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# Activities for Identifying and Dealing with Values and Stakeholders

## Overview of Activities

This section of the case study contains four connected activities that are designed to be used by a group of participants led by an instructor. In order to complete the activities, participants will need to read the introduction to this case study, which defines a number of terms and concepts critical to the activities, and the background on Jarash and its management context. Participants will also need to read several documents mentioned in the activities that are found within the text or in the appendixes at the back of this publication.

The following is an overview of the four activities.

In the first activity, “Identifying Values and Writing a Statement of Significance,” participants are first asked to identify and describe the values of Jarash archaeological site. Next, they are asked to write a statement of significance for the site. To do so, they are given the Burra Charter guidelines on cultural significance and a sample statement of significance from Petra Archaeological Park and World Heritage Site.

In the second activity, “Identifying Stakeholders and Their Values and Interests,” participants are asked to identify the stakeholders of the heritage site of Jarash, list their values and interests, and begin to categorize areas of commonalities, potential conflicts, and possible management challenges.

In the third activity, “Interviewing Stakeholders to Further Understand Their Interests and Positions,” participants are divided into two groups (interviewers and interviewees) to practice interviewing stakeholders to further elicit their interests and positions. They need to develop interview questions or prepare interview answers, participate in the interviews, and analyze the findings. Participants playing the part of interviewees will be given additional information about their interests and positions, and will take on the roles of these individuals during the interviews.

Activity 4, “Developing Recommendations for a Site Management Plan,” is the most lengthy and substantive, drawing on the experiences, products, and lessons learned in the first three activities. Participants are asked to develop a set of recommendations for a site management

plan for Jarash, focusing on four specific management issues. Each of these issues includes a number of important questions that need to be addressed, and participants are given additional information on stakeholder values and interests in these issues. As the recommendations must also be consistent with Jordanian law, the Jordanian Law of Antiquities is also included here.

Each activity contains the following components:

- **Instructions for Participants:** Participant instructions provide step-by-step guidance for completing the activity.
- **Additional Readings and/or Worksheets:** Additional readings, when used, provide essential information that participants need to complete the activities. Some of the activities also offer worksheets, provided by the instructor, to guide participants in completing the assigned tasks.

The flowchart on the opposite page outlines a values-based process for developing a plan for site management and conservation. The three essential steps are (1) identification and description (which relates generally to documentation), (2) assessment and analysis, and (3) response. The activities that participants will carry out relating to Jarash will address parts of each of these three steps. It will be useful for participants to refer to this flowchart as they work through the activities to understand where they are within the planning process. This process is described in detail in Demas (2000).

Following is each of the four activities in detail, with instructions for participants.