



Report on the Field Visit to the Portland Ridge, Key Biodiversity Area Hosted by the Caribbean Coastal Area Management (C-CAM) Foundation

13 July 2013

Portland Ridge, Jamaica

1. Introduction

Civil society organisations¹ (CSOs) in the Caribbean have a critical role to play and have already done important work in the development and implementation of conservation strategies and in increasing public awareness of the implications of loss of biodiversity. The Caribbean Natural Resources Institute (CANARI) has received a grant² from the John D. and Catherine T. MacArthur Foundation to strengthen the capacity of CSOs in the islands of the Caribbean to play a larger and more effective role in biodiversity conservation.

The Critical Ecosystem Partnership Fund (CEPF) Caribbean islands programme provides grants to CSOs to help protect the Caribbean biodiversity hotspot. A fundamental goal is to ensure that civil society plays a critical role in achieving biodiversity conservation. Countries eligible for CEPF support in the region are: Antigua and Barbuda, Barbados, Bahamas, Dominica, Dominican Republic, Grenada, Haiti, Jamaica, Saint Lucia, St. Kitts and Nevis and St. Vincent and the Grenadines. CANARI, in its role as the Regional Implementation Team (RIT) for CEPF in the Caribbean, is leading on implementing the programme in the region.

One of the objectives of the grant supported by the MacArthur Foundation is to strengthen CANARI's capacity to provide effective and sustained support to other CSOs through its RIT role and other work. Under the project, this field visit was facilitated to enhance the ability of CSOs that have accessed grants from the CEPF Caribbean islands programme to build their capacity in participatory protected area management.

2. Participants

Thirty-eight participants attended the field visit. Participants included most of the attendees to the CEPF Caribbean islands regional mid-term evaluation workshop which was held in Kingston, Jamaica during 10-12 July 2013 as well as representatives of organisations that have partnered with the host organisation, the Caribbean Coastal Area Management Foundation (C-CAM) in the management of the Portland Ridge area. The list of participants is presented in Appendix 1.

¹ For the purposes of this project, CSOs are defined as non-governmental and community-based organisations, including statutory bodies such as National Trusts and academic institutions, whether operating at international, regional, national or local level.

² See http://canari.org/civil_sub1.asp for more information on this grant, titled "Consolidating the role of civil society in biodiversity conservation in the Caribbean".

3. Objectives

The objectives of the field visit were to:

- showcase the work of the C-CAM Foundation under the CEPF grant “*Management Planning in the Hellshire Hills and Portland Ridge and Bight Key Biodiversity Areas (KBAs) of Jamaica*”; and
- engage stakeholders in the KBAs and CEPF partners in a discussion on the challenges and opportunities for implementing management actions in the two KBAs.

3. Method

The Executive Director of C-CAM, Ingrid Parchment, and staff welcomed the contingent to C-CAM's field office at Salt River in Clarendon and presented general information on C-CAM and on the Portland Bight Protected Area. The briefing note for the field visit is in Appendix 2 and the presentation given by Ms. Parchment is in Appendix 3. Dr. Ann Sutton, consultant hired by C-CAM under the CEPF funded project, then facilitated a session on "Participatory Management Planning for the Portland Bight Protected Area 2013-2017". The presentation is in Appendix 4. A discussion followed to provide further details and clarification.

The contingent was then escorted to selected areas of the Portland Ridge. These included visits to a cave and two club houses of the PWD Hunting and Sporting Club in Portland Ridge, Jamaica. Nicole Brown, CEPF Country Coordinator for Jamaica, facilitated presentations and discussions by C-CAM and its partners on their role and actions in protected area management of the Portland Ridge. At each site participants were able to ask questions and comment on the initiatives.

4. Findings

Key lessons on protected area management from the visit included the following.

- ***To achieve conservation management objectives stakeholders need to maintain good working relationships with each other from the management planning process through to implementation.*** C-CAM has developed relationships with stakeholders from government and civil society through its work in the area over the years. C-CAM maintains these relationships through regular interactions including official meetings.
- ***A range of mechanisms, such as designations for protection and management arrangements, can be implemented under a management plan to contribute to achieving conservation management objectives.*** The Portland Ridge area has a number of designations (Biosphere Reserves and Fish Sanctuaries) and agreements (MOUs with land owners and government entities) that are being used to achieve conservation management objectives.
- ***Conservation management objectives cannot be achieved without considering the impacts on the livelihoods of communities in or neighbouring the management area.*** The Portland Ridge area includes communities that reside in the area, as well as users who are engaged in slash and burn agriculture and the harvesting of wood for conversion to charcoal for cooking and/or fuel. C-CAM has through the management planning process assimilated data on these activities and prepared them in a format that can be used for decision-making.
- ***During the management planning process, stakeholders should be given access to information compiled and the opportunity to input into planning.*** C-CAM supported the convening of

"Resource user councils" which provided stakeholders with the opportunity to review material compiled and input into the development of plans.

- ***During the management planning process, estimation of costs for core functions for implementation of the management plan should occur as soon as possible to contribute to maintaining momentum in implementation of the plan.*** C-CAM reported that the plan did not include estimations for implementation and participants advised that this could severely delay efforts to seek funding for implementation.
- ***Software programmes, such as MIRADI, can be useful with management planning processes in protected areas.*** C-CAM highlighted that the software assisted them with a structured, planned approach to protected area management.

5. Conclusion

The C-CAM Foundation presented their work under the CEPF grant "*Management Planning in the Hellshire Hills and Portland Ridge and Bight Key Biodiversity Areas (KBAs) of Jamaica*" to grantees of the CEPF Caribbean islands programme who were participating in the CEPF Caribbean regional mid-term evaluation workshop. Participants were engaged in discussions on challenges and opportunities for implementing management actions in the Portland Ridge protected area. Participants valued the opportunity for sharing of practical experiences in protected area management that can be applied in other Caribbean islands.

Appendix 1: Participant list

No.	Name	Job title	Organisation	Address	Country	Contact Nos.	Email address
1	Sesar Rodriguez	Executive Director	Consortio ambient Dominicano (CAD)	Avenida Republica de Columbia, Edif.. 1 M8, Apto. 2-2. Los Rios. Santo Domingo	Dominican Republic	1 809 385 0480 1 829 979 4300 (cell)	sesar_rodriguez@yahoo.com
2	Francisco Arnemann	Executive Director	Fondo Pronaturaleza Inc. (PRONATURA)	Avenida J.F. Kennedy km 6 1/2 Edif. No. 3, UNPHU, Santo Domingo	Dominican Republic	1 809 687 5609 1 829 962 9071 (cell)	farnemann@pronatura.org.do
3	Jorge Brocca	Executive Director	Sociedad Ornitológica de la Hispaniola Inc. (SOH)	Gustavo Mejia Ricart 119B Galarias Residencial Aptdo. 401, Santo Domingo	Dominican Republic	1 809 753 1388	jbrocca@soh.org.do
4	Solhanlle Bonilla	Project Coordinator	Instituto Tecnológico de Santo Domingo (INTEC)	Av. Los Proceres Gala, Jardine del norte, P.O. Box 342-9 y 249-2, Santo Domingo	Dominican Republic	1 809 567 9271 ext 272 1 809 919 7083 (cell)	solhanlle.bonilla@intec.edu.do
5	Sixto J. Incháustegui	Directiva	Grupo Jaragua Inc. (GJ)	Calle El Vergel 33, Ensanche El Vergel, Distrito Nacional	Dominican Republic		sixtojinchaustegui@yahoo.com
6	Jean Wiener	Director	Fondation pour la Protection de la Biodiversité Marine (FoProBiM)	6011 Henning Street, Bethesda, MD, 20817	USA	1 509 3701 3383	jeanw@foprobim.org
7	Vanessa Haley-Benjamin	Director of Science and Policy	The Bahamas National Trust (BNT)	P.O. Box N-4105 Nassau, New Providence	The Bahamas	1 242 393 1317	vhaley-benjamin@bnt.bs
8	Carlos C. Martínez Rivera	Amphibian Conservation Specialist	The Zoological Society of Philadelphia	3400 West Girard Avenue Philadelphia, PA	USA	1 787 237 2508 1 809 804 5111 (DR)	maritnezrivera.carlos@phillyzoo.org
9	Carolina Rodriguez Plaza						-

10	Shirlene Simmons	Conservation Manager	Saint Lucia National Trust	P.O. Box 595	Saint Lucia	1 758 452 5005	Conservationmgr@slunatrust.org
11	Michele Zador	Grant Director	Conservation International (CEPF Secretariat)	2011 Crystal Drive, Suite 500 I Arlington, VA 22202	USA		mzador@conservation.org
12	Pierre Carret	Advisor to the Executive Director	Conservation International (CEPF Secretariat)	2011 Crystal Drive, Suite 500 I Arlington, VA 22202	USA		pcarret@conservation.org
13	Mandy DeVine	Communications	Conservation International (CEPF Secretariat)	2011 Crystal Drive, Suite 500 I Arlington, VA 22202	USA		mdevine@conservation.org
14	Christiane Delfs	Coordonnatrice Programme d'Assistance Technique	(GIZ) Deutsche Gesellschaft für International Zusammenarbeit	# 52, rue Mangones Pétion-Ville	Haiti	011 509 3748 3908	christiane.delfs@giz.de
15	Craig Bloomfield	Interpreter	Language Training Centre	31 Half Way Tree Road Kingston 10,	Jamaica	1 876 920 2165	ltc@mail.infochan.com
16	Parthi Edwards	Interpreter	Language Training Centre	31 Half Way Tree Road Kingston 10,	Jamaica	1 876 920 2165	ltc@mail.infochan.com
17	Glen Jackman	Interpreter	Language Training Centre	31 Half Way Tree Road Kingston 10,	Jamaica	1 876 920 2165	ltc@mail.infochan.com
18	Maire-Jose N. Tayo	Interpreter	Language Training Centre	31 Half Way Tree Road Kingston 10,	Jamaica	1 876 920 2165	ltc@mail.infochan.com
19	Michael Roxborough	Driver	Jamaica Union of Travellers Association	31 Half Way Tree Road Kingston 10,	Jamaica	1 876 920 2165	
20	Nicole Leotaud	Executive Director	Caribbean Natural Resources Institute (CANARI)	Building 7, Unit 8, Fernandes Industrial Centre, Laventille	Trinidad and Tobago	1 868 626 6062	nicole@canari.org
21	Anna Cadiz	Senior Technical Officer/ RIT Manager	Caribbean Natural Resources Institute (CANARI)	Building 7, Unit 8, Fernandes Industrial Centre, Laventille	Trinidad and Tobago	1 869 626 6062	anna@canari.org
22	Neila Bobb-Prescott	Senior Technical Officer/ RIT Small Grants Manager	Caribbean Natural Resources Institute (CANARI)	Building 7, Unit 8, Fernandes Industrial Centre, Laventille	Trinidad and Tobago	1 870 626 6062	neila@canari.org

23	Nicole Brown	RIT Country Coordinator for Jamaica	Caribbean Natural Resources Institute (CANARI)		Jamaica	1 876 818 4285	nabrown@btinternet.com
24	Leida Buglass	RIT Country Coordinator for the Dominican Republic	Caribbean Natural Resources Institute (CANARI)		Dominican Republic		leibuglass@gmail.com
25	Paul Judex Edouarzin	RIT Country Coordinator for Haiti	Caribbean Natural Resources Institute (CANARI)		Haiti		pauljudex.edouarzin@gmail.com
26	Ingrid Parchment	Executive Director	Caribbean Coastal Area Management Foundation (C-CAM)	P.O. Box 33 Lionel Town Clarendon	Jamaica	1 876 986 3344	iparchment@yahoo.com
27	Ann Sutton	Consultant	Caribbean Coastal Area Management Foundation (C-CAM)	P.O. Box 33 Lionel Town Clarendon	Jamaica	1 876 986 3344	asutton@cwjamaica.com
28	Donovan Brandon Hay	Scientific Officer	Caribbean Coastal Area Management Foundation (C-CAM)	P.O. Box 33 Lionel Town Clarendon	Jamaica	1 876 986 3344	brandonhay@cwjamaica.com
29	Audrey Fowling	Office Manager	Caribbean Coastal Area Management Foundation (C-CAM)	P.O. Box 33 Lionel Town Clarendon	Jamaica	1 876 986 3344	ccamfngo@gmail.com
30	Sharlene Rowe		Caribbean Coastal Area Management Foundation (C-CAM)	P.O. Box 33 Lionel Town Clarendon	Jamaica	1 876 986 3344	
31	Vinroy Reid	UWI Intern	Caribbean Coastal Area Management Foundation (C-CAM)	P.O. Box 33 Lionel Town Clarendon	Jamaica	1 876 986 3344	
32	Alicia Burnett	Environment Health and Safety manager	West Indies Alumina Company (WINDALCO)	Kirkvine P.O. Manchester	Jamaica	1 876 962 3141-6	
33	Andrea Bennet	Planner	Forestry Department, Jamaica	173 constant Spring Road Kingston 8	Jamaica	1 876 924 2668	
34	Rushawn Green		Clarendon Parish Council	Clarendon	Jamaica		
35	Tarrance Anderson		Social Development Commission	Clarendon	Jamaica		

36	Cecil Bartley	Guide		Portland Cottage, Clarendon	Jamaica		
37	Keith Bartley	Guide		Portland Cottage, Clarendon	Jamaica		
38	Corporal Kinght	Conservation Officer	Lionel Town Police Station	Lionel Town Main Road, Lionel Town	Jamaica	1 876 986 3233	

Appendix 2: Briefing note on field visit



Critical Ecosystem Partnership Fund (CEPF) Caribbean Islands Mid-term Evaluation Regional Workshop

Field Visit to the Portland Ridge, Key Biodiversity Area
Hosted by the Caribbean Coastal Area Management (C-CAM) Foundation

13 July 2013

Objectives

- To showcase the work of the Caribbean Coastal Area Management (C-CAM) Foundation under the CEPF Grant “*Management Planning in the Hellshire Hills and Portland Ridge and Bight Key Biodiversity Areas (KBAs) of Jamaica.*”
- To engage stakeholders in the KBAs and Critical Ecosystem Partnership Fund (CEPF) partners in a discussion on the challenges and opportunities for implementing management actions in the two KBAs.

Background

In March 2012, the C-CAM Foundation received a grant from the CEPF to develop participatory management plans for the Hellshire Hills and Portland Ridge key biodiversity areas in Jamaica. The grant supported collection of baseline data, identification of high priority conservation actions, and establishment of a monitoring programme for endangered and endemic species, consultation with and validation by key stakeholders involved in management planning, and strengthening of C-CAM’s institutional and technical capacity to become a more effective leader in conservation.

This field trip will take participants into one of the target KBAs under the project (Portland Ridge) for discussions about project results to date and planned future directions following on from the CEPF-supported activities. Participants will also have an opportunity to learn more about C-CAM and its work in the Portland Bight Protected Area/Conservation Corridor.

The 430km² Portland Ridge KBA is located at the most southerly point of the island. Together with Hellshire Hills and Brazilletto Mountain KBAs, it is part of the Portland Bight Protected Area/Conservation Corridor and represents the largest remaining relatively intact dry limestone forests

in Central America and the Caribbean. The Portland Ridge is currently leased to PWD Gun Club & the Jackson’s Bay Gun Club who manage the resources with other partners. The area is home to several important plant & animal species including endemics as well as caves which highlight our rich natural & heritage resources.

About C-CAM

C-CAM is an environmental & development NGO working in the Portland Bight Protected Area since 1997. Our focus is on conserving the natural and heritage resources through a process of co-management with stakeholders (government, fishers, youth, private sector, funders) for the improvement of the livelihoods of the persons who live in the area. This is done through a process of participatory planning to determine the programmes which are funded by various donors.

Programme

Time	Activity	Venue
8.30 a.m.	Depart Hotel Four Seasons, Kingston	
9.30 a.m. – 9.50 a.m.	Refreshments Welcome and Introductions	C-CAM Field Office, Salt River
9.50 a.m. – 10.05 a.m.	Presentation on C-CAM and the Portland Bight Protected Area	
10.05 a.m. – 10.30 a.m.	Presentation on project activities <i>“Management Planning in the Hellshire Hills and Portland Ridge and Bight Key Biodiversity Areas (KBAs) of Jamaica”</i>	
10.30 a.m. – 10.45 a.m.	Discussion	
10.45 a.m.	Depart for Portland Ridge KBA	
11.15 a.m. – 12.00 noon	Guided Visit of Selected Parts of the Portland Ridge KBA	Portland Ridge
12.00 noon – 1.00 p.m.	Lunch	PWD Gun Club
1.00 p.m. – 2.00 p.m.	Discussion	
2.00 p.m.	Depart Portland Ridge for Kingston	
3.30 p.m.	Arrive Hotel Four Seasons	

Note to participants:

The field visit will involve walking through sections of Portland Ridge. Please wear comfortable walking shoes and bring a hat/cap and sunscreen. Long or ¾ length trousers recommended.

Appendix 3: Presentation on C-CAM

Caribbean Coastal Area Management Foundation



Ingrid Parchment, Executive Director
July 2013

C-CAM is dedicated to the effective management and sustainable use of natural & heritage resources, especially of the Portland Bight Protected Area (PBPA) by and for the residents of the area.



C-CAM

- Limited liability company, registered in August 1998
- Main office in Lionel Town
- Field Office in Salt River



C-CAM Directors

- Ms. Thera Edwards, Map Curator
- Dr. Karl Aiken, Senior Lecturer
- Rev David Yee-Sing, Chartered Shipbroker
- Mr. Krishna Desai, Attorney- at- law
- Mrs. Maxine Whittingham Osbourne, Publisher
- Mr. Merrick Plummer, Economist/ Financial Analyst

C-CAM Staff

- Executive Director: Ingrid Parchment
- Science Officer/Fish Sanctuary Manager: Donovan Hay
- Finance Officer: Audrey Fowling
- Conservation Officers: Boyd Barrett, Rushane Powell, Kemore Coore, Sharlene Rowe & Chavis McDonald
- Maintenance Officer/Caretaker: Michael Johnson
- Office Attendant: Barbara Graham

C-CAM Volunteers

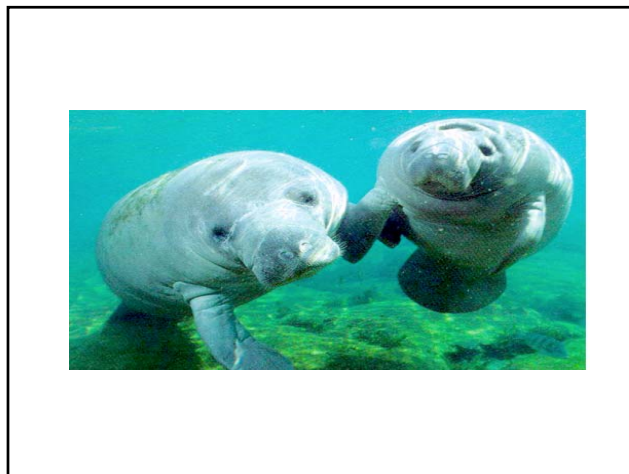
- US Peace Corps – Cory Enger
- Summer Interns from :
 - Knox Community College
 - University of the West Indies
- Community members – Ms. Thompson & Ms. Williams
- Consultant/volunteer – Dr. Ann Sutton



Portland Bight Protected Area

- Largest protected area in Jamaica
- Declared on Earth Day, April 22, 1999
- Important coral reefs, mangroves, wetlands, sea grass & dry limestone forests.
- Habitat for 20 Globally endangered species
- Home to 3000 fishers
- 2 of the largest fishing beaches in Jamaica







Working in the PBPA

- C-CAM furthers **conservation in the area through good working relationships with all major stakeholders** developed through management planning process and maintained through regular interactions including meetings

Working in the PBPA ctd.

- **Special agreements** would include:
 - Biosphere Reserve (UNESCO/Government of Jamaica)
 - PBPA MOUs (NEPA, Forestry, Fisheries, UDC, JHNT)
 - Fish Sanctuary Management and other areas (Fisheries Division) (continuation) (MOA)
 - Special arrangements with landowners as necessary (e.g. Monymusk, Jamalco, SCJ Holdings) (Lease, MOU)



C-CAM's approach to working in the PBPA

- CO-MANAGEMENT process which engages stakeholders – government, civil society & business persons
 - PB Fisheries Management Council
 - PB Tourism Council
 - PB Industrial Development Council
 - PB Enforcement Council
 - PB Sustainable Development Council



On-going Projects

- Preparation of the PBPA management plan & establishment of PBBR – funded by the FCF
- Management Planning in the Hellshire Hills and Portland Ridge and Bight Key Biodiversity Areas of Jamaica- funded by Critical Ecosystems Partnership Fund (CEPF)
- Fisheries Enhancement Project for Three Bays Fish Sanctuary – funded by Windalco



On-going Projects ctd.

- Demarcation buoys & signs for Salt Harbour & Galleon Harbour Fish Sanctuaries – funded by NEPA
- Alternative Livelihood Grant Project – funded by NEPA (boat tours)
- Using Caribbean Bird Sleuth to Develop a Conservation Constituency – funded by SCSCB
- C-CAM Cyber Centre

On-going Projects ctd.

- NGO participation in Protected Areas – funded by EFJ
- Baseline Surveys for Jamaican Fish Sanctuaries – funded by EFJ
- Post Card sale – Sterling Asset Management
- Wetlands Interpretation Center & boardwalk – funded by Sugar Transformation Unit



Major focus

- Discuss & finalize new management agreements – MOUs, MOAs etc
- Establish Biosphere Reserve
- Advocate for PBPA regulations
- Brand C-CAM
- Establish Sustainable Financing Mechanism – Trust, fundraising, tourism
- Continue Environmental Education
- Volunteer support and partnerships
- Upgrade for staff – training
- Build volunteer





Appendix 4: Presentation on participatory management planning for the Portland Bight Protected Area

Participatory Management Planning
for the Portland Bight Protected
Area 2013-17

Ann Sutton Ph.D.



Main steps

- 2010-13 Portland Bight Protected Area Management Plan (funded by Forest Conservation Fund)
- 2012-13 With CEPF funding
 - Assessments to fill major information gaps
 - Hellshire Botanical inventory,
 - Portland Ridge Botanical Study,
 - Portland Ridge Herpetological Assessment,
 - Socio-economic Assessments
 - Climate Change Risk Assessment and Action Plan

Main steps (continued)

- Biodiversity Plans for Hellshire and Portland Ridge
- Sub-area management plans
 - Hellshire
 - Portland Ridge

Management Planning process

- Used Miradi software to guide planning process



What Miradi does

- **Conceptualize project**
- **Plan actions and monitoring**
 - Implement actions and monitoring
 - Analyse, use, adapt
 - Capture, share revise

What we did

- Identified core team (major stakeholders)
- Developed list of direct and indirect stakeholders
- Held inception meetings and workshop
- Held first technical workshop (identified scope, vision, conservation targets, nested targets, assessed viability, identified direct threats, contributing factors, drew conceptual diagram)
- Second technical workshop (strategies)
- Prepared draft and reviewed it

Geographic Scope – Portland Ridge



Portland Ridge Sub-area Vision

- “The ecosystems and biodiversity of Portland Ridge are conserved in perpetuity and its cultural heritage is protected.”

Conservation Targets and Nested Targets for Portland Ridge

- Portland Ridge Dry Forests
 - Threatened animals and plants
- West Indian Mahogany
- Mangrove wetlands
 - West Indian Whistling Duck, Plain Pigeon, White-crowned Pigeon, American Crocodile, fish nurseries
- Caves
 - Cave bats, cave frog, reptiles, blind cave fish

Viability

TARGET	INDICATOR	PRESENT STATUS/VIABILITY
Dry forest	Extent of intact forest	Fair
	Abundance of threatened reptiles	Poor
West Indian Mahogany	Lack of reproduction (Presence/absence of viable seedlings)	Poor
Mangrove wetlands	Area of good quality mangroves	Good
Caves	Presence or absence of cave frog	Good?
	Presence/absence or diversity of cave bats ⁷	Very Good

Goals

- **Dry forest:**
 - Maintain existing coverage of intact forest by 2023.
 - Facilitate restoration/regeneration of burned out forest.
 - –Increase population size of threatened reptiles and birds.
- **West Indian Mahogany**
 - Establish a viable population by 2023.
- **Mangroves**
 - Maintain existing coverage of mangroves.
 - Restore at least 10% of disturbed mangroves.
- **Caves**
 - Protect biological, archaeological and hydrologically important caves from human access and interference.

Threats to Targets (& Opportunities)

Threats \ Targets	Caves	PR Dry Forest	WI Mahogany	Mangrove w...	Summary Threat Rating
Climate change	High	High		High	High
Crazing				Low	Low
Changes to hydrology	Medium			Low	Low
Human disturbance	Medium				Low
Timber and wood harvest	Low	Medium	Very High	Medium	High
Slash and burn agriculture	Low	Low			Low
Invasive alien species	Low	Low			Low
Fire	Low	High			Medium
Housing		Medium		High	Medium
Summary Target Ratings:	Medium	High	High	High	Overall Project Rating: High

KEY
 Scope: Rolled up value
 Severity: value
 Irreversibility: value

Conceptual Diagram for Portland Ridge



Strategies – results chain e.g. zoning



Assess effectiveness of strategies

Strategy	Potential impact ⁴	Feasibility ⁵	Roll up
Laws and regulations			
Improved enforcement			
Awareness			
Zoning			
Forest restoration			
Climate change			
Sustainable livelihoods			
Invasive species control and awareness			

Management Plan – draft and review workshops

- Draft prepared (including indicators of success and monitoring of indicators)
- Review workshop held
- Meetings held with major stakeholders
- Comments invited
- Comments incorporated
- Final version prepared
- Presented at final workshop
- Short popular version prepared and circulated

Finally...

- **IMPLEMENTATION!**
- Followed by monitoring, assessment, and adaptation... then more planning...