PEOPLE PLACES STORIES

Networks and Stakeholders

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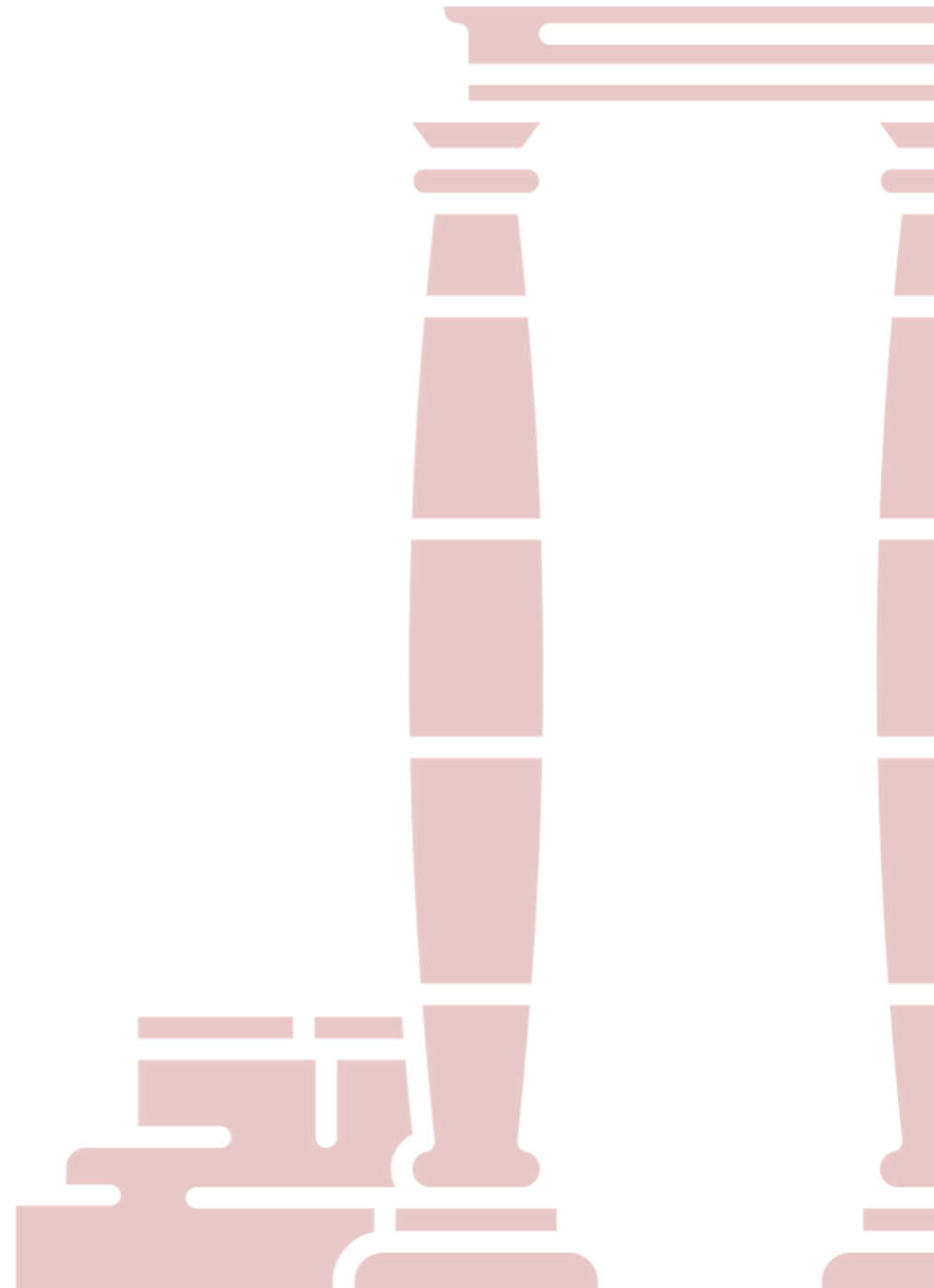
Networks and Stakeholders
- Managing values rather than simply fabric
- Directing effort & resources to understanding, elaborating, preserving values
- Monitoring effectiveness

Are all values equal?

Contested values

- Values can conflict and contrast with each other
- It can be difficult to balance values

Who chooses?

The players

- Site manager
- Land owner
- The State
- International Community
- Local Community
- Interest groups

The power

- Owner
- Manager
- Legislator

Insiders & outsiders (and the bad fairy?)

Issues: ethics, rights & dignity

- Participatory approaches are continuously questioned
- Experts as complete 'outsiders'
- Failure to grasp the complexities of real people's real lives
- Ensuring dignified participation is a challenge

That is why a participation in all areas

- Participation in excavations – supporting local pride
- Participation in interpretation – ensuring sensitive aspects are addressed in acceptable manner
- Participation in planning - We know the values are social and fluid
- Capacity building and upskilling of the local labour force
- Community-based management AND (not vs) state-supported systems

Stakeholder audits or stakeholder mapping

- Identifying key stakeholders

- Determining stakeholders interests, priorities and values

- Review of past stakeholders behaviour

- Estimation of the relative power (legal, political, resources, access to media, etc.)

- Assessing how well your organisation/project/initiative meets the needs and interests of stakeholders: identifying what you are seeking & what you can provide in return

- Developing strategies for stakeholder engagement

Stakeholder input into the planning process

- Recognising different stakeholder groups may have different perceptions of the value of heritage & means of communicating values

- Acknowledging that there are a range of reasons for stakeholder involvement

  - a desire to constructively assist in heritage conservation, to express a value position or self-interest, or be kept informed
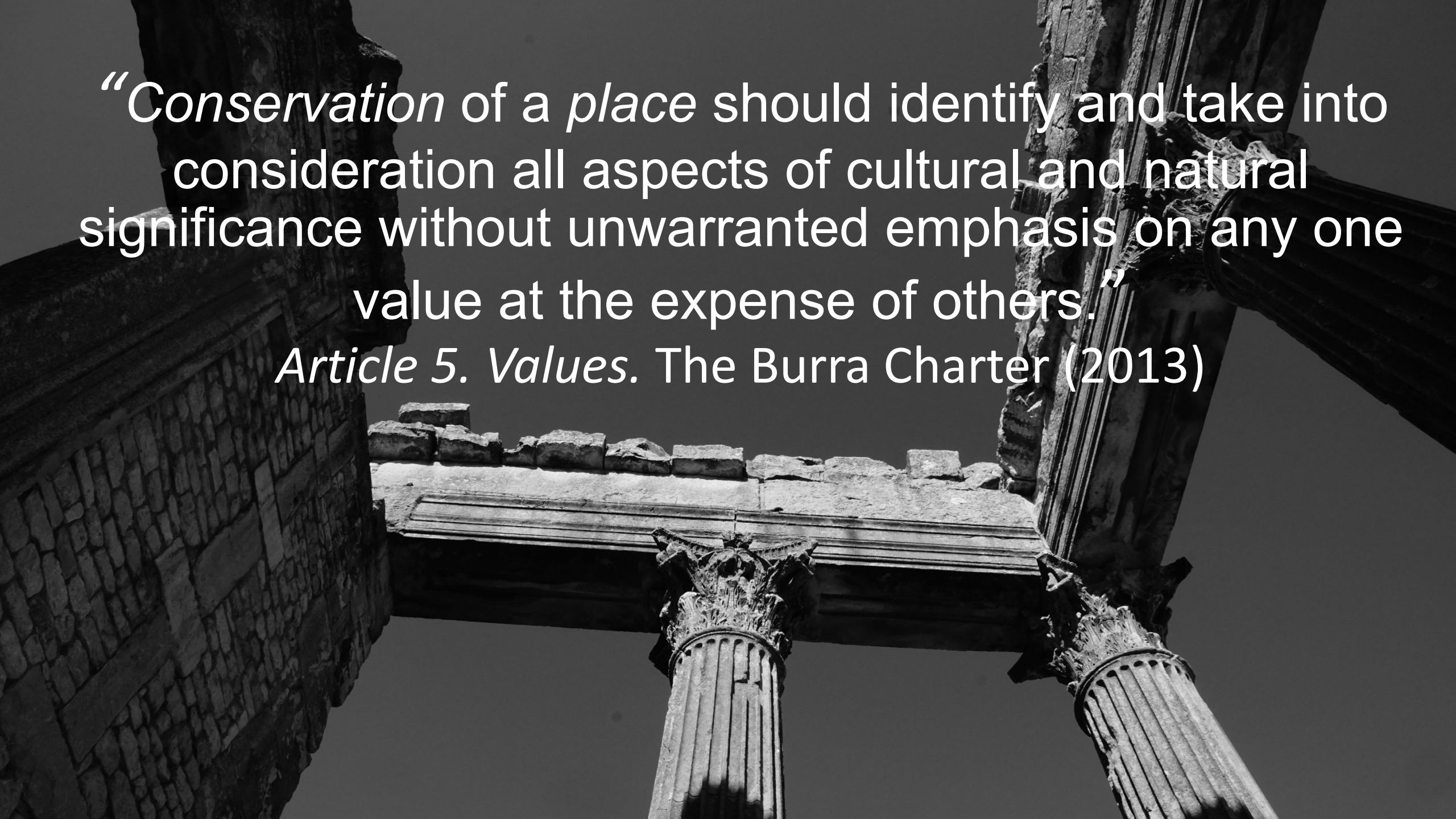
Identifying stakeholders

Techniques to identify and encourage participation might include:

- Media research
- Media advertisements
- Public meetings
- Focus groups discussions
- Workshops
- Surveys
- Information sheets
- Using existing organisations
- Web-based discussions/research
- Engagement with the local schools

Task

- Identify stakeholders for your case studies – discuss methods for encouraging their participation (nb don't forget the bad fairy)

- What range of values might there be?

- How may values / perceptions conflict and how would you manage them?

"*Conservation* of a *place* should identify and take into consideration all aspects of cultural and natural significance without unwarranted emphasis on any one value at the expense of others."
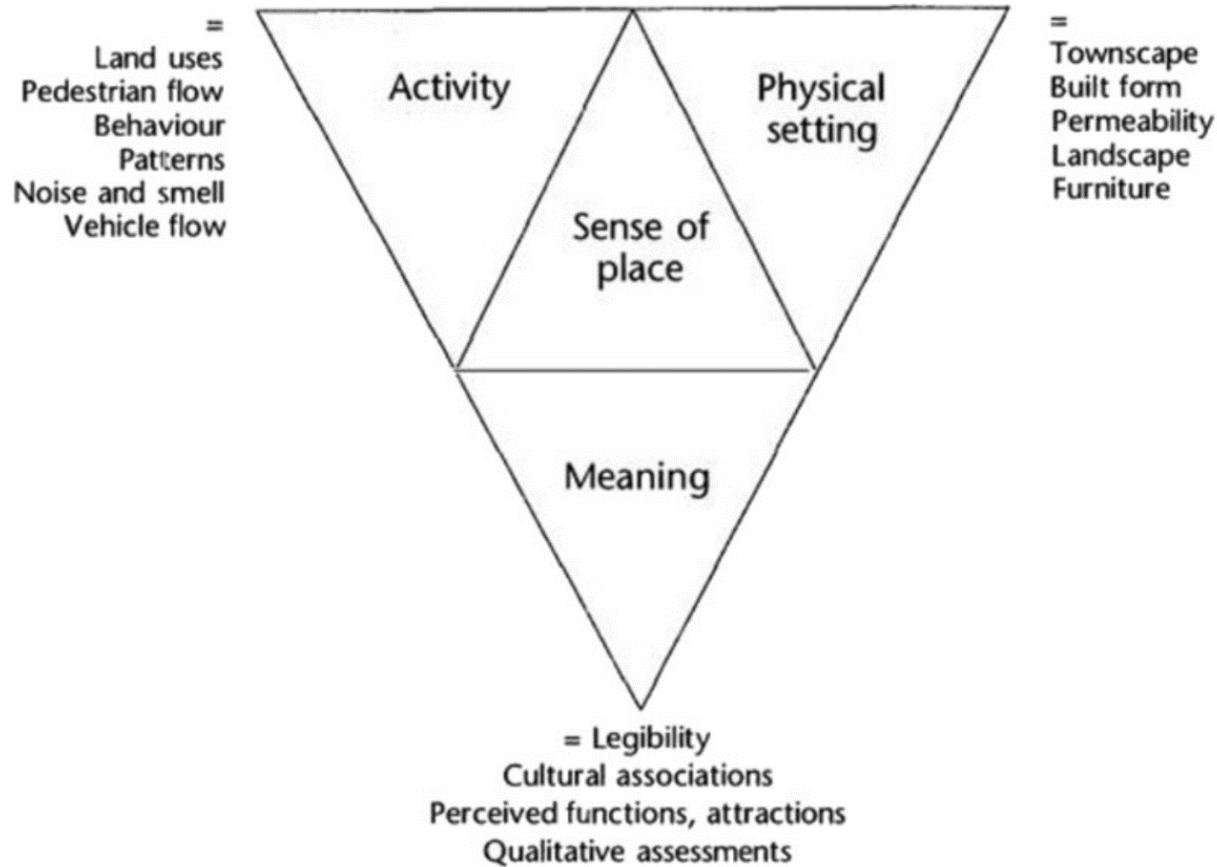*Article 5. Values.* The Burra Charter (2013)

- *'The best or most appropriate decisions for a site are those that will preserve the values of the place and are sustainable;*
- *"Good" decisions are the result of careful planning.'*

(Martha Demas 2002. "Planning for conservation and management of archaeological sites: a values-based approach", in J.TEUTONICO -G.PALUMBO (eds.) Management planning for archaeological sites: an international workshop organized by the Getty Conservation, Los Angeles 2002, pp 27-5.
https://www.getty.edu/conservation/publications_resources/pdf_publications/pdf/mgt_plan_arch_sites_vl_opt.pdf)

"Good" decisions allow us to achieve a beneficial inter-action between:

- Expectations and aspirations of visitors
- Host or local communities
- Impact upon the heritage resource

= Land uses
Pedestrian flow
Behaviour
Patterns
Noise and smell
Vehicle flow

Activity

Physical setting

= Townscape
Built form
Permeability
Landscape
Furniture

Sense of place

Meaning

= Legibility
Cultural associations
Perceived functions, attractions
Qualitative assessments

J. Punter **Participation in the design of urban space**
Landscape Design, 200 (1) (1991), pp. 24-27

Ziyaee, M. 2018. **Assessment of urban identity through a matrix of cultural landscapes**. *Cities* 74: p.21–31.

Questions for discussion:

- Does the heritage have value also when it is not in use?
- Can we ever limit the number of interest groups/stakeholders in our considerations in order to achieve better site management?

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