

- ● ● *These records are used as the basis for proactive management of the Trail to prevent erosion. This includes the use of linesmen who carry out basic maintenance, if possible before wear takes place, planned programmes of more major works, and intensive awareness-raising of the need for walkers to treat the Trail sensitively and not to walk it when conditions are bad. Around 11,000 people walk the Wall from end to end annually and the most popular part of the Trail can receive over 100,000 visitors. Despite a series of abnormally wet years since the Trail opened in 2003 and occasions when erosion has occurred, this system is successful in maintaining the Trail in generally good condition and protecting underlying archaeology as well as giving its users a satisfying and enjoyable experience which also supports the local economy.*

For sustainable monitoring systems institutional commitment and wider support are needed. This can be increased by capacity-building at all levels (individuals, institutions and communities and networks) and broad participation in monitoring by all stakeholders and communities as appropriate, and also by demonstrating that monitoring has some practical effect. Planning and implementing the monitoring and assessment strategies must involve those wider interest groups that will benefit from improved outcomes in the management system.

Monitoring is a growing field and new approaches are emerging. Care must be taken not to let new trends wipe out endogenous local practice: the latter can often be better tuned to the available resources and thus better guarantee continuity and the best use of the collected data for making improvements.⁷²

MONITORING PROCESSES FOR HERITAGE IN GENERAL

GOOD TIPS

- ▶ Monitoring is often a routine control mechanism to guarantee performance and the attainment of certain standards. In this case, information management must be effective and driven by user queries. Any system should stress access to and maximum use of data so that it becomes a day-to-day, user-friendly tool in planning and implementation.
- ▶ In order to monitor general management effectiveness, the nine components proposed in this chapter, when set against the principal objectives of the management system, provide a useful reference framework for establishing indicators (see 4.5). This ensures that the identified indicators take into account the interrelated factors and the complex nature of management systems for cultural heritage and avoid becoming a mere checklist.
- ▶ As with all management processes, the monitoring activities themselves should be regularly reviewed to ensure that the right things are being monitored, that monitoring is being carried out in an effective way, and that no redundant information is being produced. As far as possible, use data that are already being collected.
- ▶ A key question when specifying indicators and sources of verification is 'Who is going to use this information?'. If monitoring is instigated with no clear agenda, it can become a drain on the management system rather than a benefit (i.e. creating data which needs managing but has no users).
- ▶ Who should undertake it? Perhaps it should be carried out neutrally by involving external (neutral) specialists or by ensuring broader involvement through a participatory approach.
- ▶ Beyond delivering information for specific identified purposes, monitoring programmes can provide data for wider research work dedicated to management needs and identifying opportunities.
- ▶ A tool adopted by the National Trust of England, Wales and Northern Ireland, known as the Triple Bottom Line Tool, aims to deliver solutions that maximize benefits in three areas – social, environmental and financial – and is used as much for monitoring ongoing operations as for informing future planning (see Part 2).

72. Stovel, H. (ed). 2004. *Monitoring World Heritage*, Paris, UNESCO World Heritage Centre. (World Heritage Papers 10).