

Objectives

The next step is to develop objectives or ‘outcomes’ (see Part 4.4) that will help to achieve the vision through which OUV will be protected and benefits provided to society. (Some tend to call them broader ‘policies’ under which actions are developed.)

The objectives underpin, elaborate and convey aspects of the Vision Statement in order to address those key issues identified in Part 4. The objectives should be ‘SMART’: Specific, Measurable, Attainable (or Achievable), Relevant, Trackable (or Time-bounded).

Action plan

The next step is to develop an action plan indicating how the objectives will be realized through a series of specific actions delivering products or services. These tangible results are also known as outputs (see Part 4.4). The action plan should define outputs in terms of budget, the parties responsible for implementation, the time required for each action, the other resources needed (human, intellectual, organizational, and equipment) and the sequence in which the actions will be carried out. In other words, the action plan constitutes the main opportunity to prioritize the activities and better utilize the resources available. An action plan will set targets, outputs and indicators against which success or failure can be measured. It should consist of annual activities and long-term activities.

An action plan can be a series of strategies, or plans such as a visitor management plan, a conservation plan, a disaster risk management plan or a monitoring plan. These will help respond to Sections 4, 5, 6 of the nomination format.

Implementation plan

The previous stage focused on the development of a vision, objectives (outcomes) and the identification of a series of activities to deliver outputs. The next important stage in the management planning process is developing a strategy to implement these activities (see Part 4.3).

It is best to use an existing unit within the organization that is empowered to carry out the implementation of the plan. In some cases, new units are also being established. If the property is large and/or divided among many stakeholders, this unit may be focused more on coordinating than directing it. It will initially revisit and reorganize the decision-making process with the following aims:

- Have a strong leader or coordinator with the requisite authority.
- Establish a coordinating mechanism among the organizations involved (the diverse components in the case of a serial property, or countries in the case of a transboundary property).
- Obtain approval from the relevant owners/organization(s).
- Identify and allocate resources.
- Identify appropriate specialists, contractors and suppliers.
- Identify appropriate procurement routes to ensure transparent and effective appointments that respect the parameters of quality, cost and time for each action.
- After selecting specialists, contractors and/or suppliers, verify that contractual relationships sufficiently protect the paying client and the wider interests of the stakeholders in the site (see Part 2).
- After appointing staff and starting activities, implement a structured approach to team reporting and meetings to optimize coordination and outputs.