

- Adopt a communication policy which ensures that all stakeholders and steering group (if any) are well informed.
- Maintain links with the national authority responsible for international links (e.g. with the World Heritage Centre).
- Engage in monitoring the state of conservation as well as implementation of the plan.

The action plan should include an annual work plan.

The form of the implementation unit will vary if there is a diverse range of stakeholders on properties with serial components or on larger sites such as city centres or cultural landscapes. A manager may be appointed solely for coordinating the stakeholders, with day-to-day management devolved to different organizations and their respective leaders.

Monitoring in the context of the management plan

Monitoring is an essential step in the management process as it provides the information necessary for the review, adaptation and updating of management actions. The monitoring plan puts in writing the agreed strategy to measure:

- a) the progress and,
- b) the outcome/outputs

of the management plan in order to inform the management authorities about what is happening at the property, *how much* of the planned programme (actions and their outputs) has been implemented, and *how effectively* it has been implemented (outcomes achieved). In other words, monitoring measures the implementation of the management plan in both quantitative and qualitative terms, the latter being the sustaining OUV.

In addition, it is necessary to develop indicators against which changes can be measured (see Part 4.3 – Monitoring). The results and information gathered from these assessments are instrumental for future revisions or changes to the plan.

Measuring the *progress of the plan* in its implementation stage provides information on whether the management plan is working and if it is being delivered according to the time and budget set out in the plan (output evaluation). It tests the efficiency of the manager and the plan. Outcome evaluation is the true test of management effectiveness.

Monitoring is a tool to observe, to gather information and to measure the rate of progress; it is not an end in itself but rather the means to an end. It is an essential and ongoing part of the management process and is used to *measure and plan for change*, allowing management policies to be adapted and the management plan to be reviewed when necessary. Since it can be a time-consuming and expensive process, managers need to be selective when deciding which aspects of the plan require monitoring, identifying indicators and deciding how these will be monitored.

Some properties have developed regular monitoring mechanisms, mainly to assess the state of conservation. However, all monitoring strategies (in the case of World Heritage properties) should aim to provide information for achieving the principles outlined in the *Operational Guidelines* and should be linked to World Heritage requirements such as State of Conservation, Reactive Monitoring and Periodic Reporting processes.