



SECTION THREE Strategic IMPLEMENTATION

IMPLEMENTATION

3.1 INTRODUCTION

The effective implementation of the Strategy will require effective partnerships with clearly defined roles and responsibilities. It will also rely heavily on the management actions outlined in Section 2.6 (Regional Capacity) and to some extent Section 2.5 (Cultural Heritage). These management actions will become part of the framework for the Regional delivery of the prioritised programs/actions outlined in sections 2.1 to 2.4, along with the Regional Facilitators and Coordinators positions that have been identified through the development of the Strategy and the subsequent Investment Plan.

Once implementation has begun, monitoring of the management actions against the respective management action targets will begin, the requirements for which are outlined in the NAPSWQ/NHT2 Bilateral agreements and State and Australian Government M&E Frameworks (Commonwealth Government, 2003a & 2002; Government of Western Australia, 2004; Commonwealth Government, 2003b). Evaluations will also need to be undertaken “...for the purpose of ongoing improvement, accountability or to inform decision making including the allocation of funds” (Government of Western Australia, 2004).



IMPLEMENTATION

3.2 ROLES AND RESPONSIBILITIES

For the successful implementation of the Strategy, all stakeholders need a clear description of their roles and responsibilities. These roles and responsibilities extend through the entire process, from the development of the Strategy, to the implementation of prioritised management actions, the monitoring and evaluation of the impact of the management action and the subsequent reporting of results to the Australian and State Governments and to the broader NRM community.

For the development and implementation of the Strategy, the Australian and State Governments' and the Regional NRM Groups' roles and responsibilities have been outlined in the NAPSWQ and NHT2 Bilateral Agreements (Commonwealth Government, 2002 and 2003a). The M&E Implementation Plan for NAPSWQ and NHT2 in WA (Appendix 12) further describes these roles and responsibilities. As shown in section 1.8.3, there is a broad spectrum of stakeholders interested in NRM in the Region, in addition to the State and Australian Government, and these should also be included when determining roles and responsibilities for implementation of the Strategy.

Careful consideration, however, needs to be given to the burden placed upon, and the amount of support given to, community groups when determining roles and responsibilities. Roles and responsibilities for stakeholders with regards to specific projects are to be negotiated with each project proposal.

3.3 PARTNERSHIPS

The successful implementation of the Strategy will rely heavily on strong and effective partnerships between the three tiers of government¹¹ and their relevant agencies, industry and the Regional NRM community, including NGOs and educational institutions, which will best achieve NRM outcomes. They will ensure that the issues identified in this Strategy can be addressed through programs resulting from the prioritisation of the management actions at a strategic, regional level, and in doing so meet the needs at the local, State and national level.

Partnerships with industry groups need to be pursued vigorously with a view to securing either financial or in kind support for resulting programs that are of particular importance to them. The Gondwana Link partnership and the partnership between Greening Australia and Shell (see Section 2.3) are fine examples of how successful these agreements can be. Partnerships such as these, as well as developing partnerships that link the three tiers of government with industry and the local community, enable working towards a shared NRM vision. Using this Strategy and the subsequent Investment Plan as a guide, strategic and effective management of natural resources can be achieved.

Other stakeholders in NRM in the Region include educational institutions (E.g. University of WA through CENRM and Edith Cowan University) and NGOs (e.g. Green Skills). Partnerships with these groups will be essential as part of the Regional delivery model. Educational institutions have a role to play in the implementation of the Strategy through their research capacity. NGOs such as Greenskills, who are engaged in NRM can provide a link to the community through their activities and thus augment the implementation of the Strategy.

Partnerships with other Regional NRM Groups also serve as an example of strategic enterprises. Sharing a boundary with the South West, Avon and Rangelands NRM Regions, SCRIPT has been involved in collaborative development of a number of cross-regional project proposals. As well, a MoU is being developed with the other Regional NRM Groups that will formalise each Region's roles and responsibilities for cross boundary cooperation.

SCRIPT has proposed a number of Facilitator and Coordinator positions likely to be identified as priorities for investment in the Investment Plan. The hosting of these positions will require significant partnerships between SCRIPT, subRegional NRM groups, LGAs, NGOs and the relevant State agencies that together provide the expert advice needed to achieve a comprehensive NRM team. These partnerships will ensure the effective management of the positions and guide the maintenance of the relevant skills and expertise needed to deliver outcomes.

¹¹ The three tiers of government are the Australian Government, State and Local governments.





3.4 INVESTMENT PLAN

The development of the Investment Plan to accompany the Strategy will build on the community¹² consultation conducted in the course of the development of the Strategy. Management actions have been given a preliminary prioritisation by the Regional Strategy Subcommittee and will need to be further prioritised and cross-referenced across themes in order to strategically allocate NAPSWQ/NHT2 funds in the Region.

The Investment Plan will continue to be developed during the consultation and accreditation period to identify proposed investments by the State and Australian Governments and other potential sources. The Investment Plan will need to include sufficient information to allow potential investors, including the Governments, to determine their contributions. Minimum requirements for the Investment Plan are:

- Detail of the specific actions or projects proposed to be undertaken.
- Costings of the actions and proposed sources of investment.
- Details of the proposed monitoring and evaluation strategy for individual actions.
- Expected return on investments – in particular, a summary of what the proposed actions will deliver in relation to the targets outlined in the accredited Regional Strategy.
- Identification of the primary beneficiaries of the investment and proposed cost sharing arrangements (i.e. assessment of public versus private good).
- Urgency, significance or critical nature of the action, and the consequences of not undertaking it.
- Relationship with existing government policies or programs.
- Risk factors and how these will be managed.
- Assumptions for chosen actions.
- Timelines, milestones and performance indicators for each action.

The Investment Plan will require additional consultation and will present an indicative program of actions that will be used to achieve aspirational goals and outcomes identified in the Strategy and identify the funding required for implementation through to the 2006/2007 financial year. The plan will ensure due consideration is given to the investment principles of the NAPSWQ and NHT2 Bilateral Agreements, as well as the State's Coastal Planning Investment Principles.

Through the grouping of the management actions into Benchmarking and monitoring, On ground actions, Community capacity and Institutional frameworks, planning and policy, programs will be able to be incorporated into the Investment Plan that follow a logical progression in order to achieve outcomes and result in a positive impact on resource condition.

While SCRIPT will develop the Investment Plan (with community consultation) and submit it, the implementation of actions or projects arising from the Plan is likely to be undertaken by various organisations including community groups, government departments, NGOs and education, training or research organisations.

¹² See Appendix 1 for the definition of community used in this document.

3.5 REGIONAL DELIVERY

As mentioned in Section 3.4, through consultation with the Regional Strategy Subcommittee and the SCRIPT Management Committee and the expertise inherent within these groups, SCRIPT has identified a core group of Facilitator and Coordinator positions required to achieve a coordinated regional delivery of the Strategy. As such, these positions will be included in the Investment Plan.

The strategic NRM Coordinators will respond to subregional priorities, which will direct the theme of each position, and provide the on ground link between communities implementing projects and the State agencies, NGOs or subRegional NRM groups driving a particular project.

Local and subRegional NRM groups will need to adjust to the change in the way NRM funding is delivered between NHT1 and NAPSWQ/NHT2 and the move to a more strategic focus of the NRM Coordinators. In order to achieve this change without either losing valuable expertise or disengaging some regional communities, a Community Change Liaison Officer has been proposed to help manage the significant adjustment that will be required in the transitional phase pre- and post-accreditation. This one-year position will join regional level information and communication positions identified as necessary to meet critical interim gaps, roll out the Investment Plan and fulfil reporting requirements.

Strategic theme facilitators (Land, Water, Biodiversity and Coastal/marine) will provide the expertise needed to ensure the effective implementation of the Strategy and an essential whole-of-landscape approach to NRM planning and integration. Coupled with these positions are implementation officers, who will work closely with the NRM Coordinator network to deliver effective on ground outcomes.

In addition to the themes of land, water, biodiversity and coastal/marine, the Strategy has identified the need to ensure community capacity to manage natural resources and achieve NRM objectives. This includes awareness, information, skills and training, and facilitation and support to ensure the continued ability necessary within the Region. As a result an M&E Coordinator, Projects Manager and information technician services have been identified to meet these needs. These positions will ensure that the M&E component of the Strategy is managed accordingly and that data and information collected through the life of projects is done in a manner that can augment State and national datasets and programs.

SCRIPT continues its commitment to Indigenous involvement in NRM with an extra Indigenous NRM Facilitator position being identified to fulfil the need to bolster involvement in the eastern part of the Region. The initial role of these positions will be to coordinate the development of the Indigenous consultation process to suit the Indigenous community of the Region. The Indigenous NRM Facilitators will provide the link between the Indigenous community and the outputs from the Strategy.





Regional Group operations are addressed through core SCRIPT staff, who will undertake coordination of all key functions of SCRIPT, and are foundation tasks required to implement the Strategy. Activities include administering funding arrangements for the prioritised projects, ensuring delivery on input and outputs required, coordinating the reporting to the State and Australian Governments, communicating activities outcomes to the broader community, and managing the liaison between State and Australian Governments and Regional stakeholders.

Specific delivery mechanisms will cover a range of scales from localised to subregional, regional and cross-regional projects, and as a result partnerships as described in Section 3.4 will need to be developed. The prioritisation of the actions and programs for the Investment Plan will result in projects that are integrated across themes (Biodiversity, Water, Land, Coastal and Marine) or theme specific projects to deal with specific high priority assets and threats.

3.6 MONITORING AND EVALUATION

This strategy presents proposed RCTs, Management Actions and Management Action Targets. Information is required to ensure that the prioritised actions funded through implementation of the Strategy and subsequent Investment Plan are working to achieve the desired outcomes. These management actions need to be **effective, efficient and appropriate** and will require a coordinated effort from all stakeholders across the Region.

The M&E requirements for this Strategy will follow the State M&E Framework (see Appendix 12), which has been developed by the JSC in accordance with the NAPSWQ/NHT2 Bilateral Agreements and in line with the National M&E Framework (Appendix 13). The present version of the State M&E Framework was approved in March 2004. It provides an overview of arrangements for monitoring, evaluation and reporting. It is a living document and will need to be further developed and updated as final details of reporting content and timelines are still being negotiated. In recognition of this, an M&E Coordinator for the Region will continue the development of an M&E framework in line with the evolution of the State document.





3.7 INFORMATION MANAGEMENT AND REPORTING

Whilst this Strategy has been developed for the Region, it must fit within a State and Australian Government framework. In order to accomplish this, data and information will need to be collected in such a way as to be easily aggregated from a regional to a State and national scale. As such, the collection of data for specific projects will need to be carefully considered.

In complying with State and Australian Government standards for data exchange, the Australian and New Zealand Land Information Council (ANZLIC) metadata standard will be used. This will guide the collection of data to a standard that will allow meaningful interpretation over time.

On completion and approval of the Investment Plan, careful consideration will be given to the M&E data requirements of the proposed programs to ensure duplication is avoided and data is collected that will allow M&E of more than one project. Where possible, State and Australian Government data sources will be used. However, it is recognised that often data at these scales are not suitable at a regional level.

The Region has a history of information management through the establishment of SCRIC in 1999. SCRIC has a dedicated web site used to disseminate data and information to the Region's NRM community (<http://www.scric.org>). The SCRIC framework will contribute to the coordinating mechanism for data and information, providing the link between the State and local levels and ensuring that data is fed back up to the State level in a useful format and to agreed standards, as well as disseminating data at the local level.

Regional Group reporting responsibilities on progress in achieving management actions and the resource condition targets are clearly outlined in the State M&E Framework (see Appendix 12). The framework also outlines the reporting roles and responsibilities of the State and Australian Governments.