



Green Tourism Award Winners in their Polytunnel

Implementation

9.1. Implementation Framework

Achieving the aspirations and actions detailed in the Management Plan requires that implementation is carried out by way of a coordinated process. Many of the actions identified in the Action Plan are already a part of existing plans and strategies formulated by the BBNPA (e.g., Sustainable Tourism Strategy) and/or other partners (e.g., EAW's River Basin Management Plans). Other actions are new or part of developing policy documents (e.g., the Local Development Plan). In all cases, the actions cannot be considered in isolation but must be developed in relation to the other actions. They are all in various stages of development and delivery, varying by location, timing, partners, funding sources, commitments, etc. Implementation, therefore, requires careful planning and formulation of a solid framework.

This framework, or plan, will be used to briefly describe the methods for implementation, coordinating bodies, key funding sources, identification of suitable milestones, research needs and collaborative strategies that will be required to implement the proposed actions and achieve the desired outcomes. The implementation plan should be a useful document that facilitates the effective delivery of the actions and not a plan for planning's sake. The implementation framework is an additional step beyond the scope of CCW's National Park Management Plan Guidance (2006).

9.2. Collaboration and Coordination

There are many actions identified in the Action Plan, with a variety of lead organisations and partners associated with the delivery of each. As stated throughout the Plan this requires the collaborative and concerted efforts of all involved in the Park's management. The future of the Park depends on sustained partnerships, particularly in times of limited resources.

The BBNPA, along with being a key stakeholder responsible for delivery of many of these actions, has the additional role of coordinating the implementation of the actions derived from the Management Plan. The BBNPA is also responsible for coordinating overall evaluation and monitoring of progress toward successful delivery of the actions in the Management Plan even though other organizations may have independent monitoring programs (see Chapter 10). Coordinating the monitoring and implementation of the Plan requires frequent and effective communication with delivery partners to ensure that both independent and collaborative activities are logged and reported.

9.3. Funding

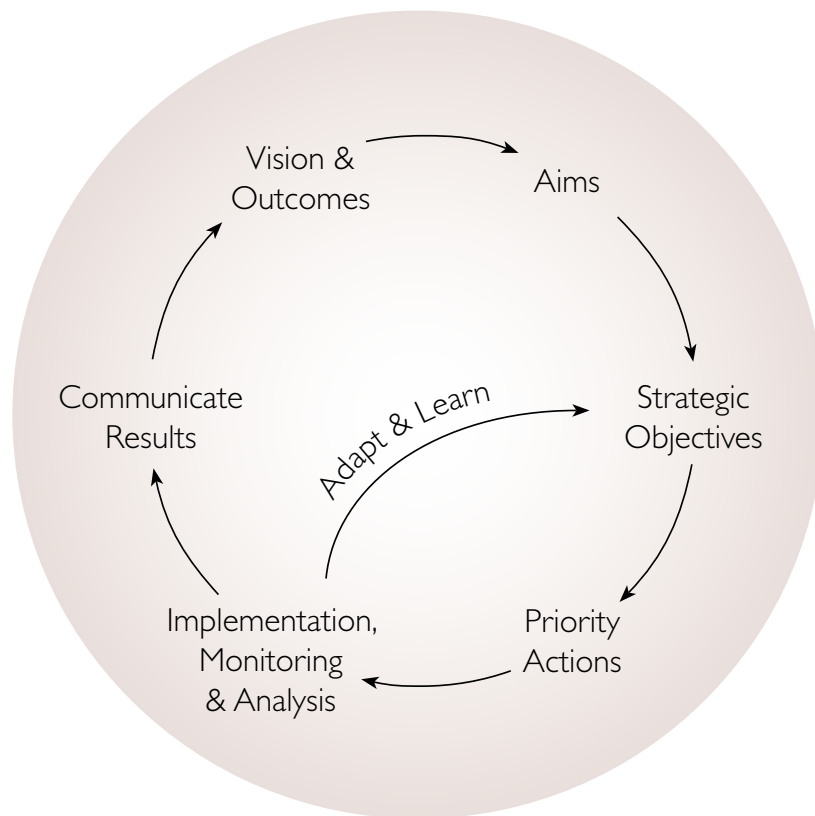
Some of the actions identified in the Action Plan are included in existing funding streams. The delivery of many of the Plan's actions, however, is reliant upon the identification and procurement of new or additional funding. Part of the purpose behind an implementation framework is to identify where funding will be needed and to suggest potential funding sources to fulfil the need. Where actions and outcomes can be delivered collectively, efforts will be made to pool funding and/or obtain resources that satisfy the requirements of multiple objectives.

9.4. Adaptive Management

Implementation of management strategies is often thought of as a linear process. In reality, it is more of a circular or iterative process (see Figure 9.1) in which management actions may be adjusted from time to time - after careful monitoring and evaluation - in order to achieve desired outcomes. Actions are implemented. Results or outcomes are monitored. If progress is being made and identified milestones reached, then the management activity continues as planned. If, however, satisfactory progress is not being made or outcomes are undesirable, then management activity

should be adjusted to realign the actions with the desired outcomes. In some extreme cases, this process may require a re-analysis of the management activity and an assessment of the outcomes in light of the newly obtained information, including an evaluation of costs and benefits.

Figure 9.1. **General depiction of the adaptive management process**





Causeway, Talybont Reservoir