

Role redefinition and reallocation

Abbreviations

OiB: Odling i Balans

Eider example: the Weidelandschaft Eidertal project

Single letters H, T, J, B refer to the interviewee

4.4.4 Role redefinition and reallocation

In the introduction section relating to *traditional role problems*, role redefinition and reallocation is also identified as being important to address communication problems (Rammert 2012). This suggestion to address *traditional role problems* identified in the literature was supported by the results of this study.

Role redefinition and reallocation relates to but is not limited to the bridging role gaps. With top-down roles coming so naturally to stakeholder groups, as these are the roles that have been implemented for so long, there are many redefinitions that could take place to better the structure and functioning of a project. Reallocation of roles to those more suited to stakeholders within the context of each project should also take place. The roles of stakeholder groups should be project dependant, and not based on pre-defined traditional roles. Not every project originates or is implemented by the same stakeholder group, and therefore roles need to be flexible. Redefinition and reallocation of roles will serve to strengthen relations, and better the efficiency of the project, as well as to some extent influencing other themes, and influencing condition and process codes.

This suggestion is similar to the previous one, concerning bridging role gaps; much of the role redefinition and reallocation is to do with stakeholder groups taking up the non-traditional role of a *communicator*. However there are other instances of role redefinition or reallocation to take into account. The code associated with this suggestion is *Redefinition of roles*, which occurs under the theme *traditional role problems*.



Role redefinition and reallocation in Examples

A change in the role of the ministry occurred in OiB, where they have in some instances turned to OiB for advice and aid. OiB is working towards redefining the role of farming as perceived by the community, where agriculture is viewed as part of the solution, and this is partially facilitated through the farms being open to the public. Other forms of role redefinition seen in this project example are to do with bridging roles and the role of OiB as a *communicator*.

In the Latvian example J acknowledges the need for role redefinition, believing that there needs to be more conferences and symposiums in order to redefine roles. He especially believes there should be role redefinition with regards to the scientific community.

In the Eider area, before the project in question was started, the very first conservation and environmental initiative undertaken in the area was by hunters, in order to restore populations of game birds, particularly the Black Grouse. This role of hunters as the conservationists, although viewed as a non-traditional role, may not be as untraditional as it is perceived, due to prevalent misconceptions about hunters, whom in reality, often take the ecological health of their hunting areas very seriously. The participation processes put in place during the project placed the farmers and other implementation-level stakeholders in a position of empowerment and influence; this was an example of role redefinition and reallocation of power from the “top” level stakeholders to the implementation-level (“bottom” level). Other role changes seen were discussed in the previous section and involved the bridging of role gaps.

Excerpts from:

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