



INTRODUCTION TO SOFT MONITORING FOR CROSS-SECTORAL IMPACT

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INTRODUCTION TO “SOFT MONITORING” FOR CROSS-SECTORAL IMPACT

(SOCIAL, TERRITORIAL AND ECONOMIC DEVELOPMENT, KNOWLEDGE AND EDUCATION)

The principal objective of Strategy 21 is to achieve an integrated approach to heritage. In order to help those in the field of heritage to reach this objective, Strategy 21 proposes its own system of evaluation, which you will find within the Council of Europe recommendation.¹

Frequently, heritage actions are carried out without an appropriate evaluation system in place. Attempts at evaluation too often consist only of answering two questions: “Was the action carried out?” and “How many people took part?”

The evaluation system of Strategy 21 is based on the principles of “soft monitoring” and proposes a methodology based on a mathematical approach, which allows the evaluation to be objective.²

The standard approach has its value, but we can go beyond this. We can achieve much more from the same information by analysing the data output in a more targeted and structured way, thereby gaining a strategic overview of a complex situation to support us in planning for the future.

The evaluation system consists of several steps. You can also find these presented in the video that accompanies this factsheet.

In order to be effective, the evaluation system should be an integral part of the project or action right from the start. It should be set up within the framework of the development of a heritage management system, a project or an action, whether the heritage is movable or immovable, tangible or intangible.

1 The evaluation section of Strategy 21 was produced with the kind assistance of Bojan Radej (Slovenian Evaluation Society), Jelka Pirkovič (Faculty of Arts, University of Ljubljana, Slovenia), Pierre Paquet (Department of The Urban and Environmental Engineering, University of Liège, Wallonia, Belgium)

2 See RADEJ, Bojan; PIRKOVIC, Jelka; PAQUET, Pierre, Smart heritage Policy, in Innovative Issues and Approaches in Social Sciences (2018), Slovenia, 11(1) - <http://hdl.handle.net/2268/227456>



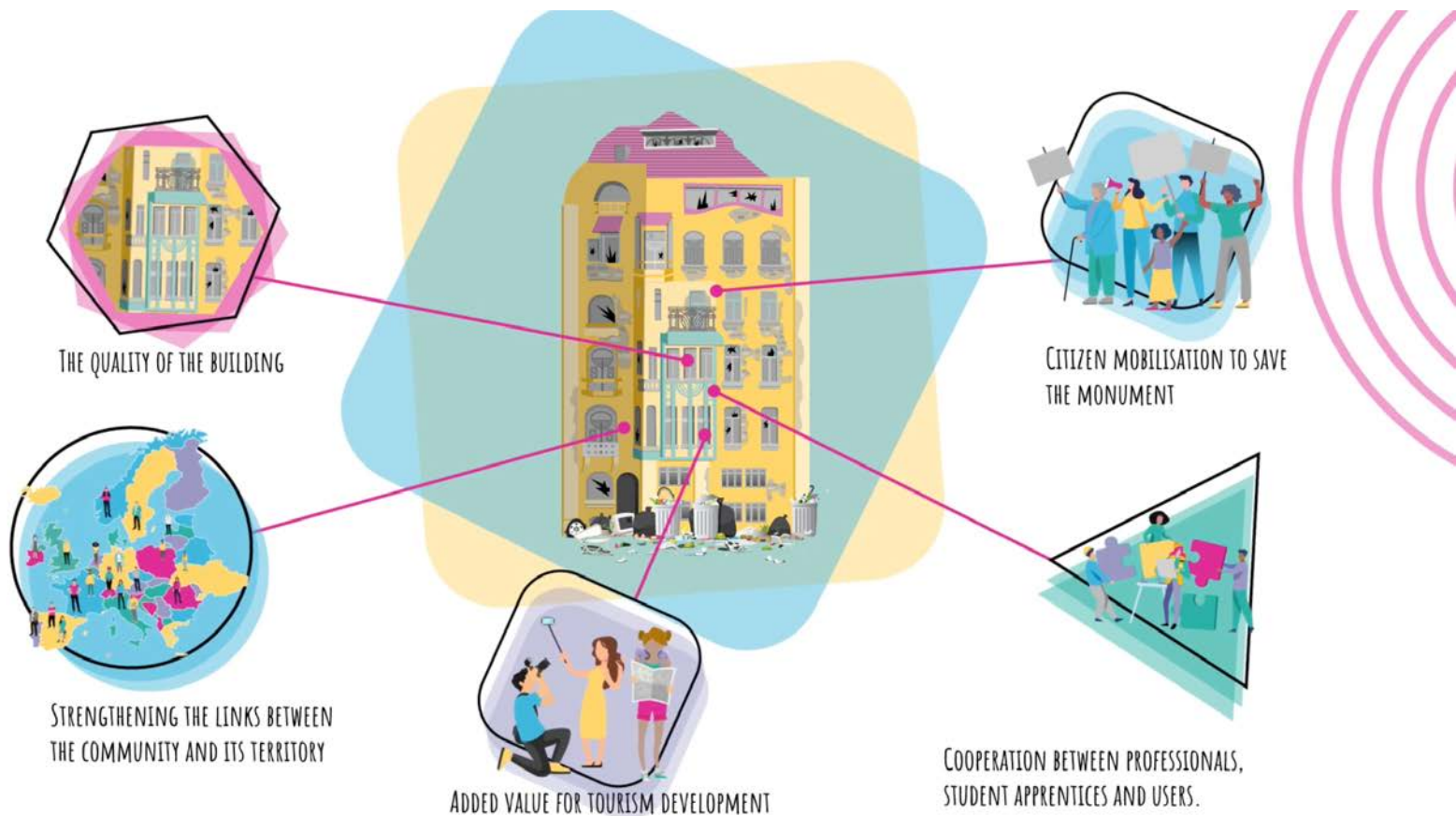
Step 1: Outline the action plan - highlight strengths

This first stage is fundamental because it consists of identifying all the components of a heritage project or action in a given place, at a given time, with awareness of all the causal links. Independently of Strategy 21, the main and secondary objectives are generally determined by the initiator of the project, by the owner, by the relevant authority, or by a participatory approach. A solid evaluation is built on the quality of this stage.

Components you should take into account include:

- the object of the project
- its purpose
- the place
- the actors
- the public
- the direct and indirect beneficiaries
- the budgets
- the deadlines
- the support (financial or in human resources)
- the risks, etc.

Identifying the strengths of your project or action will help you to determine the specific objectives corresponding to the challenges and recommendations of each component of Strategy 21.



Step 2: Choose the appropriate objectives from the three components of Strategy 21

In addition to the traditional management objectives of a project or action to be carried out, you should identify a (limited) number of objectives linked to Strategy 21. This will support you in implementing an integrated heritage management approach. Ensure that the operation in question takes into account the three components of the strategy by selecting at least one specific objective from each component.

The real difficulty lies in the choice of objectives, as a project often involves several different but often complementary objectives within the same component. You may select several objectives, but ensure to maintain a balance between the different components. Be realistic about your capacity to thoroughly address several objectives.

Reviewing each of the challenges presented within each Strategy 21 component will help you to identify which objectives you should prioritise for your project or action.

Step 3: Determine indicators for the three components of Strategy 21

In this step, you will build on the three components of Strategy 21, the recommendations highlighted for each challenge, and the objectives that you have already determined. Now it is time to identify relevant indicators.

This is a very important step and although it may initially seem complex, do not feel intimidated by it. Take it slowly and methodically. Investing your time here will greatly improve the quality of your evaluation, which in turn will give you the information you need for the future to strategise or to put forward a strong, objective justification when seeking resources.

STRONG POINTS

CITIZEN MOBILISATION TO SAVE THE MONUMENT
STRENGTHENING THE LINKS BETWEEN THE COMMUNITY AND ITS TERRITORY



ADDED VALUE FOR TOURISM DEVELOPMENT
THE QUALITY OF THE BUILDING



COOPERATION BETWEEN PROFESSIONALS, STUDENT APPRENTICES AND USERS.



RECOMMENDATIONS

Social Components

- ▶ INVOLVE THE POPULATION IN A PARTICIPATORY PROCESS

Territorial and Economic Development

- ▶ PROMOTE HERITAGE RELATED PROFESSIONALS
- ▶ ENSURE THAT THE BUILDING CAN BE VISITED BY TOURISTS

Knowledge and Education

- ▶ PLAN PART OF THE SITE AS A TRAINING FACILITY FOR YOUNG PEOPLE.

You can use several types of indicators. Indicators may be qualitative or quantitative. This includes, but is not limited to:

- **Situation indicators** are linked to your project of action's components, as you identified them in step 1. They make it possible to establish the scope of the situation at a given moment;
- **Achievement indicators** are often linked to the basic objectives. They compare and measure the difference between forecasts and results;
- **Impact indicators** are linked to direct and induced effects;
- **Performance or efficiency indicators** require a more complex interpretation. They lead to the combination of several types of indicators to measure the real effects and added value obtained;
- **Motivation indicators** allow for a better understanding of the psychology and logic of the actors relative to the project or action.

Here are two suggestions to help you to determine the right indicators for you.

- 1) You may wish to consult some of the extensive literature on indicators that exists, which can help you by providing examples of specific indicators for cultural projects and actions.
- 2) Determining what is most appropriate for your project and evaluation - remaining in the spirit of the Faro Convention – is in many cases best achieved through a participatory approach. Involving everyone concerned from the beginning can be very beneficial to the development of appropriate, effective evaluation. It provides real added value and putting it into practice will allow you to see this for yourself.

You can greatly enhance the quality of your evaluation by devoting time to the choice of the right indicators in relation to your objectives and the components of your project. In the example shown in the video, only a small number of indicators are included in order to make the reporting system understandable. Of course, the system works with a larger number of indicators, so do not hesitate to set as many as needed in your situation.

Step 4: Transpose the objectives and indicators into matrix 1 (the Leopold Matrix)

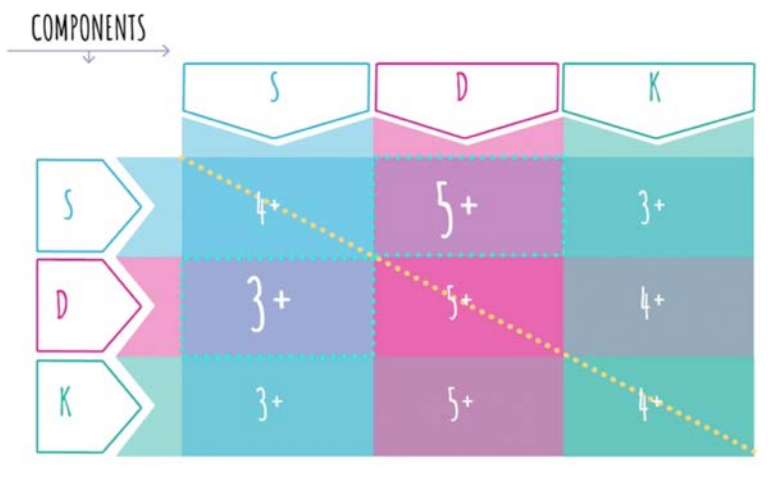
The transposition of the objectives and indicators into the first table (matrix 1 or the 'Leopold Matrix')³ is done in a simple way, according to each of the three Strategy 21 components. You can follow this in the video. The order of the indicators within the components is not important.

Next, you rate the relationship between each objective and indicator, determining the resulting impact. This can be positive (+) or negative (-), or alternatively it can be neutral (O = zero) if the indicator does not relate to the objective at all.

The stakeholders involved in developing the indicators will naturally have much to contribute here as well, so again you have the opportunity to benefit from a participatory approach when engaging with this process.

OBJECTIVES	INDICATORS					
	11 LINKS BETWEEN PEOPLE	12 SITE ATTENDANCE	13 QUALITY OF THE CONSERVATION AND REUSE	14 NUMBER OF TOURISTS	15 NEW INFORMATION RELATED TO THE BUILDING	16 NUMBER OF YOUNG PEOPLE TARGETED ON THE SITE
INVOLVE ALL COMPONENTS OF THE COMMUNITY	+	+	+	+	+	0
MAKE THE BUILDING ACCESSIBLE DURING THE WORK	-	-	+	+	+	-
WORK WITH MUNICIPAL AUTHORITIES AND THEIR REPRESENTATIVES	+	+	+	0	0	+
CONSERVATION OF THE BUILDING	0	+	+	+	+	0
IMPROVEMENT OF PUBLIC SPACE	+	-	+	+	+	+
STRENGTHEN THE TOURIST ATTRACTIVENESS OF THE CITY	0	+	0	+	0	+
INNOVATIVE INITIATIVE	0	+	0	+	0	+
PRELIMINARY STUDIES	+	0	+	+	+	+
TRAINING AND RECOGNITION IN HERITAGE RELATED PROFESSIONS	+	0	+	+	+	0

³ A Procedure for Evaluating Environmental Impact, by Luna B. Leopold, Frank E. Clarke, Bruce B. Hanshaw, and James R. Balsley, Geological Survey Circular 645, 1971 (<https://pubs.er.usgs.gov/publication/cir645>)



Step 5: Starting from matrix 1, synthesise the points (matrix 2) and transpose them into matrix 3

Next, to go from matrix 1 to matrix 2 (known as the 'inputs and outputs' matrix), you will add up the plus signs (+) according to each Strategy 21 component, for the objectives and for the indicators. For example, S objectives with S indicators, S objectives with D indicators, S objectives with K indicators, and so on. You can disregard the zeros and minus signs for this part of the process. See the video for an example of this in practice.

You can then transfer these figures to matrix 3 (known as the 'correlation' matrix). You do this by using the diagonal line. As if it were a mirror, you unite every **whole** box with its reflection by adding up the figures. In this way, you will see that, for example, you unite S&D with D&S. Then divide the result by two to get your final figures. You can leave the boxes that the line cuts through as they are.

Step 6: Finalise the evaluation

Transferring the figures from Step 5 into a Venn diagram allows you to see the ratio figures, which tell you how the different sets relate to each other. This means that you can see how the objectives impact each of the areas, how they interact and to what extent the three of them are integrated. Here the ratio figures are out of 6 because 2 indicators have been chosen per component.

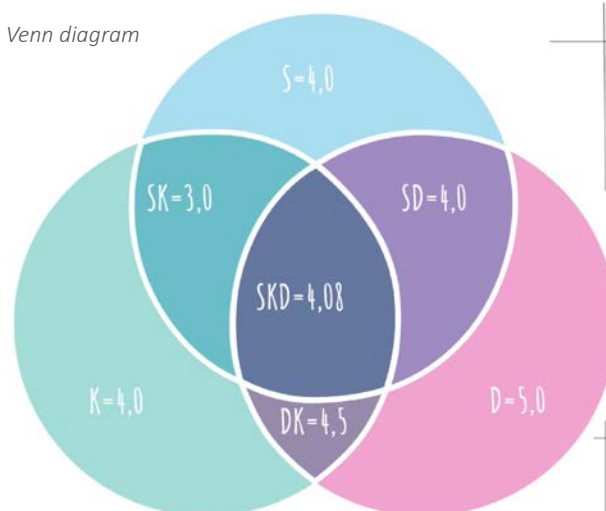
Each circle represents one of the Strategy 21 components (S, D and K). In the non-overlapping areas of each circle, you can put your figures that relate exclusively to one of the objectives.

To determine the impact of your project or action on specific objectives (or **specific impact**) add these three figures together and divide them by three.

At the intersections of the circles, you can put your figures that show the relationship between the components: S with D, S with K and D with K. To quantify the level of **interaction**, add these three figures together and divide by 3.

You can assess the integrated impact of your project or action by determining the **integration** figure. Simply add together the **specific impact** figure and the **interaction** figure, then divide by two.

Venn diagram



SPECIFIC IMPACT
 $(4 + 5 + 4) / 3 = 4,33$

INTEGRATION
 $(4,33 + 3,83) / 2 = 4,08$

INTERACTION
 $(3 + 4 + 4,5) / 3 = 3,83$

Now you can see the trends, it is the moment to interpret them. For the example chosen, it could be concluded that the project meets each component adequately on its own (from 4 to 5). However, as far as integration is concerned, the general figure of 4.08, although not bad in itself (out of 6), indicates that there is room for improvement. This is even more striking for the areas of overlap between components (3.83).

As a constructed example, these comments are of course quite arbitrary. In reality, you and the stakeholders you work with will choose better, more precise and more pragmatic objectives. You will also be in a position to make a choice of indicators that can be refined and made more relevant through collaborative and shared work.



In Summary:

A participatory approach will help you implement the Strategy 21 soft monitoring system in line with the spirit of Strategy 21 and the Faro Convention (2005). This applies throughout, to the choice of your objectives, the definition of relevant indicators and the implementation and analysis of the evaluation.

Some additional recommendations could help you to implement this evaluation process:

- 1) Use the same indicators for projects of the same type, but take care only to compare what is comparable.
- 2) Don't stop at one evaluation! Evaluate your project periodically to identify your impact and where more attention is required.
- 3) A participatory approach is particularly important in the analysis phase. Interpretation of the results of an evaluation can shift dramatically according to the perspectives and challenges as seen by different stakeholders.

For the whole process, you should be aware of potential hazards:

- 1) Old habits can be difficult to change, and change can be difficult to bring in. Be persistent – if old ways have not worked until now, why should they work in future?
- 2) Everything is interlinked. Learn what causal links exist, keep them in mind during your project or action and be open to the identification of further causal links by others.
- 3) Not everyone will be conscious of the important role they have to play in relation to the implementation of the project or action, as well as in the evaluation process. Actively include people and actively seek opinions and perspectives.
- 4) The three components and their challenges can lead to too many objectives being set. The more realistic you can be, the more chance you have of meeting the objectives you do choose.
- 5) Participatory management cannot be improvised. It requires group decision-making, which is not an easy task! Explore what different techniques exist. There are many out there and they can help you enormously in this respect.⁴

⁴ *Heritage values: towards a holistic and participatory management approach*, by Heras, VC , Moscoso Cordero, MS, Wijffels, A. , Tenze, A. et Jaramillo Paredes, DE (2019), in *Journal of Cultural Heritage Management and Sustainable Development* , Vol . 9 n ° 2, pp. 199-211. (<https://doi.org/10.1108/JCHMSD-10-2017-0070>)

Participatory management, by Sari, J. (2019).(<https://www.toolshero.com/management/participative-management/>)

The approach outlined above aims to support you with the integrated management of heritage actions or projects. It simultaneously (and mathematically) demonstrates:

- 1) increased effectiveness in the three Strategy 21 components for heritage management
- 2) increased integration through the areas of intersection between two (or more) components

In the end, it is not so much the result of the evaluation that is most important, but rather the implementation of this soft monitoring process either for the whole of heritage management, or from the very beginning of an action or project related to cultural heritage (movable or immovable, tangible or intangible). This process can become truly strategic for integrated heritage management.

It is by demonstrating their capacity to evaluate their own actions and projects that those in the heritage field will be able to reinforce their credibility beyond the sector. In particular, this includes credibility towards the population, but also in order to convince the relevant authorities and possible private financiers of the relevance of the actions carried out and of the added value brought by these projects and by the management of the heritage for our society.



SELF-EVALUATION QUESTIONS MODULE 6

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EVALUATION QUESTIONS

Are you familiar with evaluation processes?

REMARKS

Consult the links about the evaluation of cultural projects.

Guide: project evaluation in cultural mediation: https://www.culturepourtous.ca/professionnels-de-la-culture/mediation-culturelle/wp-content/uploads/sites/6/2015/09/Guide_Evaluation_projets_CPT_mai2015.pdf

Evaluation in culture Why and how to evaluate? http://museen.be/attachments/000256_2019.pdf

Toolbox – evaluation of cultural projects: http://www.eval.fr/wp-content/uploads/2018/03/encc_toolkit_eval.compressed.pdf

A Procedure for Evaluating Environmental Impact, by Luna B. Leopold, Frank E. Clarke/Bruce B. Hanshaw, and James R. Balsley, Geological Survey Circular 645, 1971: <https://pubs.er.usgs.gov/publication/cir645>

How do you define your own indicators?

Which indicators and objectives should you choose for your company?

<https://www.strategik.net/blog-iso-9001/methode-pour-trouver-vos-indicateurs-et-objectifs-pertinents/>

What is meant by "integrated heritage management"?

See the text of the [recommendation](#)

RADEJ, Bojan; PIRKOVIC, Jelka; PAQUET, Pierre, Smart heritage Policy, in Innovative Issues and Approaches in Social Sciences (2018), Slovenia, 11(1) - <http://hdl.handle.net/2268/227456>

How can I encourage a participatory approach to evaluate my project in terms of Strategy 21?

See Council of Europe Faro Convention: see Council of Europe website <https://www.coe.int/fr/web/culture-and-heritage/faro-convention>

Heritage values: towards a holistic and participatory management approach, by Heras, VC , Moscoso Cordero, MS , Wijffels, A. , Tenze, A. et Jaramillo Paredes, DE (2019), In Journal of Cultural Heritage Management and Sustainable Development , Vol . 9 n ° 2, pp. 199-211.: <https://doi.org/10.1108/JCHMSD-10-2017-0070>

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