberg Zoo, to [government stakeholder engagements](#) hosted by the African Aquatic Conservation Foundation (AACF), [AHD research and conservation in the Saloum Delta, Senegal](#), also hosted by the AACF, a three year project to [conduct research and build capacity and awareness of AHD in Guinea](#), hosted by Biotope Guinea, and a [project to harness local ecological knowledge for the conservation of AHD in six range countries](#), hosted by the African Marine Mammal Conservation Organisation (AMMCO).

In July 2021 the CCAHD structure was semi- formalised with the establishment of a 6-member ‘Steering Committee’ comprised of international and range country conservation scientists, supported by a part-time coordinator. Later that year, the CCAHD Steering Committee and Fund-raising Working Group agreed to establish a legal entity that could hold a bank account and engage in fund-raising directly. A foundation was established in the Netherlands in February 2022, and is in the process of applying for formal recognition as a Public Benefit or Charitable organisation in the Netherlands (ANBI status), and establishing bank accounts and standard operating procedures.



2.2 Vision

By 2027, threats to AHD will have been mapped, and monitoring programmes are in place in at least five locations hosting AHD populations, in order to understand (relative) abundance and trends. Range country stakeholders are regularly exchanging experience and expertise to mitigate the most pressing threats through both top down (legislative) and bottom up (community based) approaches.

2.3 Mission

Working towards the long-term sustainability of Atlantic humpback dolphin (*Sousa teuszii*) populations and their habitats through research, awareness, capacity-building and action.

2.4 Values

The core values of the organisation are:

- **Scientific integrity:** promotion of the application of scientific knowledge and resources to design effective conservation management measures.
- **Collaboration and inclusiveness:** 1) between international and range country partners to ensure that the latter have the support and resources required to enable them to implement effective conservation action; and 2) between a wide range of stakeholders, including researchers, conservation NGOs, IGOs academic institutions, government bodies for the benefit of AHDs and their habitat.
- **Personal integrity:** prioritisation of the conservation needs of AHD above the personal, financial, political, or academic ambitions of the CCAHD or its partners.
- **Equality and fairness:** in the allocation of credit, resources, and expertise in all endeavours undertaken under the CCAHD banner.

2.5 Current approach

The CCAHD has established a network of more than 70 individuals who volunteer time, resources and expertise toward AHD conservation efforts. Several projects are underway, hosted by partner organisations that receive and administer the funding. This has allowed the CCAHD to establish a 'track record', which is visible on the CCAHD [website](#) and in the [2021 annual report](#). It is hoped that the new Foundation status will allow the CCAHD to build on this beginning and engage in more substantial fund-raising and project implementation at a regional level.

The CCAHD Foundation structure is depicted in Figure 1 below. More details on the positions comprising the Management Board, Supervisory Board and Secretariat can be found [here](#), and a full list of Working Group (WG) themes and Convenors is found in Appendix 1 while working group terms of reference are found in Appendix 2.

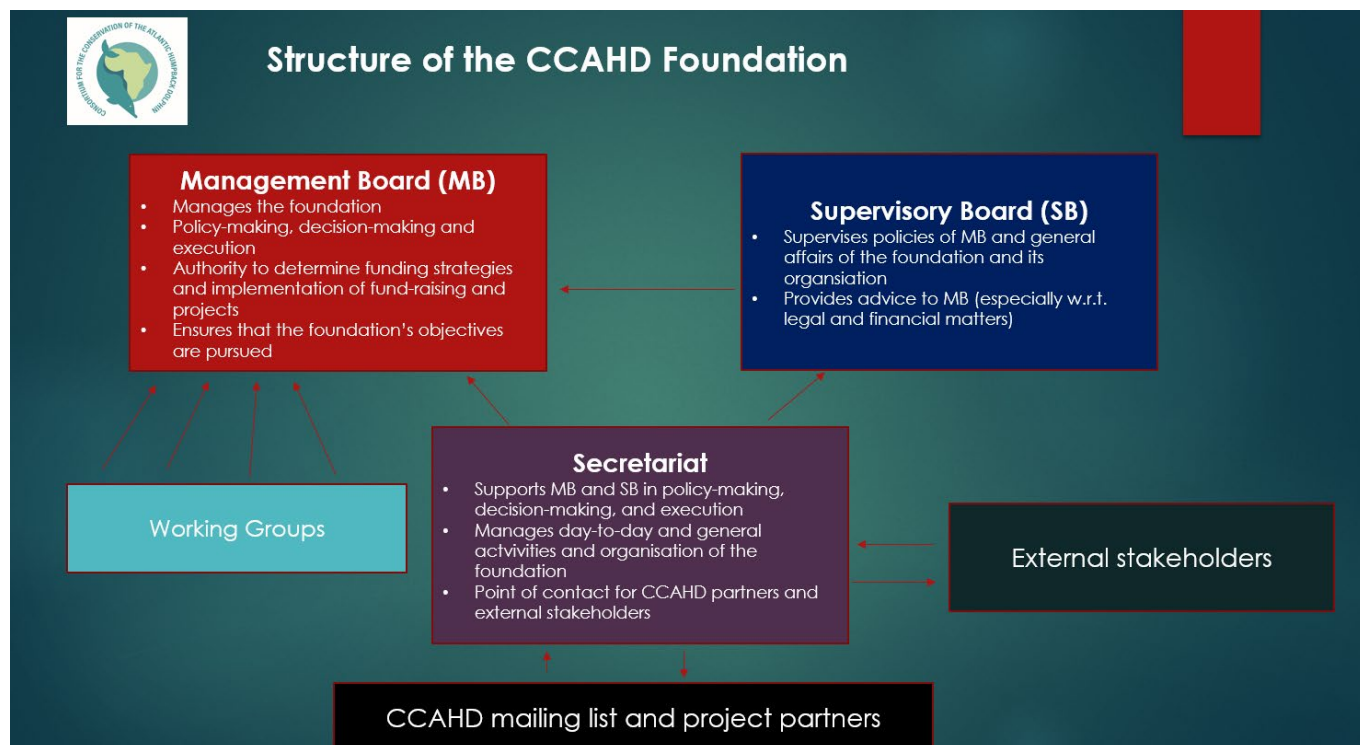


Figure 1: Current CCAHD structure and relationship to external partners. Working groups (WG) that focus on different thematic areas and provide advice to the MB.

2.6 Current challenges

While the current fund-raising strategy run through partner organisations has been an effective means to kickstart a range of projects on the ground, it has the following limitations:

- A lack of formal legal status prevented the CCAHD from holding a bank account and raising funds independent of the partner organisations. We were, for example, unable to solicit donations through our website, or accept offers of funding from potential donors inspired by the CCAHD Mission, website or presentations. The formal status as a foundation will allow the CCAHD to establish and maintain a bank account in the Netherlands, and accept and administer project funds.
- There is general recognition that government and industry stakeholders need assistance to prioritise AHD conservation and the previous fund-raising strategy could not address this gap.



- While potential donors are generally keen to support projects on the ground – especially those with demonstrable conservation benefits, it is often more difficult to obtain funds necessary to ensure that experience and expertise from are effectively shared and translated into resources that can be used on a wider regional or international level. The Foundation can support fund-raising that would result in donations for these activities.

3 Context

3.1 Environment

The AHD range extends from Western Sahara in the north to Angola in the south. The 19 countries within this 7,000 km coastal range vary a great deal in terms of climate, culture, language and political frameworks. However, common to all countries is a reliance on coastal regions for livelihoods and economic activities, ranging from small-scale artisanal fishing to the construction of large industrial ports. Any proposed conservation approaches need to take this into account, both in terms of the threats posed by coastal activities, and the importance of these activities to range country stakeholders, whether they are coastal fishing communities or government bodies responsible for ensuring economic prosperity.

In recognition of this, funding bodies are increasingly placing emphasis on integrated conservation approaches that include benefits for communities and people as well as the target species and conservation of its habitat.

3.2 Resources

The CCAHD Foundation does not yet hold any monetary resources or equipment, and currently relies on partners (whether individuals or organisations) to host and administer projects, along with their budgets and equipment. However, the CCAHD Foundation network of partners collectively represent a vast range of technical expertise in various aspects of cetacean research and conservation. This expertise includes, but is not limited to:

- Boat-based cetacean survey methodology to map distribution, relative abundance, habitat preferences, and to conduct photo-identification for use in abundance estimations as well as understanding of individual dolphins' movements and life history parameters.
- The use of passive acoustic monitoring (PAM) to detect the presence of AHDs and develop means to distinguish their vocalisations from other dolphin species (this includes manufacturers of PAM equipment).



- The use of interview survey methodology to collect data on species distribution, relative abundance, and threats.
- Cetacean health assessments and veterinary care.
- Fisheries bycatch risk assessment, monitoring and mitigation.
- The design and implementation of integrated conservation management plans.
- Community outreach and education.
- Graphic design and illustration (particularly cetacean/marine mammal illustration and children's illustration).
- Fund-raising, human resources, and project management.

In addition to this wealth of expertise, the CCAHD Foundation also has valuable resources through its networks and connections, which include:

- Participation in international and intergovernmental organisations relevant to cetacean conservation, including the IUCN, CMS and IWC.
- Participation in national organisations relevant to cetacean conservation both inside and outside AHD range countries.
- Representation from national and international NGOs who can leverage support and awareness for AHD.
- Representation from range country and external academic institutions that can help to support capacity building for range country scientists.

This expertise and connectivity are present even within the more limited number of individuals in the [Management and Supervisory Boards and the Secretariat](#). These individuals participate in a voluntary capacity and represent a mix of range-country and international conservation initiatives and organisations.

3.3 Stakeholders

The table below includes a list of categories of stakeholders involved with the CCAHD Foundation's mission and activities.



Table 1. CCAHD Stakeholders	
Stakeholder group/category	Role in the CCAHD Mission
CCAHD Foundation management (Management and Supervisory board members and General Secretary)	Responsible for steering the Foundation’s development as well as implementation of secured projects and day-to-day functioning.
CCAHD partners (70+ individuals from AHD range countries and beyond)	Contribute knowledge, expertise, and in some cases resources to projects. The group is connected through a Google Group mailing list, and many of them participate in the CCAHD working groups that focus on specific aspects of AHD research and conservation.
CCAHD Working Groups	Contribute specific expertise on different themes/strands of CCAHD objectives and projects
Government agencies in AHD range countries	Responsible for designing and implementing policy, regulations, and management plans that can influence AHD conservation, including approval of coastal development projects and management of fisheries.
Coastal communities in AHD range countries	Share coastal habitat and resources with AHD, potentially presenting a threat through fishing practices, but also sources of local ecological knowledge and potential allies in developing and implementing conservation solutions.
AHD range country NGOs/CSOs	Engage in awareness raising, outreach and education as well as research and conservation activities
AHD range country universities, research and training institutions	Train wildlife (surveillance and enforcement) officers and researchers and have labs and facilities that can be used for in-country analyses to reduce reliance on exporting samples.
IGOs	Can raise the profile of AHD conservation needs and leverage range country and international government support for conservation measures.
International NGOs	Can leverage support for conservation action
Conservation funds and foundations	Can provide funding through open calls for proposals
Corporate and private donors	Can provide funding for conservation actions

3.4 External Opportunities and Threats

A growing global awareness of the clear and present danger of climate change and biodiversity loss is leading to increased funding opportunities for biodiversity and habitat protection. The following provide examples of global and regional developments that can be leveraged to support the CCAHD mission:

- The Convention on Biodiversity (CBD) has put out a call to governments to protect [30% of their waters by 2030](#). Some countries within the AHD region, like [Gabon](#) have



taken this very seriously and have already created an extensive network of marine protected areas. Appendix 2 includes a table detailing the status of all 19 confirmed and potential AHD range countries in relation to a number of relevant conventions and treaties that can support AHD conservation.

- The number of NGOs and CSOs in Central and West Africa with a focus on environment, education, and community action appears to be increasing, with a new generation of young people from the region motivated to engage in environmental and conservation action. These organisations are supported by initiatives such as the Small-Scale Initiatives Program ([PPI](#)) and the Regional Partnership for Marine and Coastal Conservation ([PRCM](#)), who provide grants and technical support to small NGOs and CSOs in the region. Many of the CCAHD's most active partners are the founders and members of such NGOs.
- The [Fish and Fish Product Import Provisions of the US Marine Mammal Protection Act](#) require all countries exporting fisheries products to the United States to obtain a 'comparability finding' that demonstrates that the fishery in question is undertaking measures similar to those required by the United States to monitor and limit marine mammal bycatch. This ruling went into effect in 2017 with a 5-year grace period. Many AHD range countries export fisheries products to the US and are motivated to demonstrate compliance/obtain comparability findings.
- CMS adopted a Concerted Action for AHD in 2017, and CCAHD partners have been involved in the drafting of the full Action Plan, which will be reviewed by CMS range countries in 2022. This Action Plan has the potential to leverage commitments from range country governments to implement recommended conservation actions, which draw from the CCAHD priorities report.

At the same time, there are several developments that present threats to the successful implementation of the CCAHD 5-year strategy. These include:

- Rising costs of fuel, food and other resources associated with the war in Ukraine.
- Inflation may result in governments and donors 'tightening their belts' and reducing funds available for conservation action, while already secured budgets may not adequately cover planned activities.
- Outbreaks of disease, including COVID and Ebola threaten travel, fieldwork, and stakeholder engagement.



4 Plan

4.1 Objectives

Within five years the Foundation aims to achieve the following objectives:

1. Expand partnerships that include organisations and individuals engaged in conservation throughout all 19 confirmed and potential AHD range countries.
2. Foster and maintain exchange of experience, expertise and resources among CCAHD partners.
3. Raise awareness of, and support for, AHD conservation in range countries.
4. Secure funds to support the implementation of all identified priority actions.
5. Support international and national NGOs and government organisations in the implementation of identified priorities for AHD conservation, while avoiding duplication of effort.

4.2 Key indicators

Achievement of the objectives will be measured using the following key indicators:

1. Partnership lists include additions of new members that fill sectorial or geographical gaps.
2. Working group meetings, email exchanges and other forms of collaborative work and communication demonstrate active engagement of partners.
3. Number of government stakeholders engaged through formal meetings and activities.
4. Amount of funds secured in relation to the forecast and allocated to different categories of activities.
5. Number of active projects that support range country NGO and/or IGO engagements, with results disseminated/published on the CCAHD Website, in Peer-Reviewed Journals, Social Media, and other forms or reporting

4.3 Target groups

The CCAHD will work with all stakeholder groups described in section 3.3.

4.4 Target areas

The CCAHD will target three broad categories of activities identified in the Short- and Medium-term [Priorities Report](#) that address: 1) knowledge gaps; 2) resource gaps; and 3) capacity



gaps. These activities are further divided into seven broad categories, each of which have differing target audiences/stakeholders and may appeal to different funders:

8. Addressing knowledge gaps to inform conservation efforts
9. Harnessing the potential of coastal communities for conservation
10. Reducing Fisheries Bycatch
11. Supporting government agencies, managers and decision-makers
12. Supporting regional collaboration, communication and capacity building
13. Assessing population health
14. Assessing AHD genetics and taxonomy

4.5 Programmes / activities

The programmes and activities envisaged for the next five years are described in detail in the CCAHD report titled [Short- and Medium-Term Priority Actions to Conserve the Atlantic Humpback Dolphin](#). In this document, each of the working groups assessed the most urgent gaps hindering effective conservation of the species, and the activities required to address those gaps. Each working group also provided rough estimates for the budgets required to implement recommended activities.

Planned activities, grouped into the seven target areas above together with their projected costs over the next five years are presented in detail in this [Google Sheet](#). The Google Sheet is intended to be a living document and will be reviewed annually, and as needs and opportunities arise. The table below provides an summary overview of the May 2022 version of this detailed activity plan and budget. The table is based on an 'ideal' funding target that would allow the Foundation to implement all the identified short- and medium-term priorities in the maximum number of locations possible, using all the current expertise and human resources available in the network.

Should it not be possible to raise the full amount specified in the table, or expertise and human resources are not available, a reduced programme of work is possible. However, at a bare minimum, the Secretariat will require funding for one part-time position and the necessary software subscriptions to ensure momentum and support for the Foundation. In addition to conducting core activities, such as promoting internal and external communication, maintaining the website, and fundraising, it will be essential to continue providing support to range country partners who are implementing AHD conservation projects.



Table 2: Summary of the CCAHD 5-year budget forecast and fund-raising Targets for 2022-2027

Based on the ideal projected level of projects and activities from 2022-2027 to fulfil all short- and medium-term objectives

Please see this [Google Sheet](#) for the most up-to-date and more detailed version of this budget

Activity	Forecast USD	Year-1	Year-2	Year-3	Year-4	Year-5
Addressing knowledge gaps to inform conservation efforts <ul style="list-style-type: none"> Boat based surveys to map and monitor distribution and habitat preferences in at least 3 locations, including photo-identification, water sampling, and hands-on training for range country scientists. Use of passive acoustic monitoring to detect and monitor AHD presence, with a preliminary emphasis on distinguishing AHD vocalisations from other dolphin species. 	1,755,000	351,000	351,000	351,000	351,000	351,000
Harnessing the potential of coastal communities for conservation <ul style="list-style-type: none"> Conducting local ecological knowledge (LEK) interview surveys in priority locations across all range countries. Creating national stranding and reporting networks, including communication materials to encourage reporting, and training for community focal points and manuals and equipment for stranding responders. Developing outreach and awareness materials to encourage reporting of sightings and strandings, and to raise awareness of AHD conservation needs in schools and communities. 	715,000	155,000	180,000	155,000	155,000	70,000
Reducing Fisheries Bycatch <ul style="list-style-type: none"> Collaborating with local communities to report and monitor bycatch and use GIS and modelling to conduct bycatch risk assessments. Working with fishing communities to trial alternative fishing gears and livelihoods in AHD bycatch hotspots. 	250,000	50,000	100,000	25,000	25,000	50,000
Supporting government agencies, managers and decision-makers <ul style="list-style-type: none"> Developing and disseminating communication materials for government and industry managers to promote AHD conservation needs, including manuals on how to include AHD in Environmental Impact Assessments. Hosting in-person engagements for government and industry stakeholders to discuss policy and mitigation Conducting training for government agencies, including wildlife/park rangers, stranding responders, and research organisations to improve their capacity to collect and apply data to conservation management. 	400,000	39,000	199,000	54,000	54,000	54,000



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<p>Fostering regional collaboration, communication and capacity building</p> <ul style="list-style-type: none"> International CCHAD partners provide mentoring and support for range country scientists, NGOs and academic institutions. Includes virtual and in-person meetings. CCAHD Secretariat supports, communication (including within the CCAHD through an email forum and external through the website, social media, international meetings, etc), project administration, fund-raising. 	375,000	75,000	75,000	75,000	75,000	75,000
<p>Assessing population health</p> <ul style="list-style-type: none"> Assessing carcasses for causes of death, pathology and reproductive/life history traits. Assessing photo-identification catalogues for signs of injury and/or pathology. Conducting a literature review of all known <i>Sousa spp.</i> Health parameters and holding a workshop to discuss an integrated conservation planning approach for AHD. 	200,000	30,000	40,000	70,000	30,000	30,000
<p>Clarifying Atlantic humpback dolphin genetics and taxonomy</p> <ul style="list-style-type: none"> Opportunistic collection of genetic samples from stranding and bycatch and systematic coastal surveys for carcass detection and collection. Application of the most recent genetic techniques to refine the taxonomy and population identities of sampled carcasses throughout the range. 	75,000	15,000	15,000	15,000	15,000	15,000
Total CCAHD - 5-year program establishment.	3,770,000	715,000	960,000	745,000	720,000	630,000



4.6 Strategic approach

4.6.1 Core activities

Core activities are those that are considered essential to the functioning of the CCAHD in order for it to achieve its most important objectives. These relate mostly to the sharing of expertise and experience between CCAHD partners, and are supported by the Secretariat and Management Board members. These include:

- Maintenance of a group email platform through which all CCAHD partners can remain informed about important developments, funding opportunities, and resources. This group can also be used by CCAHD partners to request advice or feedback from each other.
- Continued efforts to identify additional partners active in the field of coastal research and conservation to expand the reach and effectiveness of CCAHD conservation efforts.
- Maintenance of a trilingual website (Sousateuszii.org), that can be used to provide information on the species, the CCAHD Foundation, ongoing projects, news, and resources freely available for download to support AHD conservation.
- Support to range country partners seeking (technical) advice on funding proposals, research protocols, equipment, communication resources, etc.
- Liaising with relevant NGOs and IGOs (especially the IUCN Cetacean Specialist Group, the IWC and the CMS) to ensure synergy and complementarity between CCAHD initiatives and the priorities and initiatives of other bodies. This includes participation in the development, review, and implementation of the CMS Concerted Action Plan for AHD.

4.6.2 Fund raising

Fund raising will be guided by the CCAHD Fundraising working group, which has been one of the most active working groups to date, and provided the main impetus and support for the formation of a Foundation. The Convenor of the Fundraising working group is also a CCAHD Management Board member and has been instrumental in designing the five-year forecast budget. Once the CCAHD has successfully opened a bank account, fund raising will focus on a range of potential sources of funding, each with their own approach and tools, as summarised in Table 3 below.



Table 3: CCAHD Fund-raising Strategy		
Potential funding source	Supporting tools/resources	Responsible parties
Calls for proposals from foundations or other grant bodies*.	CCAHD short-medium term priorities report and annexes, which include text and budgets that can be used in proposals.	CCAHD fund raising WG and Management Board, supported by Secretariat and thematic working groups**.
Unsolicited approaches to large foundations, corporations and industry.	A series of funding flyers to be developed, each focusing on one of the 7 target areas in Table 2, and each accompanied by a 'cover sheet' that provides the overall context of CCAHD fund-raising efforts.	CCAHD Fund Raising WG Convenor and Secretariat will work with pro-bono design firm to complete fund-raising flyers. As stated in CCAHD Financial policy, Management Board members should conduct due diligence to ensure no conflict of interest or ethics with regards to funding sources.
Voluntary donations through website	A 'Donate here' button to be added to the CCAHD website, along with the mechanism for visitors to make online payments to the CCAHD Foundation bank account.	Secretariat – may require some investment to work with Chameleon/Website developer to create this new function.

*Note that the CCAHD should only apply for grants that are more suited to collaborative regional-level action. Smaller proposals more suited to individuals, or range-country NGOs or other partners should be advertised to all CCAHD partners with offers of support for preparation of proposals and/or letters of recommendation. The CCAHD Foundation should never compete with range country partners for funding opportunities.

** Thematic working groups should be consulted when calls for funding seem particularly relevant to one of the group's themes -e.g., fieldwork, acoustics, strandings, local ecological knowledge. They can help to draft and/or review general approaches and text for proposals to ensure technical accuracy and feasibility. Thematic working groups can also alert the CCAHD to funding opportunities that they learn of through their networks.

4.6.3 Communication

Communications, both internal and external are essential to the CCAHD Foundation's mission. Table 4 summarises the different categories of communication that take place within



the CCAHD’s scope of work, the main strategies and tools available to support them, and the parties responsible.

Table 4: CCAHD Communication Strategy		
Communication target audience	Supporting tools/resources	Responsible parties
CCAHD Board Members	<ul style="list-style-type: none"> Email list WhatsApp Group 	Secretariat
CCAHD partners (70+ individuals representing range country and international stakeholders)	<ul style="list-style-type: none"> Google Group Mailing list 	Secretariat
The general public – international, including audiences in range countries and countries outside the AHD with the potential to raise funds, awareness, etc.	<ul style="list-style-type: none"> CCAHD Website Social Media (Facebook, Twitter and Instagram) 	Secretariat Volunteer from African Marine Mammal Conservation Organisation
AHD range country government stakeholders	<ul style="list-style-type: none"> Infographic Power point presentations In person engagements 	Secretariat Range country partners
AHD range country coastal communities	<ul style="list-style-type: none"> Posters Social media Presentations and videos 	Secretariat Range country partners (note that these resources still need to be developed)
Other NGOs or IGOs also engaged in AHD/cetacean conservation	<ul style="list-style-type: none"> Presentations/participation in (virtual) meetings Sharing of documents and reports 	Secretariat Management and Supervisory Board members

4.6.4 Partner participation through working groups

The CCAHD thematic working groups provide the most practical vehicle for Consortium partners to provide input and advice to CCAHD developments, and to become involved in projects that are undertaken. For example, knowing that Local Ecological Knowledge interview surveys (LEK) were one of the highest priority actions to collect data on the distribution and threats to AHD over a wide geographical area, the CCAHD responded to a call for research proposals from the Society for Marine Mammalogy by involving all the members of Working Group 6 (see Appendix 1) to develop a funding proposal, which was ultimately successful and will become a flagship CCAHD project, hosted by the African Marine Mammal Conservation Organisation (AMMCO). Other working groups have the potential to play the same role. When new partners from AHD range countries join the CCAHD, they are invited to join working



groups. Their input and guidance are vital, and the CCAHD aims to have more WGs led by range country partners.

4.6.5 Adaptive management and planning for the future

This strategy document, drafted in the first months of the establishment of the CCAHD Foundation, is understandably somewhat speculative in nature. It is likely that the 5-year strategy will require adaption in response to global/geopolitical developments, the success of fund-raising efforts and the human resources available to implement an ambitious plan. This plan will be reviewed annually by the CCAHD Foundation's Management Board and adjusted as necessary.



5 Appendices

5.1 CCAHD Working Groups

Working Group	Targets to assess, as identified by Weir and Collins, 2020	Convenor(s)
Increasing awareness, capacity building and protection measures		
1	1.1. Progress the CMS Concerted Action	Tim Collins
2	1.2. Outreach/Awareness/Capacity building activities in communities and with local scientists and governments	Regis Kema Kema and Gianna Minton
Filling Knowledge Gaps		
3	2.1. Conduct an abundance-distribution survey of the Senegal-Gambia population; and 2.2. Extend the Senegal-Gambia approach to other key range states	Tilen Genov
4	2.3. Assess genetic diversity and population structure	Michael McGowen
5	2.4. Improve the sampling of dead animals	Forrest Gomez
6	2.5 Assessments of occurrence in other potential range states via interview surveys; and 3.2 Conduct interview surveys to identify other populations for which specific population-level threats likely exist	Gill Braulik
7	2.6 Carry out preliminary investigations that will inform future health assessments and invasive work where it is deemed necessary as a means to conserve the species	Forrest Gomez
8	2.7 Investigate the potential for acoustic monitoring	Position Open
Addressing threats and promoting action		
9	3.1 Conduct bycatch mitigation work in Congo in partnership with the IWC BMI	Position Open
10	3.3 Address threat level from commercial coastal development	Tom Jefferson
12	4.3 Source funding. Assess and advise on potential funding opportunities, and input as needed on funding applications	Grant Abel



5.2 CCAHD Working Group Terms of Reference 2022

Outline

- Each Working Group (WG) relates to a defined set of Targets (modified from Weir and Collins, 2020; Weir et al., 2020) as a result of discussions initiated at the Barcelona meeting held at the World Marine Mammal Conference in December 2020, and refined during the drafting of the [CCAHD Priorities Report](#).
- Participants are all invited to sign up to WGs on a voluntary basis according to their areas of expertise. This invitation is extended when they first join the CCAHD.
- Each WG shall have a convener who is responsible for communicating with the WG participants, maintaining momentum, and ensuring that the WG contributes to conservation of the species in as many range countries as possible. Conveners need to be good communicators, motivated and organised, and able to help raise funds and/or support capacity building in the region.
- New WG participants can be added (and the existing participants revised) at the Convener's discretion. Any WG participants that have suggestions for additional people to be added to a group should contact the WG Convener. If new participants are added to WGs then their contact details should be logged by the CCAHD Coordinator and Convener and noted in the [Google Sheet](#) used to track CCAHD and WG participation.
- WG correspondence shall be via email, or via other appropriate outlets identified by the Convener. It is important that any such outlets should be equally accessible to, and inclusive of, all WG participants (i.e. understanding that video conferencing may not be available to all) and organised on time zones that suit as many participants as possible.
- The Convener should ensure that decorum is maintained within the WGs, and allow for all participants to voice their opinions and have equal opportunities to be involved.

Role of the WGs

In 2020-21 the main task of the WGs was to assess the short-to medium conservation priorities and actions that resulted in the [CCAHD Priorities report](#). To build on this work in 2022 and beyond, WGs are encouraged to:

1. Meet at least twice a year to discuss progress against the priority actions identified by the group for the Priorities Report.
2. Identify potential new WG members from AHD range countries who could contribute to the WG's objectives.
3. Identify funding opportunities to support these priority activities and, where appropriate, support range-country partners in preparing funding proposals. Depending on the criteria, emphasis, and amount available for each funding opportunity, proposals could be collaborative proposals involving multiple countries/partners, and run through the CCAHD Foundation (to be established in Q1- 2022), or they could be hosted by CCAHD partners at a more local/national scale.
4. Collaborate with the CCAHD Coordinator and other WGs to create maximum synergy between different activities (e.g. capacity building and awareness-raising during fieldwork, etc.).
5. Contribute to an annual report at the end of the calendar year.



5.3 Relevant IGOs/RIEOs by Country

All *S. teuszii* range countries are Parties to the Convention on Biological Diversity, CITES, and the [Abidjan Convention](#) (note that Western Sahara is not a country, and as such cannot accede to any convention). Most countries are also Signatories/Parties to a number of other relevant treaties and conventions, including the International Whaling Commission (IWC), the Convention on Migratory Species (CMS), and the CMS West African Aquatic Mammals MoU.

Country/Territory	Abidjan Convention	International Whaling Commission (IWC)	Convention on Migratory Species (CMS)	CMS Western African Aquatic Mammals MoU	Convention on Biological Diversity (CBD)	CITES
Angola	yes	no	yes	yes	yes	yes
Benin	yes	yes	yes	yes	yes	yes
Cameroon	yes	yes	yes	no	yes	yes
Cote D'Ivoire	yes	yes	yes	yes	yes	yes
Democratic Republic of the Congo	yes	no	yes	no	yes	yes
Equatorial Guinea	yes	no	yes	yes	yes	yes
Gabon	yes	yes	yes	yes	yes	yes
Ghana	yes	yes	yes	yes	yes	yes
Guinea	yes	yes	yes	yes	yes	yes
Guinea-Bissau	yes	yes	yes	yes	yes	yes
Liberia	yes	no	yes	yes	yes	yes
Mauritania	yes	yes	yes	yes	yes	yes
Nigeria	yes	no	yes	no	yes	yes
Republic of Congo	yes	yes	yes	yes	yes	yes
Senegal	yes	yes	yes	no	yes	yes
Sierra Leone	yes	no	no	no	yes	yes
The Gambia	yes	yes	yes	no	yes	yes
Togo	yes	yes	yes	yes	yes	yes
Western Sahara ¹	Not applicable	N/A	N/A	N/A	N/A	N/A

¹ Western Sahara is listed in the United Nations list of Non-Self-Governing Territories since 1963 under Article 73e of the Charter of the United Nations.