

Broad participation

Effective implementation, much like planning, depends on supervision by an interdisciplinary team that includes specialists from all disciplines relevant to the problems being addressed who can deliver appropriate responses to new needs during implementation. It also depends on other knowledge areas, including risk management and communication and outsourcing. Effective implementation depends on coordinating the contribution of all relevant stakeholders and this requires particular skills.

Recording and reporting

Data-collection mechanisms must be in place as part of implementation processes, in order to provide base material for monitoring processes (see this section, Process 3 – Monitoring). Typically, some form of schedule will be used to systematically record completed activities. These schedules can be combined with auditing tools to assess progress (see also Appendix A) and to facilitate effective replanning and implementing corrective actions.

Communication strategies, including plans and programmes, must be agreed and adopted. They must acknowledge the different demands of internal and external information-sharing and must be regularly tuned to meet changing needs.

A variety of management ‘control’ and ‘communication’ tools, some of them borrowed from other sectors, can improve the effectiveness of the implementation stage.

Balancing the management and reporting of routine actions of the management system with one-off initiatives will require careful attention since the two may need very different implementation approaches.

Distributing responsibility

Achieving the results desired from the implementation phase depends on the good definition, implementation and maintenance of procedures, roles, responsibilities and decision-making mechanisms and the flexibility to amend them as requirements change during the implementation stages.

A clear assignment of personal responsibility to all individuals involved is particularly important to ensure accountability and also transparency. This needs to be complemented by independent and objective thinking amongst senior staff, something that needs to be actively encouraged during the implementation stage.

Developing and maintaining awareness, competence and capacity at an individual level, in an institutional network and within those networks central to a participatory approach (see section on Capacity Building in 3.8), is sometimes neglected but is as important during the implementation stage as during the planning stage.

IMPLEMENTATION PROCESSES FOR HERITAGE IN GENERAL**GOOD TIPS**

- ▶ The primary parameters mentioned in the previous section on Planning which measure whether each action of a planned work programme (see 4.4 Outputs) is on target – scope, performance, cost, quality and timeframes – now need to be expressed in the form of hard figures and precise technical specifications which are constantly reviewed and updated to reinforce the implementation process.

