

- Be associated with clear thresholds which, when reached, trigger an action in the management system; e.g. if visitor numbers to a specific area of the site reach a certain intensity, rotational opening is automatically introduced in order to reduce wear and tear on exposed features.
- Be identified and monitored in a participatory way, especially when the process can improve the performance of the management system and its outcomes in a way that can benefit those interest groups.

In 4.4 indicators to monitor and assess management processes, outputs and outcomes are explored in more detail, with a view to better understanding the efficiency and effectiveness of the entire management system.

The following considerations should be made when developing a monitoring plan:

- Define objectives to clarify why monitoring is being carried out.
- Link objectives to indicators to be monitored and, where possible, identify thresholds for each indicator.
- Gather relevant material (publications, reports on previous activities including monitoring).
- Identify collection methods for existing data (e.g. archive consultation) and data from new sources (e.g. sampling, interviews, observation) and define frequency of data collection.
- Standardize and simplify procedures to limit drain on resources and optimize safety procedures in these three areas:
  - data collection
  - data analysis
  - data management which must include past results, current trends and future forecasting and record changes in approach to monitoring over time.
- To understand trends that emerge from monitoring and the appropriate management response and its timing, identify the timeframe of the occurrence (one-off or rare; intermittent or sporadic; frequent or ongoing/repeating monitoring), the area affected and the gravity of their impact on attributes critical to heritage values, in particular the OUV.
- In the case of World Heritage, try to align your monitoring plan with the Periodic Reporting questionnaire.

The natural heritage sector has made much progress in monitoring approaches and their online resources should be consulted.<sup>73</sup>

Indeed, the relationship between processes and general management effectiveness led the IUCN World Commission on Protected Areas to develop a toolkit for managers of natural heritage which is also relevant to cultural heritage. Its application in the culture sector is still being tested and a brief summary is provided in Appendix B.

73. Hockings, M., James, R., Stolton, S., Dudley, N., Mathur, V., Makombo, J., Courrau, J. and Parrish, J. 2008. *Enhancing our Heritage Toolkit. Assessing management effectiveness of Natural World Heritage sites*. Paris, UNESCO World Heritage Centre. (World Heritage Papers 23).