



Engagement & Empowerment For Successful Solutions in Land Management

Lisa Chilton

Dialogue Matters Ltd

Specialists in designing, facilitating,
training and advising on co-operative
decision making in policy and practice

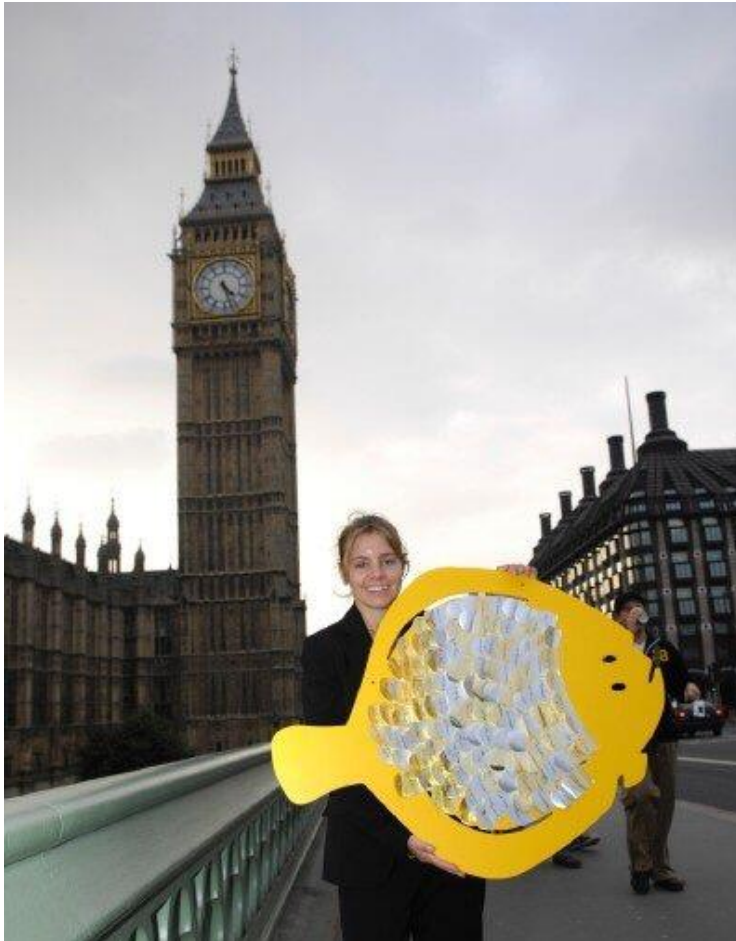


Who are we?



- We deliver multi-stakeholder dialogue
- Conflict management & consensus building in the environmental sector
- Train, research, advise
- Topics have included: land, sea, rivers, climate change, nature, farming, food security, green infrastructure/parks, protected areas
- 28 countries so far (UK, UKOTS and Dependencies, Europe, Africa, Middle East, Central Asia, India, Caribbean, South America)
- Winner of two CIEEM Best Practice Awards

Who am I?



Outline



1. Definitions
2. Power and the Empowerment Framework
3. What makes great practice?

DEFINITIONS

Empowerment

Scottish Government defines community empowerment as:

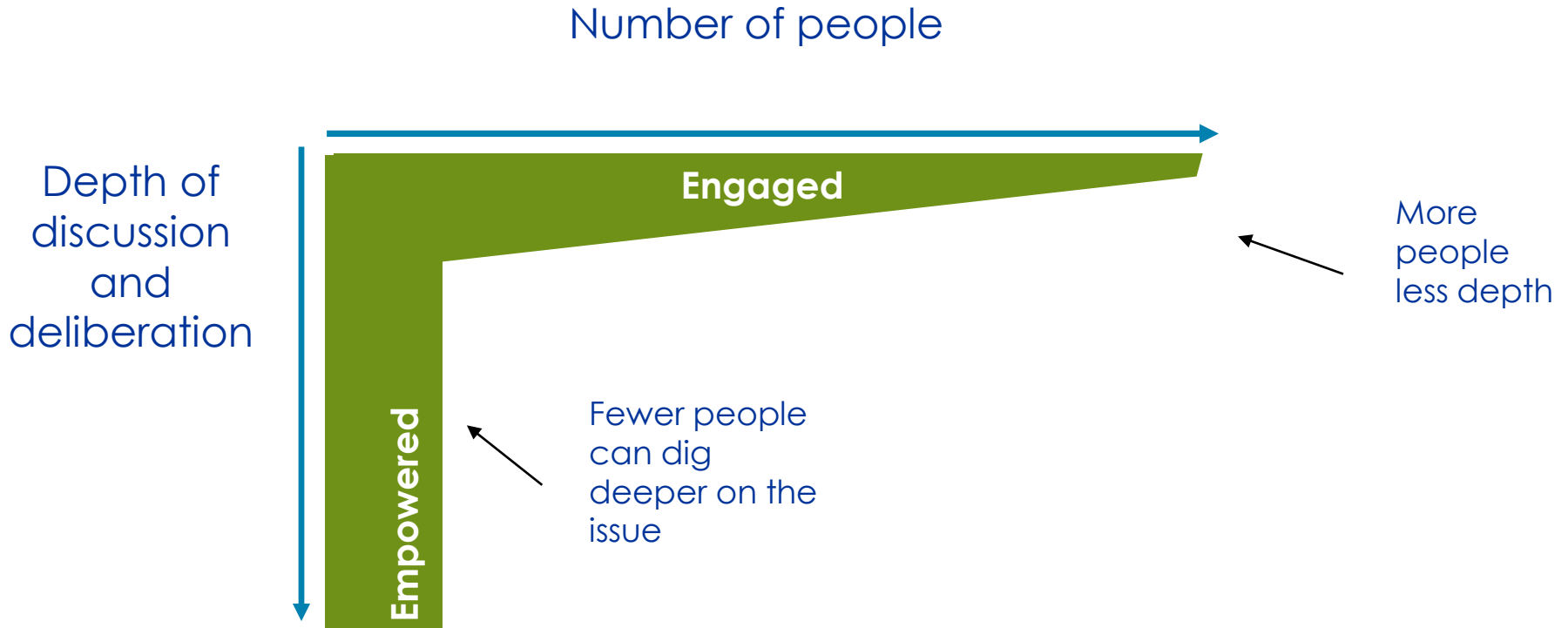
“communities being supported to do things for themselves; people having their voices heard in the planning and delivery of services [through] community engagement and participation”

Engagement & empowerment ...not the same thing



- Engagement:
 - the process of involvement
 - may or may not afford any power
- Empowerment:
 - opportunity to deliberate
 - power to plan
 - power, responsibility and resources to implement

Empowerment or engagement?



Deliberation – when there is sufficient and credible information for dialogue, choice and decisions, and when there is space to weigh options, develop common understandings and to appreciate respective roles and responsibilities (UN Brisbane Declaration)

Depth and breadth

	Breadth	Depth
Methods	<ul style="list-style-type: none"> • Drop-ins, online/surveys, interviews, discussion packs 	<ul style="list-style-type: none"> • Deliberative consensus building
Influence	<ul style="list-style-type: none"> • Low/none 	<ul style="list-style-type: none"> • High
Benefits	<ul style="list-style-type: none"> • Reach more people 	<ul style="list-style-type: none"> • Decisions well informed • Buy-in • Harness resources for change • Empowers people
Challenges	<ul style="list-style-type: none"> • No social learning • No deliberation • No consensus • No new resources for change 	<ul style="list-style-type: none"> • Can't include so many people

(Pound. 2014)

➤ **Ideally design a process that enables both**



This section is based on
<https://www.gov.scot/publications/engaging-empowering-communities-stakeholders-rural-land-use-land-management-scotland/>

POWER AND THE EMPOWERMENT FRAMEWORK

Power



- Power is not fixed
- It can be cumulative
- It can be held, shared, given away, or used to block or enable
- Power affects the nature and quality of decisions

Types of power

- Statutory
- Knowledge power
- Moral and ethical
- Landowning
- Status/positional
- Behavioural
- Financial
- Economic (cost/benefit)
- Resources
- Political
- People (weight of numbers)

Work out the types of power at work and the action to mitigate them.

The empowerment framework

- from viewpoint of environmental professional

		Responsibility for designing & planning management		
		Environmental professionals	Shared design and planning	Other stakeholders and/or communities
Responsibility for delivery and implementing management	Environmental professionals	Decide what to do and do it	Decide 'with' but hold the resources and power to implement	Hear what is wanted then use specialist skills resources and power to deliver
	Shared delivery	Decide 'for' then build capacity for shared delivery	Co-decide and co-deliver	Hear what is wanted then share and support delivery
	Other stakeholders and /or communities	Decide 'for' then hand over to communities and/or other stakeholders	Decide 'with' then hand over to communities and/or other stakeholders	Keep in contact and offer support

(Adapted and developed from Bovaird, T. 2006.)

Empowerment examples

		Responsibility for designing & planning management		
		Environmental professionals	Shared design and planning	Other stakeholders and/or communities
Responsibility for delivery and implementing management	Environmental professionals	Emergency pollution response	Design of flood defences followed by construction led by professionals	A local community looking after green space wanting eradication of exotic invasive species by the local council
	Shared delivery	A citizen science monitoring programme	Integrated management of an area of land or sea	Community level flood resilience
	Other stakeholders and /or communities	An agri-environment scheme	Deer management groups	Community woodland, energy, water or food projects

Empowerment framework



- One category not ‘better’ than another
- Allows for different approaches depending on task and stage
- Full empowerment optimum in some but not all circumstances
- A tool to clarify roles for environmental organisations
- Use to work out how to increase empowerment

Use the empowerment framework



- Map areas of your project onto the Empowerment Framework
- Look to optimise the empowerment appropriate to each task
- Make management decisions **with**, not **for**, others
- Look for opportunities to try full co-production

GREAT PRACTICE IN DESIGNING AND PLANNING MANAGEMENT

Great practice Consensus Building



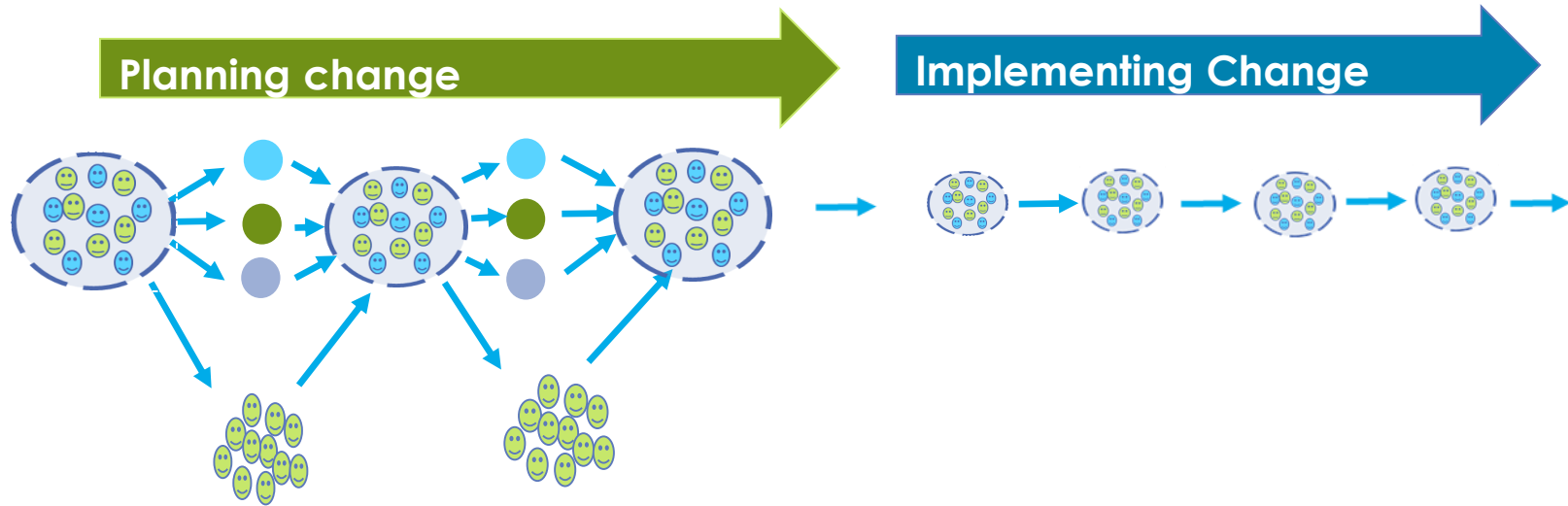
Stakeholders:

- You are a stakeholder
- All relevant knowledge types not just the usual suspects
- Balance of interests essential for Consensus Building

Influence:

- Involve others at an early stage when options are open and they can help shape the outcome
- Make decisions with not for
- Ensure it does makes a difference
- Keep people up to date with the difference they made

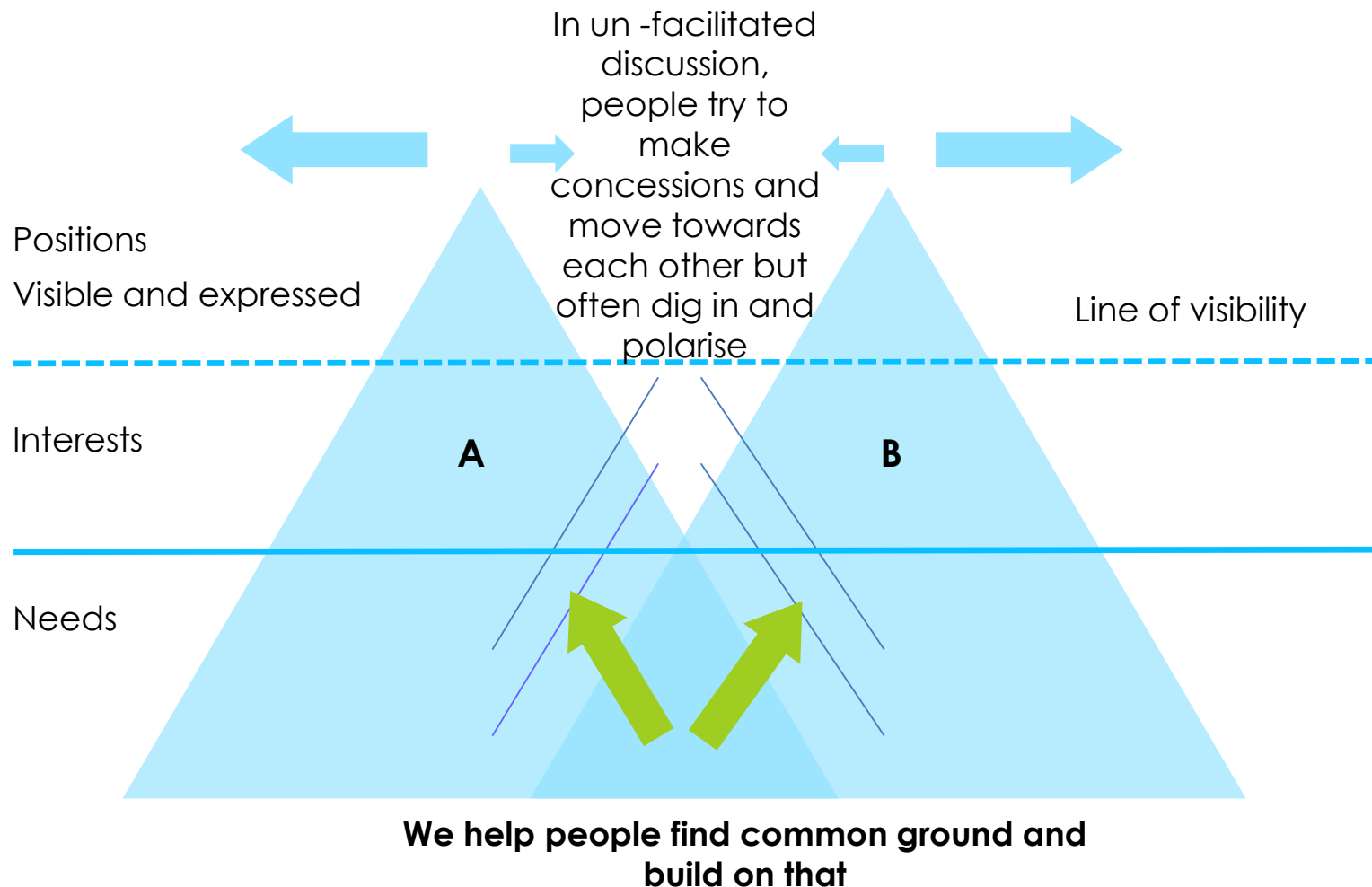
Process architecture



Design architecture to include:

- Key steps in consensus building
- Information flows and decision points
- Integrate core consensus process and wider engagement
- Flows on to implementation - embed ongoing participation
- Integrated process gets integrated solutions

Finding and building on common ground



Enabling Principled negotiation

Adversarial Negotiation	Cooperative Negotiation
Withhold information	Share information
Make threats	Ask questions
Argue from positions	Explore interest and needs
Attack the others knowledge or them	Explore knowledge and perspectives
Defend position	Seek solutions
Work on each other	Work on the challenge
Win/lose	Win/win

(Pound. 2004)

Benefits



- From incremental piecemeal and ad hoc change to systems change
- Real opportunities identified
- Real challenges addressed
- People learn from and with each other
- Well informed decisions
- Integrated solutions that factor in different needs and wants
- New resources for delivery
- Commitment to implementation
- Commitment to ongoing participation

Sign up

- To get our e-resources with current thinking in Stakeholder Dialogue and Environmental Decision making
- To register interest to hear about our next training course
- Enquiries@dialoguematters.co.uk
- Contact me at lisajchilton@gmail.com

Link in: with Director, Diana Pound



Connect with us on Dialogue Matters Social Media.

Game Changers with SocEnv:

<https://dialoguematters.co.uk/events/>

18th-19th November 2020

Special rate for delegates here today – student rate if self funding, early bird if your organisation is funding you

Thank
you

