![ADB]

Technical Assistance Consultant's Report

TA 7566-REG: Strengthening and Use of Country Safeguard Systems
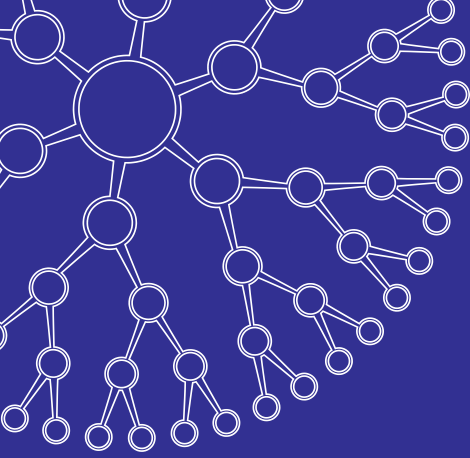
Subproject: Preparation of Draft Sub-Decree on Informal Settlers (Cambodia)

CERTIFICATE IN ENGAGEMENT TRAINING MODULE: ENGAGEMENT DESIGN

Prepared by International Association for Public Participation–Australasia

Asian Development Bank

IAP international association
for public participation

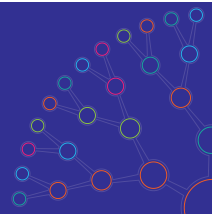## Certificate in Engagement

Engagement Design
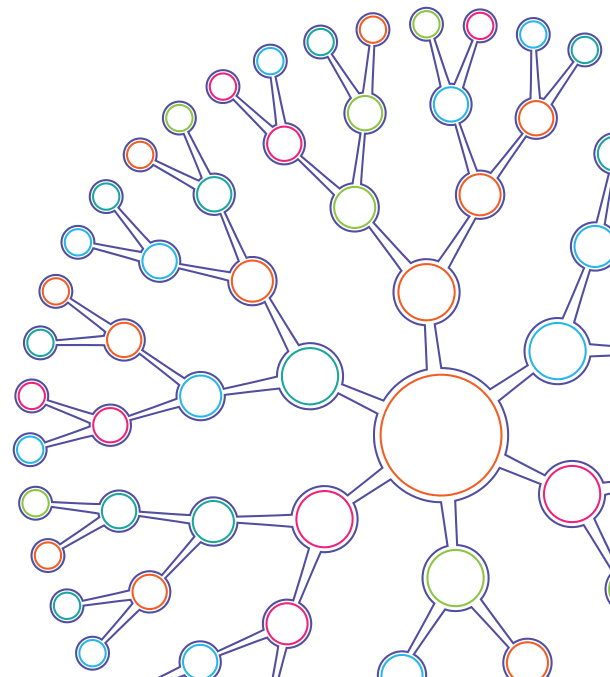
IAP2 Australasia

The International Association for Public Participation (IAP2) is an international federation of member affiliates, which seeks to promote and improve the practice of public participation, or community engagement, incorporating individuals, governments, institutions and other entities that affect the public interest throughout the world.
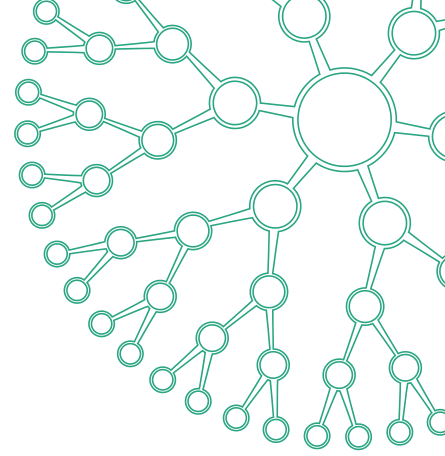
IAP2 Australasia is the affiliate for Australia and New Zealand, and is the leading public participation association in the region.

As an international leader in public participation, IAP2 has developed the IAP2 Core Values for Public Participation for use in the development and implementation of public participation processes. These core values were developed with broad international input to identify those aspects of public participation, which cross national, cultural, and religious boundaries. The purpose of these core values is to help make better decisions, which reflect the interests and concerns of potentially affected people and entities.

IAP2 Core Values

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

2. Public participation includes the promise that the public's contribution will influence the decision.

3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision-makers.

4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

5. Public participation seeks input from participants in designing how they participate.

6. Public participation provides participants with the information they need to participate in a meaningful way.

7. Public participation communicates to participants how their input affected the decision.
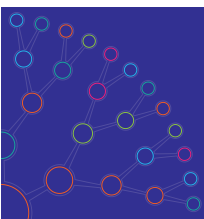
IAP2 Australasia Certificate in Engagement

The Australasian Affiliate of IAP2 has developed training to achieve a Certificate in Engagement which comprises five days training. To complete the Certificate you can choose from:

- **One-day prerequisite:**
  Engagement Essentials

- **Two-day module:**
  Either Engagement Design OR Engagement Methods

- **Two additional days.**
  These two days can be comprised of either:
  - Engagement Design OR
    Engagement Methods
  - A one-day module provided by IAP2 Australasia, which is approved to contribute towards the Certificate. Modules will evolve over time, but include Internal Engagement; Online Engagement; Conflict in Engagement; Engagement Facilitation; Engagement Evaluation.
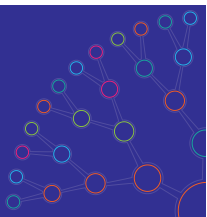
IAP2 Australasia also offers further professional development for practitioners including masterclasses and an annual conference or leadership forum as well as networking events around both Australia and New Zealand.

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Module Content

1. Module Objectives

This course forms part of the Australasian Certificate in Engagement. It is based on the principles outlined in the Engagement Essentials prerequisite, and closely linked to Engagement Methods, which explains how to use the wide range of engagement tools available to create effective communication and constructive dialogue with stakeholders and the community.

Designing engagement programs and approaches is core to the role of engagement practitioners, organisations and communities. Engagement design shapes the engagement approach to build the participation of organisations and communities to create better solutions and commitment for action.

This program is designed for anyone who leads, creates or manages projects, programs or approaches to engage communities and organisations.

At the completion of this program, participants should be able to:

- Identify the uses of engagement

- Describe the drivers of contemporary engagement

- Describe the Community Engagement Model

- Identify the purpose and context for engagement

- Identify and understand the organisation, stakeholder and community

- Select and describe the roles and influence of the organisation, stakeholders and communities on the decision, action and engagement

- Design engagement programs and approaches for a range of purposes and situations

- Reach and activate community and organisational participation

- Integrate monitoring and evaluation into the engagement plan and activities.
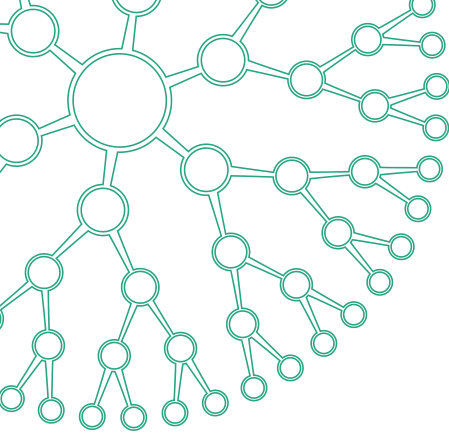
2. Drivers of Contemporary Engagement

The first notice and comment legislation was passed in 1946 in the United States of America. By 1998, 19 OECD countries had notice and comment or consultation legislation.

Community engagement and public participation have been a legal expectation of government agencies in Australia and New Zealand since the 1970s. Since then, government and local government agencies and their contractors have been working to meet their legal and the social expectations of communities and public. Most government and local government organisations now have public participation or community and stakeholder engagement policies, engagement specialists and practices.

There is a maturing practice of public consultation or community engagement within government and local government agencies. The practice of engagement has extended to a broader range of purposes and engagement is now a practice undertaken in organisations across government, local government and business.

Seven Drivers

There are seven key drivers of contemporary engagement practice:

1. The **level of connectedness** that exists in communities and that is partially driven by social media and changes in media behaviour. There is an increased visibility of organisations' practice and approach – there is no 'back yard' anymore to do things in private, away from scrutiny.

2. Community members have **more access to information** and are not reliant on the organisation hosting or sponsoring the engagement. Communities can form expectations based on people's experiences in other settings.

3. **Increased visibility**, especially of government and government-funded organisations, which are more keenly attuned to reputational risk. The expectation of doing the 'right thing' being seen to do the right thing and then actually doing it is much greater than before.

4. Government, not-for-profit and private sector organisations are under pressure to create **increased value for money**.

5. Government organisations' drive for improved outcomes for citizens in relation to complex problems. These problems are classically called '**wicked problems**'. Essentially the solution to 'wicked problems' does not entirely rest within an organisation itself. Action and solutions to the problem requires action from other organisations, commitment of community organisations and action or behavioural change among citizens. Some examples of 'wicked problems' include decreasing the incident of road traffic crashes, eliminating workplace injury and preventing family violence.

6. Commercial pressure to **innovate**, create new products and services or reinvigorate existing services has led to the creation of more engaging product and service design-led business practice. Core to the design-led approach is engaging customers and key internal staff in the design of new policies, services and products.

7. **Mobility** has been a major change in the pace and form of communication. As the use of mobile technology, phones, tablets, and computers increase, organisations are under pressure to change how they communicate. Citizens can give feedback, make comment and research issues wherever they are and at any time of the day or night, at the moment they are interested or motivated to comment to their friend, colleagues, networks or the organisation. As a result people don't need to wait for an organisation to engage with them to suggest, comment and engage.

The outcome of these drivers of contemporary engagement practice is to see an increase in the use of engagement approaches and an expansion of the purpose for which we engage.
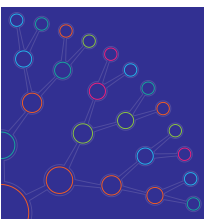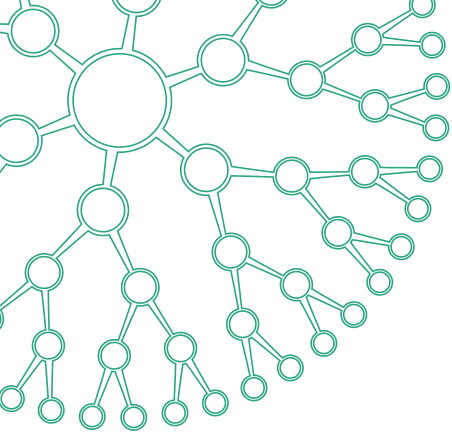
3. Engagement is Changing

The uses of engagement have expanded from government agencies consulting citizens about policy proposals and projects to building community capacity, to encourage community contribution to community needs or to behaviour change. Leaders in government agencies, community groups and NGO's and private sector organisations now lead engagement activities creating a competitive marketplace for the attention opinions and participation of citizens and consumers.

This demands a more dynamic and sophisticated quality of engagement in order to support good decision making and action or behaviour change.

Uses of Engagement

Developing health programs

Consumer Engagement

City based community gardens

Partnerships

Community Development

Strengthening community networks

Social indicators of type 2 diabetes

Research

Stakeholder Relations

Minimising adverse impacts of construction

Uses of Engagement

Organisational innovation

Employee Engagement

Community Action

Advocating for social change - family violence

Interest free micro-loans schemes

Community Capacity Building

Getting People to Act

Project Management

Create legacy projects

Reduce smoking

4. Engagement Definition

There are a broad range of definitions of community engagement. The definition we are using for this training reflects the many uses of engagement.

In the community engagement model, who is the organisation? The organisation is the entity responsible for the project or proposition, which is the focus of the engagement. The entity may be a government or local government agency, not-for-profit or community organisation or a company.

The word 'community' defines individuals and groups of people; stakeholders, interest groups and citizen groups. A community may be a geographic location (community of place), a community of similar interest (community of practice), or a community of affiliation or identity (such as industry or sporting club).

The word 'stakeholder' defines individuals, group of individuals, organisations or a political entity with a specific stake in the outcome of a decision to the impact of a policy, project or proposition.

Community engagement is a planned process with the specific purpose of working across organisations, stakeholders and communities to shape the decisions or actions of the members of the community, stakeholders or organisation in relation to a problem, opportunity or outcome.

The defining elements of community engagement include:

- Purposeful
- Planned process
- Shaping of decisions and actions of communities and/or organisations
- Recognition of the interrelationship between the decisions and actions of organisations, stakeholders, communities and individuals
- Recognition of the rights and responsibilities and roles of organisations, stakeholders, communities and individuals.

The linking of the term 'community' to 'engagement' serves to broaden the scope, shifting the focus from the individual to the collective, with the associated implications for inclusiveness to ensure consideration is made of the diversity that exists within any community.
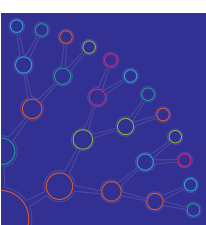
5. Community Engagement Model

Contemporary engagement dynamics are different from traditional approaches to public participation. The purposes and reasons to engage have expanded. While still decision and outcome focused, in the contemporary engagement dynamic the decisions being made may be those of government, local government, businesses, NGO's, community groups, families and individuals.

The lead points and hosts of community engagement may be government, local government or business or the engagement leaders may be drawn from within communities themselves. The balance of roles and responsibility in terms of decision-making and action is therefore more dynamic.

Key points of contemporary engagement

Organisations and communities interact to advance key outcomes for both. Many legislative changes need a mix of policy change, enabling or resourcing programs

Organisations are not totally responsible for hosting conversations or acting to achieve outcomes.

Mapping the roles and contributions to achieve an outcome or goal across organisations, partner organisations, community groups and citizens expands the range of actions that can be taken and resources relationships and responsibilities in the engagement.

The cost effective implementation of many policies, programs and services requires understanding, acceptance

Local governments, community organisations and public agencies make better decisions and have greater impact on their communities when they increase the frequency, diversity, and level of engagement of partner organisations, community residents and consumers.

The model considers the following definitions:

Leads: Who is responsible for defining and managing the engagement process, including defining the problem or opportunity to be solved.

Acts: Who is responsible for leading the actions that arise from the decision that is made.

and action by citizens. For example, the implementation of legislation for seat belts used by passengers in taxis may need legislation, driver and taxi company understanding, taxi user knowledge and social pressure to support seat belt use and actions for those not complying.

The profiles are not mutually exclusive. In any project there may be elements of the dynamic of organisation and community roles and contribution. Understanding the roles and contribution of all involved in achieving the purpose, goals and outcomes helps to shape an appreciation of the people and organisations involved in or impacted by the action.

Community Engagement Model

Community Leads		
Community leads the engagement and the **organisation** is responsible for the action — **Community advocacy**	**Shared Leadership and Action**	**Community leads** the engagement and the **community** is responsible for the action — **Community act and contribute**
Organisation Leads — **Organisation implementation** — **Organisation leads** the engagement and the **organisation** is responsible for the action		**Behaviour change** — **Organisation leads** the engagement and the **community** is responsible for the action
Organisation Acts		**Community Acts**

|	
Organisation Leads/ Organisation Acts	Organisations lead engagement to seek input to shape the policies, projects and services for which they are responsible. This is a familiar and traditional approach to policy development, project management and service delivery. Engagement is used to both inform the community about the proposed policy, project or propositions and to provide some input to the shape or execution of the policy, project or proposition. Final decision making sits with the organisation and its governors and the organisation is responsible for its action.
Organisation Leads/ Community Acts	Organisations can lead the conversation with communities and individuals take responsibility for action.
Community Leads/ Organisation Acts	A community leads in this profile to identify, highlight and propose the action required to solve a problem or take an opportunity. To achieve the desired action requires the response of a focal organisation. The community alone cannot achieve the desired result and therefore advocates to motivate the organisation to act.
Community Leads/ Community Acts	Communities can lead the conversation and have responsibility for the action. Communities in a range of areas, from sport and recreation to community well-being, environmental action and education, are able to support, design, resource and deliver their own programs, services and activities. Community organisations and NGO's need to engage with community members to gather support, build understanding and commitment and to deliver the session.
Shared Leadership and Action	Leadership and actions can be shared, where communities and organisations participate and contribute to the decisions, and also lead and take responsibility for action towards the outcomes. This collaborative arrangement shared decision making, management and responsibility for delivery required to meet shared outcomes.

6. Engagement Design, Plan and Manage

The role of the project leader or engagement practitioner can be to design, plan and manage engagement. Within these three domains there are specific steps and responsibilities.
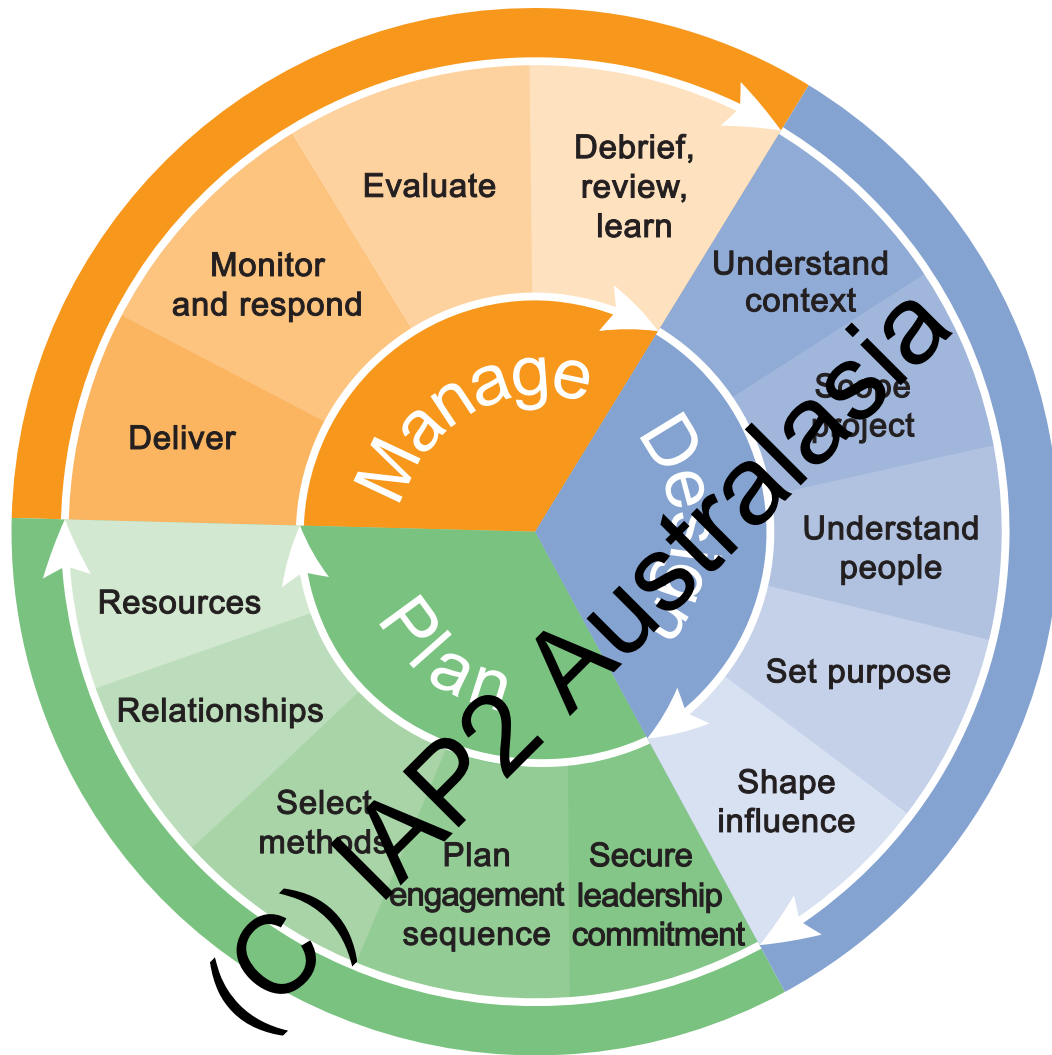
7. Design

Engagement design is the planning of engagement activities, techniques and approaches to engage stakeholders, organisations and communities in decision-making, problem solving, informing and behaviour change. A review of the best practice engagement across a range of engagement project types identified the following guidelines for engagement.
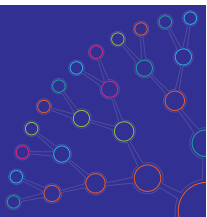
At each stage of the engagement process, the designer may review earlier elements. New information about the perspectives of the community and stakeholders may change the engagement goals or method selection. Review and redesign is a critical requirement of any design.

To create a strong platform for engagement, an understanding and specification of a number of core elements is required:

1. Understanding the context.

2. Scoping project to determine the focus of engagement.

3. Understanding the people, communities and stakeholders to be engaged.

4. Setting the purpose and goals for engaging.

5. Influence on decision and actions.

Shape influence
Identify the roles and influence in the engagement process

Understand context
What is the background and history that has led to this point

Set purpose
Set and agree the purpose and goals for engagement

Scope project
Scope and define the project focus for engagement

Understand people
Understand the people and stakeholders to be engaged

Shape influence · Understand context · Scope project · Understand people · Set purpose
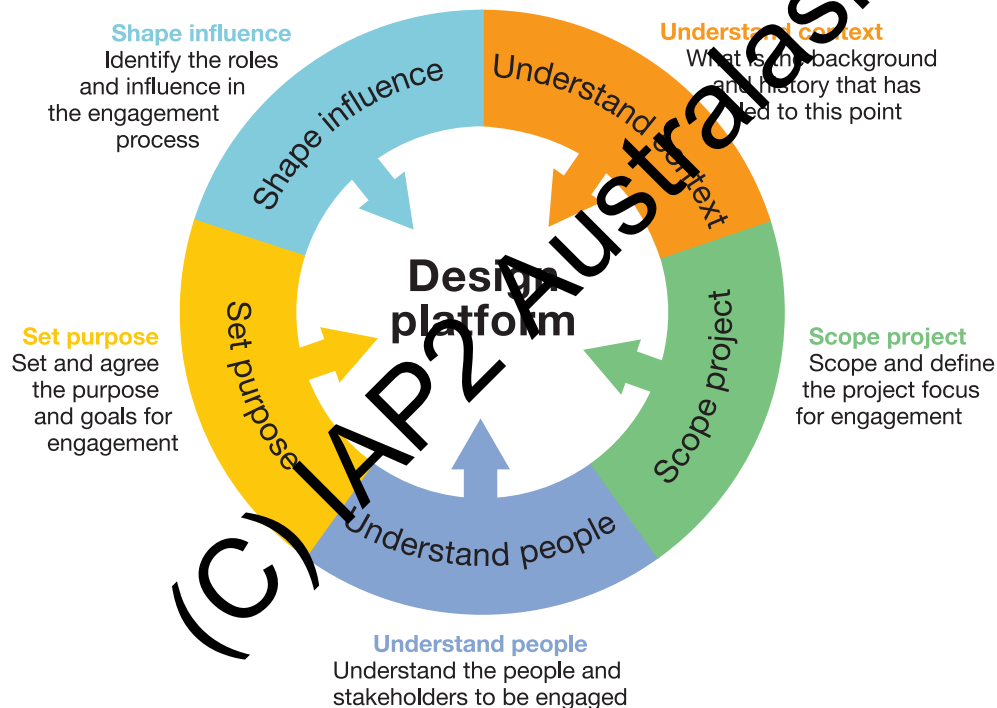
Design platform

The elements are interdependent and must align and connect for effective engagement design.

- Changes in the profile of the stakeholders and people may change the engagement purpose.

- Changes in the purpose will change the profile of the stakeholders and people.

- Changes in purpose or profile of the people will change the level of influence or the role in decision-making or action.
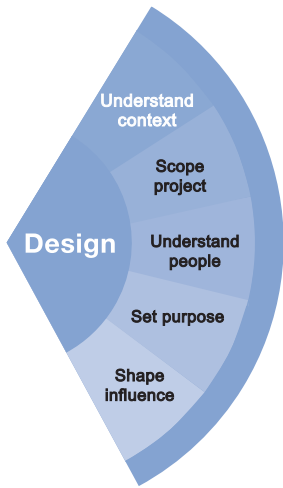
7.1 Understanding Context

Understanding context is the first element required to undertake engagement design. Context is the background setting or environment in which the project is being under taken.

The engagement context is shaped by:

- The history of the problem or proposition.
- Reputation or standing of the host organisation and its leaders.
- The history of International approaches to similar issues.
- Organisational approaches.
- Local issues.
- Relationship of the organisation with the communities, or the communities' relationship with the organisation.
- Scale and consequence of the proposed changes.

All engagement must recognise the context in which it is taking place

Context for any project is shaped by:

World, national and regional trends

- What has been the response to similar projects?
- What are the major factors impacting from international, national or regional trends?
- What political debate is occurring?
- Are there policy changes?
- What is the media saying?

Community factors

- What are the strengths and weaknesses of the community?
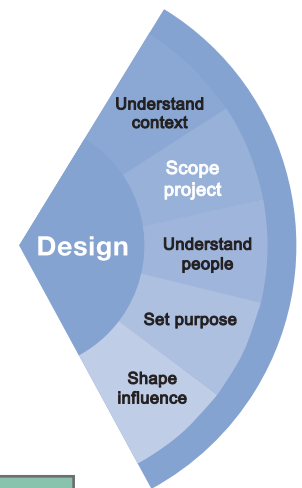- What is the history of the community?

Organisational factors

- How important is the project to the organisation?
  How important is the engagement to the organisation?
  What is the policy or approach to engagement?

Personal factors

- What is the approach and priorities of the key leaders and decision-makers?

7.2 Scoping Project

Most engagement has a focus, a topic or proposition about which the engagement is being undertaken. Engagement that has no focus or purpose is not sustainable for organisations or communities.

It is critical that you have a clear understanding of the focus, challenge or problem so that you can design appropriate engagement. Different kinds of problems or challenges require different solutions.

Understanding the problem, proposition or the project is important in considering whether engagement is needed or possible.

To define the scope of the project the engagement leader will need to work with the decision-maker or project leader to identify and describe the:

- Reason for the project, policy or proposition.

  Why is the project being undertaken? Why now? Why is this a priority? Why here?

Most stakeholders and communities do not engage simply to build relationships or because it is fun or their role as a citizen. Stakeholders and communities who engage are first drawn to the topic or focus of the engagement, in other words the project, policy, problem, opportunity or propositions. This is their first priority for attention.

- The focus of the project, policy or proposition.

  Specifically what is the project to do? What is the decision or activity people can influence?

- Any limitation or non-negotiable for the possible solution.

  What, if any, are the limitations (non-negotiables) in relation to possible solutions or actions?

Project Types

Different types of problems or projects demand different engagement approaches

Strategic

The understanding of the policy or possibilities is not fully developed or the project has a long term horizon.

There is an opportunity to create the shape and direction of the solution to a problem or challenge or the aspirations and goals for a community service, policy or initiative.

Strategic projects require real focus on activating participation and communicating and exciting stakeholders and community alike. For long term projects strong collaboration across partner groups and advocates is possible.

Specific Projects

The overall project, policy and parameters have been set. There is an opportunity for stakeholders and communities to contribute to the shape, design and implementation of the policy, project and proposition.

Clear communication of the context for the project and identification of stakeholders and target groups is critical along with clear statement of the roles in decision-making.

Delivery

There is little room for the influence or impact of others, however clear understanding of the project or proposition will build understanding of the impact of the project and enable people and businesses and community to adapt or prepare for the change.

The first challenge in a host organisation is questioning how much room if any those being engaged will actually have to contribute or influence. If there is no room to contribute or influence in effect the engagement goal is to inform.
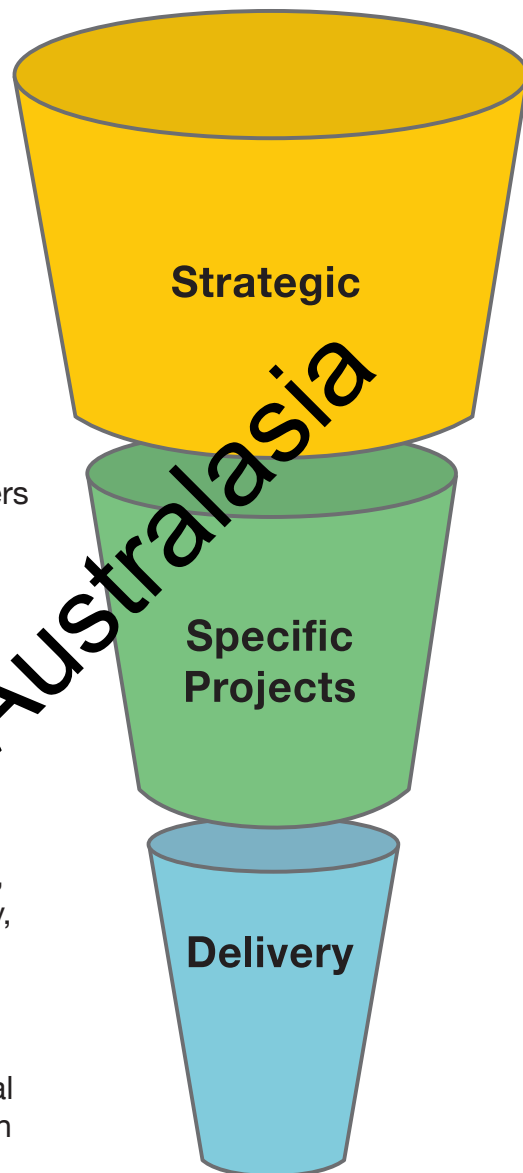
7.3 Understand People

Engagement design is informed by understanding the stakeholders and people to be engaged.

An effective community and stakeholder engagement process needs to identify and involve all of the relevant people, whether they are members of the public, consumers, employees or key stakeholders.
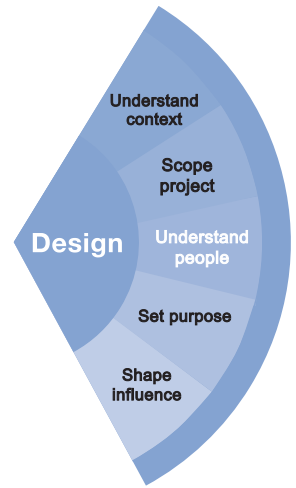
Engagement Participant Roles

One model to apply when thinking about the diversity of groups, individuals and stakeholders to be engaged is in the roles they play.

Engagement Leader

Key groups in the co-hosting of the engagement or action

Organisation

Partners

Public

Advocacy Groups

People who live in the areas or who are interested in the project

Key groups with passion, interest or existing point of view in relation to the issues or communities

Understand context

Scope project

Design

Understand people

Set purpose
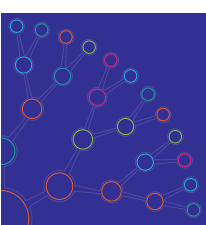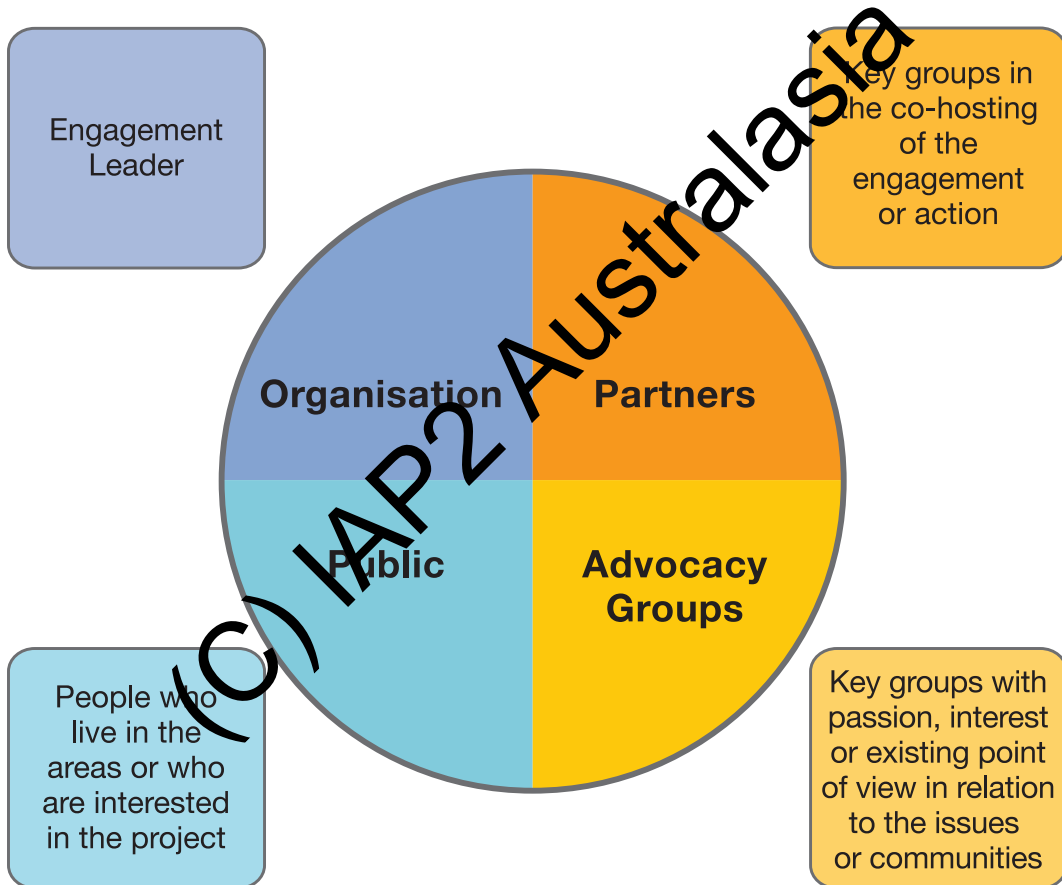
Shape influence

Orbits of Public Participation

Another way to think about stakeholders is in terms of their level of interest in a particular issue, problem or project. Their level of interest will be influenced by their perception of the impact of the issue, problem or project on their lives. Generally, the greater the perceived impact, the greater their level of interest.

This model is based on a model developed by Lorenz Aggens of Involve (Wilmette, Illinois). The model depicts graduating levels of interest in proximity to the decision or problem. This model has prompted practitioners to consider how distance from the decision and interest level can affect participation in engagement opportunities and the need for a range of engagement and communication methods that inspire relevance and hook interest.
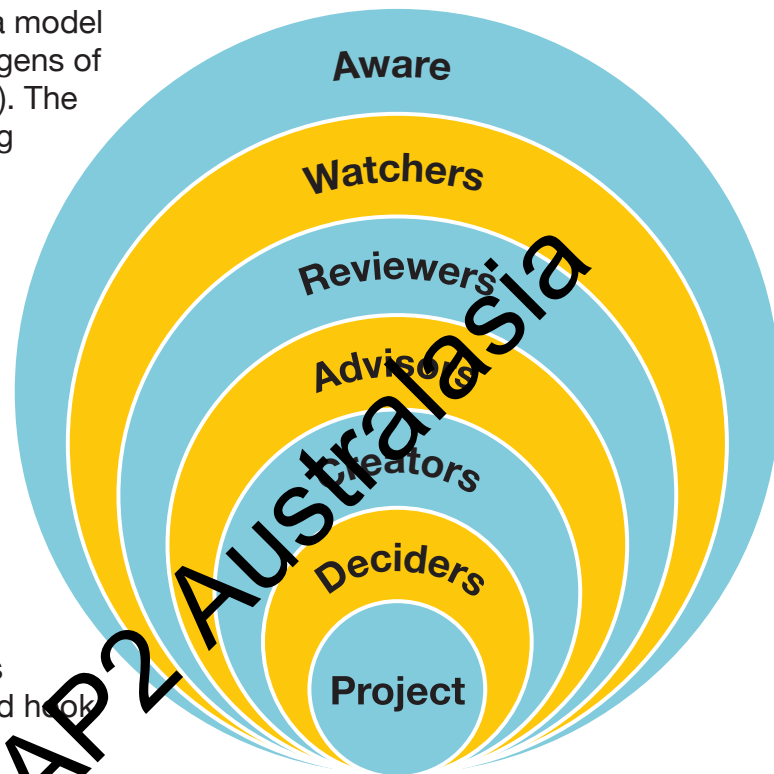
This model also helps to visualise the need for opportunities for the public to be engaged at varying degrees – and by different methods – in different steps of the process.

Some people may be willing to work collaboratively with you, but others just want to give input or be informed. People and organisations may move from one orbit to another throughout the life of the project as their interest, awareness, availability and priorities change.

This model can be used to map stakeholders in terms of levels of interest and nature of participation and engagement.

The Orbits of Public Participation

| Level of Interest	Description
Note: the level of interest is not fixed. The level of interest of an individual or group can move depending on the progress of the project, the reaction of a community or the effectiveness of the engagement.	
Aware	The outer most orbit is people who are aware but not active. Awareness is the baseline engagement requirement for this orbit. People need to be aware of the project; perhaps not in detail and also aware of opportunities to participate. Opportunities that enable participation and don't present an unreasonable barrier to participation. Transparency, accessibility and integrity of communication are fundamental to this orbit.
Watchers	The host of the engagement may not know these participants but the watcher will 'know' the host. In this orbit participants will use websites, social media and other media outlets and personal relationships to maintain a watching brief on the activity of the project and the engagement. Informed observers are often influential in shaping the opinions and confidence of communities about the engagement approach.
Reviewers	A reviewer is more active than a watcher in keeping an overview or insight to the progress of the project or the engagement. A reviewer will be more likely to engage actively when the proposal is developed and they can respond based on a clear set of options. The options for responding at this stage need to provide a range of methods for a quick overview response such as a poll or short survey to the capacity to provide full submissions and comment.
Advisors	The advisor is active in the development stages of a project or engagement through the provision of advice and links or suggestions about how to engage or how the problem or opportunity may be progressed. The advisor is active, but at a distance.
Creators	There are some people for whom the subject in which participation is sought is so important that their orbit of involvement goes beyond giving advice on the product under development. For them, interest and knowledge make their direct involvement in the creation of ideas and proposals a reality.
Deciders	The level of passion for these individuals or groups is such that they not only wish to shape the process or outcome but also willing to make the decision or take the action required as they see it. The participants are often directly affected by the decision or the project or very concerns or excited by the potential outcome.
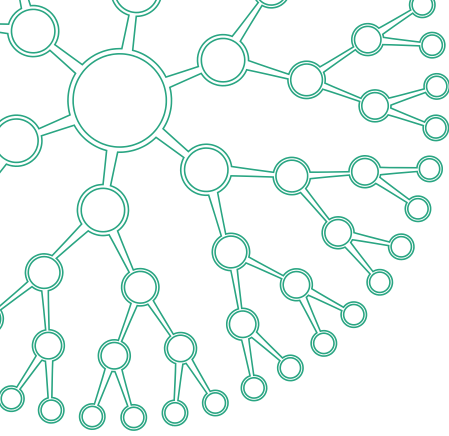
Often referred to as stakeholders, attention to the key people is a crucial part of engagement design. Who you should involve depends on who is relevant as part of the context.

Conversation hosts will shift depending on their place in the contemporary model of engagement where organisations and communities interact to advance key outcomes for both.

Stakeholders are likely to include:

- Community groups
- NGO's
- Government agencies
- Private sector organisations.

Community engagement occurs across all groups – the public, communities, stakeholders, advocacy groups and within organisations.

Identify who should be involved and how. Engagement design and implementation of the engagement process needs to be informed by stakeholder analysis. The purposes for engagement will give you guidance on who should be engaged and how this will be done. Your approaches for communicating with and involving stakeholders may differ according to their differing levels of contribution and information that relate to the purpose of the engagement and the nature of the project.

How to Understand the Stakeholders and Community to be Engaged

How do we describe, identify, map or analyse the groups of people who need to be or who are involved in the engagement? There are many models of community mapping or stakeholder analysis that could be used. Outlined in this section are a few that are relevant, but first there are some simple steps to begin identifying relevant stakeholders.
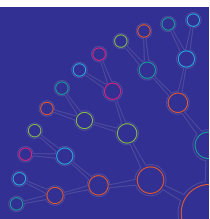
Stakeholder Identification		
1. Impact Analysis	Who is impacted?	
2. Interest Analysis	Who would be interested based on past experience? Who is talking about the topic or similar projects elsewhere? Conduct a media, social media review. Ask stakeholders and advocacy groups and public officials.	
3. Diversity Analysis	Review your community's demographic profile to identify whether or not you are reaching a diverse enough audience. Who is hard to reach?	
4. Access Analysis	Who is typically hard to engage? Who is missing from your conversations? (Differentiate between reach - above - and access as they are two different things)	
5. Frequency Analysis	Who is talking often, and not very much? Review past engagements including comment registers, attendance registers etc.	

Once the community and stakeholders are identified then the task is to build an understanding of their:

• Interests and concerns

• What is the likely impact of the proposition

• Media and social media use in the organisations

• Community activities and focus.

Understand context

Scope project

Design

Understand people

Set purpose

Shape influence
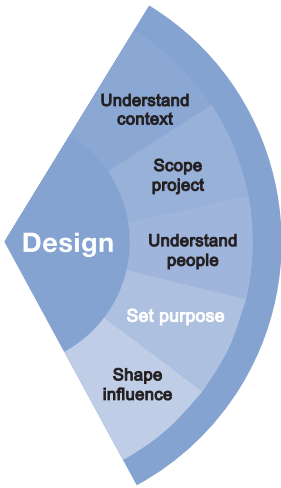
7.4 Purpose

When designing engagement the most important question to ask and keep asking is 'what is the purpose or purposes of the engagement?' Continue to check, clarify, confirm and regularly review the purposes and desired outcomes of the engagement. Purposes may change as the engagement progresses. Multiple purposes may be achieved by a single engagement but keep a watch out for any changes to these as the engagement process unfolds. If there are changes to these, the engagement design will need to be reviewed and redesigned so that it continues to meet and align to purpose.

Clarity of purpose can help:

- To avoid unnecessary cost and effort
- To reduce problems in measuring the outcomes
- Challenge the engagement process itself.

Being clear about the purpose of the engagement project is a critical early step in the design of an engagement program. The purpose for any engagement approach may be one or a combination of the goals for engagement.

Specification of the purpose and goals for the engagement project is the critical step in establishing a platform for both engagement design and engagement evaluation.

Goals are signposts of achievement throughout the engagement process and are closely aligned to all aspects

> Engagement evaluation begins at the start of any engagement planning process.

of the design platform. As you design the engagement, set goals so that you know that you are meeting milestones and are able to take action early if it looks that these may not be met.

The goals should reflect each part of the engagement process and may include, but is not exclusive to, the following:

- The design platform for the engagement has been agreed with the client or project owner.
- Stakeholder analysis has been undertaken and key stakeholders have been recruited.
- The engagement process has been designed (including the methods to be used) to get appropriate participation with key stakeholders.
- The evaluation plan has been developed to sit alongside the engagement design.

As the purpose is tested throughout the design process, the goals will also need to be checked to ensure that they continue to align to the overall intention of the engagement.

The goals and example criteria for success give clear specification for evaluation and performance measures for the engagement project.

Purpose Examples

Purpose Types	Example Goals	Sample Success Criteria
Inform	To inform the stakeholders and the public about the project and the opportunity to engage. To ensure that a significant proportion of the stakeholders and community are reached and able to access the information. To create stakeholder and public satisfaction with the information process.	**Reach** - % of key stakeholder groups and community target groups reached by information. **Accessibility** of information for people with disability. **Diversity** of information delivery modes. Stakeholder and community **awareness** of engagement.
Legal compliance	To meet legal requirements. To engage in a cost efficient way.	Legal compliance. **Cost efficient** communication, outreach and engagement.
Understanding reactions and implications or consequences of a proposal	To understand the views of stakeholders and communities.	**Reach** - % of key stakeholder groups and community target groups who responded. **Representation** – adequacy and diversity of representation across the target groups. **Understanding of stakeholder and community perspectives.** Feedback from stakeholders and community target groups.
Generate alternatives and new ideas and options propositions	To create an expanded set of propositions and solutions or options for the resolution of the problem of future development.	**Increase in awareness** and understanding of project and proposition. **Understanding of community reactions**, issues and concerns and ideas for improvement. **Creation of new problem definition and potential solutions.** **Strengthen relationships** with stakeholders or across the community.

Purpose Types	Example Goals	Sample Success Criteria
Improve quality of a policy, strategy or plans	To improve the quality of a policy, strategy, plans or proposal.	**Line of sight** from engagement output and the changes to the policy, strategy, plans or proposal. Peer review by experts **on quality of engagement process** and the strengthened content or project.
Relationship development	To create new relationships with stakeholders and communities. To strengthen existing relationships with stakeholders and communities. To create more productive contributions from the existing relationships.	Develop **new target relationships**. Strengthen relationships with stakeholders or across the community. Expand the number and nature of community action of contribution to the resolution of the problem or creation of opportunities. Feedback for stakeholders and communities. Evidence of increased action or contribution. Value for money/effort.
Community capacity and capability building	To strengthen the relationships across stakeholders and within communities. To create or strengthen community and stakeholder.	Relationships are built and maintained. Key stakeholders and communities speak or act in support of colleagues and other stakeholders. Participation levels are maintained and sustained. Stakeholders act collectively. Evidence of contribution and action are aligned and people work together for collective impact.

Purpose Types	Example Goals	Sample Success Criteria
Generate support for action	To create understanding or reasons for change. To create collective and personal action aligned to proposed change.	Key stakeholders and communities speak or act in support of colleagues and other stakeholders. Participation levels are maintained and sustained. Stakeholders act collectively. Evidence of contribution and action are aligned and people work together for collective impact. Stakeholders and communities report confidence in the process and responsive process. Feedback on the confidence and fairness of the process. High level agreement on proposition across diverse stakeholder groups. Reduced conflict.
Behaviour change	To create understanding of the reasons for a change in behaviour. To create a network of interventions to support change. To create a leadership cadre to lead change. To create a shared plan for change across stakeholders and communities. To create the desired behaviour change.	Evidence of understanding of need for change. Evidence that leaders are supporting change. Evidence that first small behaviours are different.
Social licence to operate	To create understanding or reasons for change. To create collective and personal action aligned to proposed change. To create support for the licence to operate.	Key stakeholders and communities speak or act in support of colleagues and other stakeholders. Participation levels are maintained and sustained. Stakeholders act collectively.

| Purpose Types	Example Goals	Sample Success Criteria
Social licence to operate (continued)		Evidence of contribution and action are aligned and people work together for collective impact. Stakeholders and communities report confidence in the process and responsive process. Reduced conflict. Feedback on the confidence and fairness of the process.
Community resilience	To create or enable community and stakeholder action in response to community or organisational challenges.	Relationships are maintained through tough times. Key stakeholders and communities speak or act in support of colleagues and other stakeholders. Participation levels are maintained and sustained. Stakeholders act collectively. Evidence of contribution and action are aligned and people work together for collective impact.
Decision-making	To shape the decisions or actions of individuals, an organisation, community or stakeholders based on the perspectives and needs of others.	**Reach** - % of key stakeholder groups and community target groups reached by information. Participation levels are maintained and sustained. Stakeholders and communities report confidence in the process and responsive process. A clear line of sight between decision or action and community input.
Identifying a problem or opportunity to address	To create understanding of an emerging or existing problem or opportunity and its consequences or potential.	**Stakeholder and community readiness** to communicate emerging problems and opportunities. **Reach** - % of key stakeholder groups and community target groups. **Diverse range or ways to communicate to an organisation.** **Organisational capacity** to analyse and respond to community input and communication in a timely way.

Understand context
Scope project
Design
Understand people
Set purpose
Shape influence
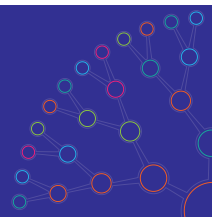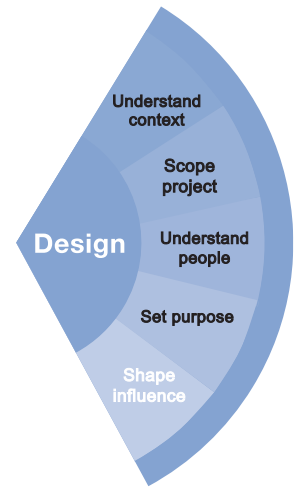
7.5 Shape Influence

The IAP2 Public Participation Spectrum highlights how much influence the public can have in a decision-making process. The level of interaction increases as their level of participation and influence grows.
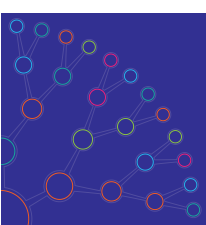
The IAP2 Public Participation Spectrum is based on a traditional engagement approach, which has a focus on government or local government as the decision-maker and the public having mixed roles ranging from passive receivers of information to decision-makers.

Contemporary engagement moves this dynamic to one of leadership and action, which is shared by organisations and communities. The level of influence and where it lies will also shift between organisations and communities and will depend on who is leading the engagement and who is responsible for the action.

Assessing the level of influence is based on context, purpose and people, for the engagement to be effective, you will determine where the level of impact needs to be. In a contemporary sense, this consideration will also be influenced by who will be leading the engagement and have responsibility for the actions.

Shaping influence is core to reflecting where on the Community Engagement model the project sits. The roles, decision-making and action based shift based on the roles in the model.
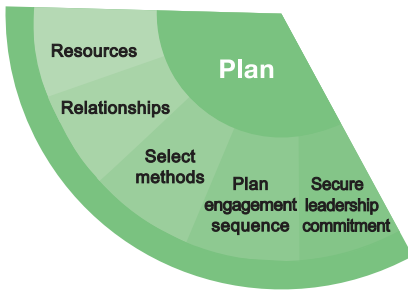
8. Plan

Engagement planning is the process of taking the initial analysis to create a design platform and translate that into a plan for committed action. The critical elements of the planning process are the key steps in the Design, Plan, Manage model.

The engagement plan is a statement that provides a clear line of sight from the project stage and engagement purpose, to methods selection and delivery and evaluation.

Project Stage	Description of the stage of the focus, problem or proposition which is the focus for engagement.
Engagement Purpose	Specification of the purpose for engaging.
Engagement Goals	The key factors that would be indicator of success at each stage of engagement: • Building a mandate and getting ready to engage • Activation • Participation • Analysis and feedback. And the overall outcomes for: • Process management • Acceptance • Achievement outcome. The objectives will be a mix of hard and soft data or quantification and qualification.
Engagement Sequence or Stage	Tactics or approach required to achieve purpose and goals.
Method Selection	Specific selection of the methods to be used in each engagement stage to build a mandate to engage; for activation, participation; analysis and feedback.
Evaluation and Data Collection Points	Identification of data collection and feedback points during the project to collected data and evidence against the goals and objectives or critical success factors.
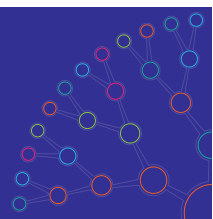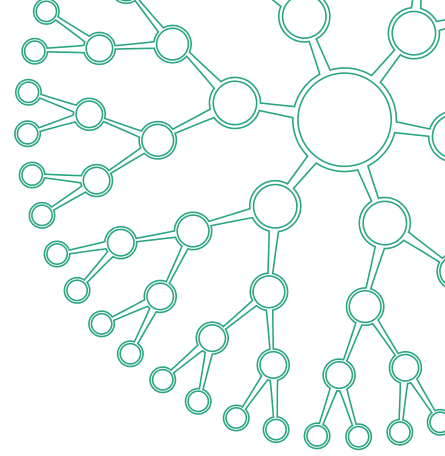
The following is an example of the type of information and planning elements the engagement leader should have at the end of the design and planning stages.

Plan Overview - Sample

Project is a proposed introduction of a new cycleway to a community. The community has narrow roads and extensive off street parking for residents or the turn of the last century housing.

There are seven schools in the area, two suburban shopping strips, a hospital and an active residents association.

The local council elections elect the first 'green' council for the city.

The project leader for the engagement is a shared leadership between the Council and the residents association.

The Council seeks to design a cycleway that recognises the needs of all road users and the community and increases cycle use.
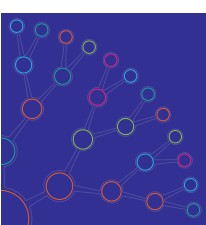
Plan Overview - sample

Project Stage	Engagement Purpose	Engagement Goals	Objectives/ Critical Success Factors
This is early in the cycleway project. There is an identified need for the cycleway but no routes or options have been developed.	Inform	To ensure that community members, businesses and key community providers understand the cycleway proposal. To ensure that community members, businesses and key community providers understand how to engage.	Reach All stakeholders groups are invited to participate. 80% of stakeholder groups accept invitation to participate. Community members report that they understood the project and how to engage.
	Understand reactions and implications to proposal.	To understand the reactions concerns and opportunities from the creation of a new cycleway.	Council is able to feedback its understanding of the specific concerns and suggestions for the cycleway development.
	Generate alternatives and options for the cycleway.	To create a range of community lead designs for the possible cycleway.	A diverse range of suggestions are created from a diverse set of community groups.
	Behaviour change.	To create an understanding of the reasons to increase cycling.	Increase in website activity for cycling related websites. Increase in participation in cycle aware courses.
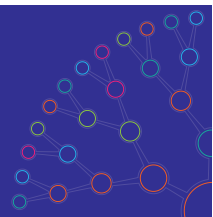
Engagement Sequence	Methods Selection	Evaluation Data Collection Points
A major activation program is required to reach out across the diverse elements of the community and stakeholder. Deep and active engagement in the ideas stage will be required from a diverse set of perspectives.	Major advertising campaign in local media. Major community networking activity to reach across community. Community cycling website.	Participation levels in networking activities. Profile of participation by age, interest and type in networking reports. Website activity.
	Social media. Website. Community meetings. Street surveys.	Activity numbers in social media and website. Participation levels in community meeting. Participant feedback on website and in meetings.
	Crowdsourcing. Cycleway design lab.	Number of ideas. Range and quality of designs from lab, peer reviewed.
	Introduction of short cycle aware sessions at local fair.	Participation levels. Course bookings.

The final form of an engagement plan depends on the size of the project and the requirements of the host organisation. Engagement plans can be presented on a single page or can be large detailed documents. The contents of an engagement plan would normally be:

Project title

Context description

Project statement

Stakeholder and
community description

Engagement purpose
and goals

Spectrum analysis
and positioning

Engagement principles
or approach

Schedule of
engagement activities

Budget

Evaluation plan

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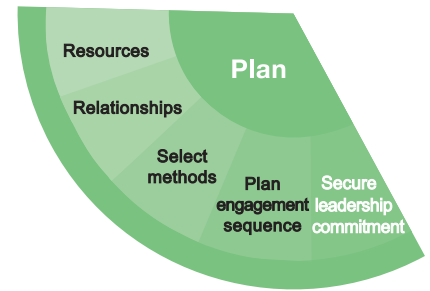
8.1 Secure Leadership Commitment

The promise or commitment of any engagement is the commitment of the decision-maker or leader of the engagement. Building the alignment and commitment within the organisation to the engagement activity. Decision-maker or leader commitment is often an activity of internal stakeholder sign off. This final commitment is often the product of a range of smaller commitments within the organisation. Decision-makers or engagement leader's commitment to the level of engagement and the engagement approach can be developed by:

- Understanding the decision-maker's purpose for engagement.
- Understanding the decision-maker's history or approach to engagement.
- Understanding the critical success factors for engagement and the significance of the project to the decision-maker.

To build decision-makers commitment

- Engage the decision-maker early in the process to understand their goals for successful engagement.
- Consult the decision-maker on who the key stakeholder, organisations and community are.
- Test the thinking about the purpose and goals for engagement.
- Test the influence level of key stakeholders and community.

The process to engage the leader or decision-maker will depend on the preferences and decision-making style of the leader.

Critical in the engagement of any leader will be an ability to link the proposals for engagement goals and spectrum level to the organisational priorities.
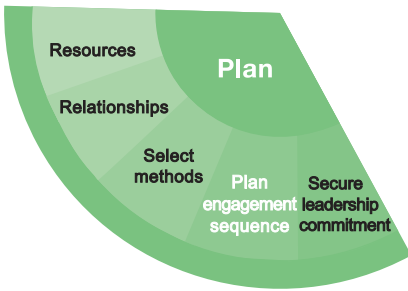
8.2 Plan Engagement Sequence

A common sequence for an engagement project is presented below. Each stage overlaps the other stages and builds on each stage.

Building Mandate and Readiness to Engage

The focus here is completing the engagement design and building leadership and partners commitment and creating organisational readiness to engage. Specifically:

- Analysing the context for the project
- Determining the project scope
- Understanding the people
- Engaging decision makers and key engagement partners
- Setting the purpose and influence role.

Engagement Activation

The activation stage is to build the attention, understanding and interest in participation from stakeholders and communities. The approach and nature of the activation effort depends on the significance of the project to the engagement host, the awareness and size of the target groups for engagement of the project and the project goals.
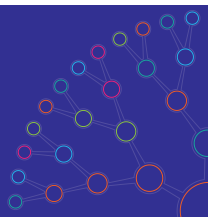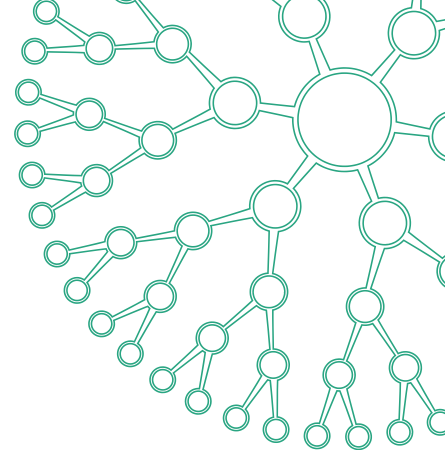
The aim of the activation phase is to build awareness and understanding of the target groups for engagement of the project and the engagement opportunity and desire to participate.

Networking, advertising, using organisational and community communication methods, social media and direct media maybe used in this phase to generate and build participation. Critical in this phase is to create an online and or physical site for easy access to information and insight about the project and engagement. The key focus to build a connect to the engagement targets, the project needs to relevant, personal to the organisations and communities being engaged.

Participation

A range of methods are required for most engagement projects.

With the orbits and participation profile in mind the method selection will include options for the newly aware through to the deeply passionate to participate.

Target Group Interest	Most Passionate	Interested	People Who Are Newly Aware
Methods	Methods that may take time and perhaps preparation. Methods may include working with people across other organisations or diverse communities and perspectives. Participation may be visible to others.	Easy and accessible methods. Time to shape contribution.	Methods that don't require much time. Easy, accessible, and fun methods. Methods easy to undertake within existing networks. Methods accessible from home or where people are already present. Methods that give people an ability to build their participation.
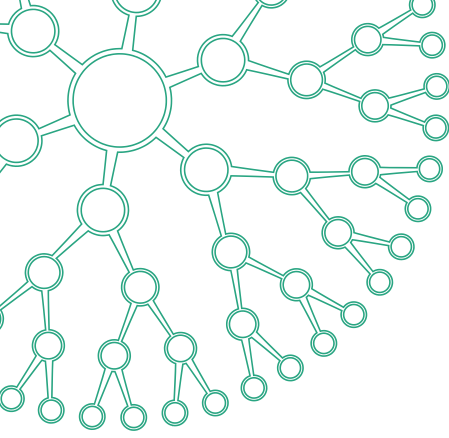
Analysis, Feedback and Reporting

Analysis of feedback, tracking of participation profiles across the spectrum, collecting participant evaluation data, and giving participants feedback on the input being received are all activities to be undertaken during the engagement project. This feedback will also enable you to amend the engagement approach as required.

The sequencing or flow of engagement activities is critical to effective engagement. The details of the flow for each project and the emphasis of each stage will depend on:

- The readiness of the organisation to engage

- The awareness and readiness of key stakeholders to partner, engage and act

- The awareness of the community of the project

- The extent of the action required by the organisation and or the community

- The project level – strategic, project, delivery level.

Resources

Plan

Relationships

Select methods

Plan engagement sequence

Secure leadership commitment
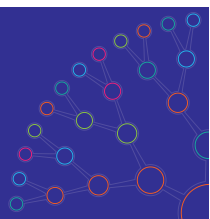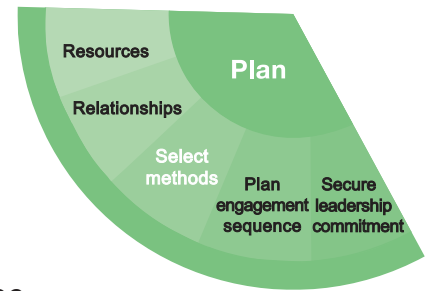
8.3 Method Selection

Engagement methods are the connection points in the design process. Once the design has been determined, the methods are the basis for how the engagement will be conducted. The methods must align to these. It is important to remember that if you've chosen the wrong methods, it is unlikely that engagement will be successful and the purpose of the engagement achieved.

There are a wide range of engagement methods. When you design engagement, think about the design context, scope, purpose, people and influence. This will assist with selecting the most appropriate methods. The IAP2 Australasia Methods Matrix classifies methods based on scale, duration, level on the IAP2 Spectrum and which engagement contexts they are best suited to.

Key criteria to consider:

- **Scale** – are you designing engagement for an individual, small group, large group or the public?
- **Duration** – how long is required? Is it a short event, requires a half-day, days, weeks, months or is it ongoing?
- **Engagement contexts** – what context matches the engagement need? Is it low trust, low interest, high complexity, tight timeframes, need new solutions, hard to reach audiences, highly political, high emotion and outrage, or the need to understand community and organisations better?
- Influence and roles in decision-making and actions.

Once you have considered these questions you are well placed to decide which engagement methods are suitable to include in your engagement design. Methods are listed in the IAP2 Australasia Methods Matrix and have been categorised using the above criteria.

Most engagement projects will employ more than one method to engage the diversity of stakeholders and target communities of the project. The combination of the methods to be used will need to include a balance of tools that will engage from the most passionate through to the people who are aware but not engaging actively.

The IAP2 Spectrum position and the engagement purpose also guide the nature of the methods to be employed.
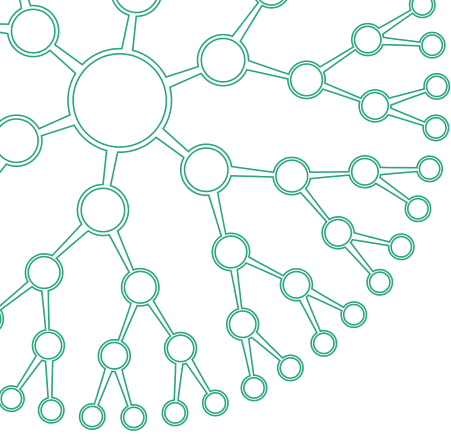
Assessing Risk

All engagement processes carry risks that must be managed. We must manage risk at three stages:

- When we design an engagement process
- When we choose methods
- When we implement the plan

When assessing risk, consider where that risks lies, according to the following framework.

Reputation
Media
Budget
Accountability
Community reaction
Project outcomes

Organisation

Engagement
Process

Capacity to deliver
Skills to deliver
Experience in the method
Fit for engagement purpose
Ability to report on
Data collection
Data analysis

Community

Access
Relevance
Interest
Willingness to participate
Perception of fairness
Transparency
Perception of being heard

First identify what risks exist, who 'owns' that risk, and then how you might mitigate that risk.

Resources

Plan

Relationships

Select
methods

Plan
engagement
sequence

Secure
leadership
commitment
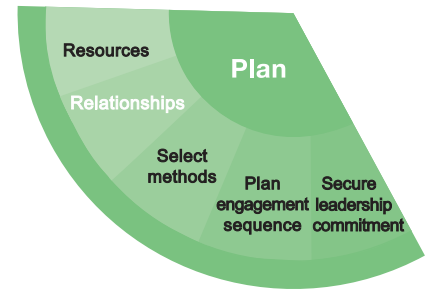
8.4 Relationships

A critical component to the success of any engagement program is to identify, build and maintain critical relationships:

• Within the team, project and organisation

• With key organisational partners for the project and engagement

• With advocacy leaders

• With leaders in the communities and organisations and groups being engaged.

The purpose of these relationships include to:

• Share the engagement planning and design process

• Build a stronger understanding of the project and engagement needs

• Build a stronger understanding of the people and organisation involved in the project

• Build the capability to engage

• Create an activation network to promote and generate engagement

• Create an early warning network for emerging problems or risks or opportunities

• Test plans and approaches.

Building and maintaining relationships is a process right through the design, plan and mange process. The engagement project leader may not always be the owner of all relationships but they do need to assess who the key people are and who should build and maintain relationships on the engagement team.
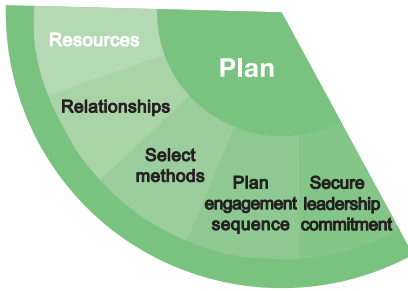
8.5 Resources

Once the detailed engagement tasks are sequenced the budget for the engagement project can be prepared. The budget phase is also an opportunity to test and challenge the assumptions underpinning the engagement plan.

The resources to be applied in any project is an assessment in terms of goals, time, cost and quality.

Goals

- What is the expected level of participation?

- What are the critical success factors for the project?

- How significant is the project to the organisation, communities and stakeholders or partners?

Time

- How much time do you have to manage and implement the project?

- Are there contributions others could make?

Cost

- What is the projected cost of the engagement activity?

- What is the budget?

- Does the organisation have sufficient resources and capability to manage and implement the plan?

- Are there other ways to achieve the outcomes sought?

Quality

- Will the planned program of participation meet the engagement goals?

- Will the methods chosen match the profile of interest in the stakeholders and communities?
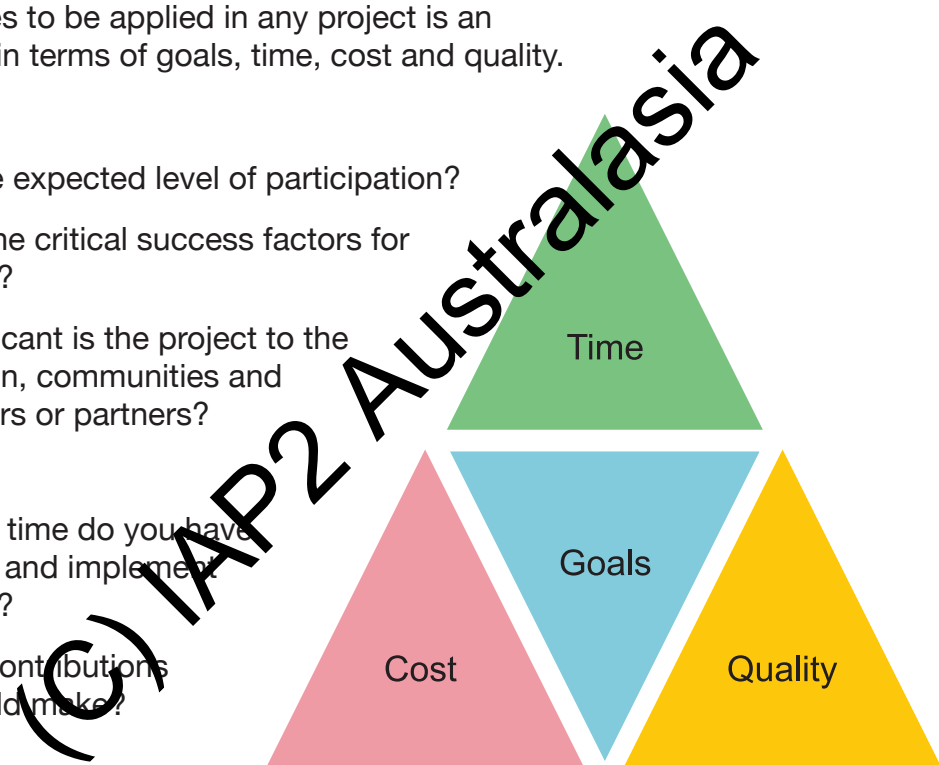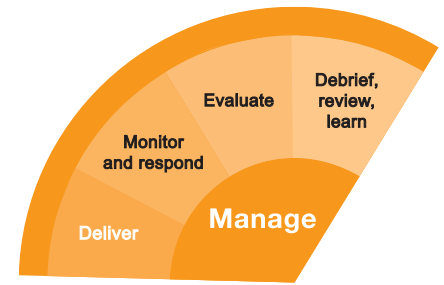
9. Manage

9.1 Deliver

The delivery role of the engagement practitioner depends on the scale and nature of the project. A normal process of project management and team management is required to oversee the engagement project. Delivering engagement is the focus of the IAP2 Australasia Engagement Methods module.

The critical elements to maintain during any engagement project are:

- Keeping the decision-maker up to date with the engagement project.
- Keeping stakeholders and community up to date with participation opportunities and activity.
- Collecting data and feedback on the effectiveness of the engagement activity.
- Checking and assessing the level and profile of engagement – who is not engaging and what voices are missing?
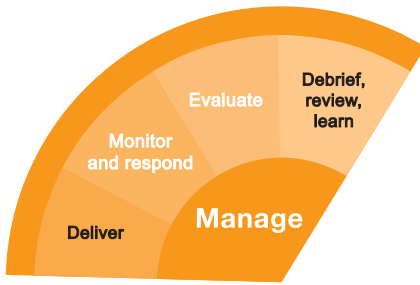
9.2 Monitor, respond and evaluate

An evaluation plan is an integral part of the engagement design. It provides the opportunity to reflect and review the engagement as it is progressing and enables changes to be made, if necessary, throughout the engagement rather than at the end.

Evaluation guidelines include:

• Engagement evaluation should begin with a plan.

  Like engagement, evaluation should start with a plan. Engagement evaluation should take into account the particular context and purpose of the engagement.

• Evaluation effort should be commensurate with the extent of and the importance of the engagement task.

  Simple engagement processes may be adequately evaluated with a very simple evaluation process, or may not need to be evaluated at all. Small everyday engagement activities may be evaluated by tracking and monitoring engagement activities and results.

• Use a range of ways to collect data and evaluate.

  A mixed method approach appears relevant to engagement evaluation. As well as gaining a quantitative understanding the extent of engagement and the representative of that engagement, it is also important to understand some of the qualitative dimensions of the engagement such as the strengthening of relationships.
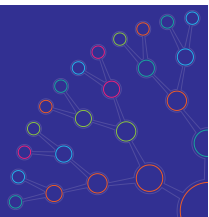
One way to develop evaluation criteria is to consider three types of criteria, two of which (acceptance and process criteria) are based on the work by Rowe and Frewer (2000):

1. Outcomes criteria – what was achieved.
2. Acceptance criteria – how well the public and stakeholders accepted the process.
3. Process criteria – how well the method was designed and implemented.

Effective engagement design is only complete when the design includes identification of:

- The goals and measures or targets for success

- How to collect evidence of engagement impact and quality
- Evaluation and assessment across the project
- Planning methods to collect, record, analyse report and feedback the insights from engagement.

Evaluation measures can be identified at the same time as the purpose of engagement is confirmed and the design features are being considered. It will help focus engagement outcomes and guide what information is needed to carry out an effective evaluation.

Criteria for engagement measures

Measures may include:

Outcomes	Measure
Individual	Increased knowledge of a specific issue. Participant's satisfaction with the engagement process.
Group	Mutual learning in the group about each others perspectives. Strengthening of relationships. Exposure and understanding about a breath of issues and competing priorities.
Community	The development of new options not previously considered. Information not previously known. Reach and participation profile. Value for money.
Process-oriented	Engagement was adequately scoped and planned adherence to the IAP2 Core values. Building trust among participants.
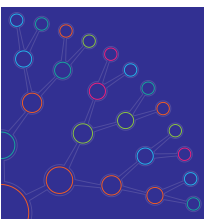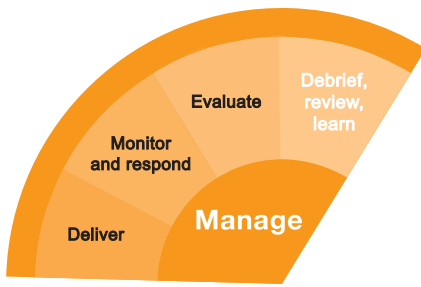
9.3 Debrief, review and learn

Every engagement project no matter how small provides an opportunity at the end of a project or at key stages, or completion of key activities for reflection and debrief on the design, effectiveness of the delivery and what can be learn from the experience.

Reviewing activities against the plan, against the goals for the project and critical success factors as an engagement team provides an opportunity for shared learning. A debrief session may take as little as 45 minutes. A participatory session such as this is dependent on collection of data and feedback during the project.

An end of project debrief is a chance to:

- Collect in one place a summary of what was done and compare it against the plan.

- Consolidate information on levels and profiles of who engagement and participated across the project and in what.

- Reflect on what was most rewarding or most challenging as engagement hosts, partners and participants.

- Assess the project against the project engagement goals; and

- Finally identify key learning points, elements that worked, didn't work and any changes in engagement practice individually, as a team or as an organisation.

10. Working across the five profiles of contemporary engagement

Design and planning approaches across the five profiles of contemporary engagement are similar. However the challenges in each profile are slightly different for the engagement practitioner. The key for the engagement practitioner is to use the strengths of the setting in each profile.

Profile	Challenges	Opportunities	Engagement Approaches
Organisational Led Organisation Acts	Building community participation. Responding to cynicism.	Use of organisational resources. Organisational scale. Organisational partnerships.	Need to build credible relationships with community and stakeholder leaders.
Organisational Led Community Acts	Lack of relationship or credibility with community.	Organisational scale. Resource or research base. Legislative power.	Use engagement methods that enable wide spread activity. Profile community action. Profile community leaders.
Community Led Organisation Acts	Community credibility.	Lack of resourcing and power.	Build relationship with key organisational leaders and media. Create strong social media presence. Use innovative community action to profile action.
Community Led Community Acts	Community credibility.	Potential lack of resourcing.	Use engagement methods that enable wide spread activity. Profile community action. Profile community leaders.
Shared Leadership and Action	Powerful diverse leadership.	Challenge of working across organisational cultures and credibility.	Critical to build a strong leadership base to guide engagement and action.
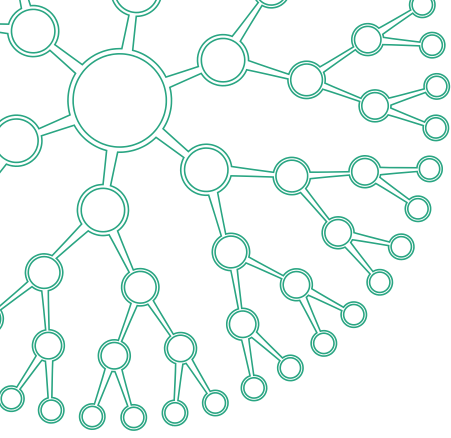
Your Development

Create your own action plan to implement a sustained approach to engagement design.

My Key Learning	
Ways I Can Improve My Design Approach	
My Next Learning Challenge	
One thing I'm going to do when I go back to work to implement what I have learned	

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11. Templates for Engagement Design, Plan and Manage
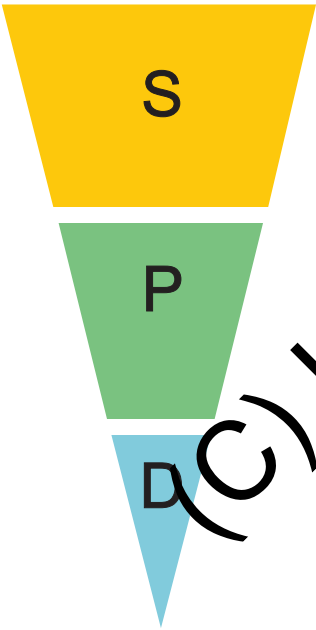
Context

Discovery of background, drivers and pressures of engagement	
World, national and regional trends What have been the international or national responses to similar projects? What are the international trends and approaches to engagement for projects or communities? What political pressures have an impact? Where are the political pressures coming from – political changes, policy changes, political debate, media commentary?	
Community What is the history and profile of the community? Is there strong community relationships with the community What are the current relationships with the stakeholders and communities?	
Organisational What's your organisation's recent track record of activities and engagement with stakeholders and communities?	
Personal What is the approach, track record and pressures of the key people in your organisation towards the project and engagement?	
The contextual factors are creating the following pressures on the engagement approach.	
Rich Description – what is your short description of the context pressures for engagement?	
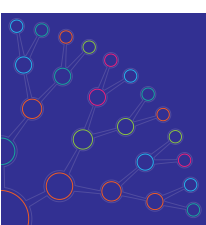
Project Scope

Project background	
History	
Significance for Community	
Significance for Host Organisation	
Significance for Partners or Key Stakeholders	

Project Context (why, why, why, why, why)	
Why is the project, policy or proposition being undertaken?	

Profile of Project		Tick
	Strategic The understanding of the policy or possibilities is not fully developed or the problem has a long term horizon. There is an opportunity to create the shape and direction of the solution to a problem or challenge or aspirations and goals for a community service, policy or initiative.	
	Project The overall project, policy parameters have been set. There is an opportunity for stakeholders and communities to contribute to the shape, design and implementation of the policy, project and proposition.	
	Delivery There is little room for the influence or impact of others, however clear understanding of the project or proposition will build understanding of the impact of the project and enable people and businesses and community to adapt or prepare for the change.	

Project Scope	
Project Statement	Scope + Context

People and Stakeholders

Profile	Who?
Organisational	
Partners/Key Stakeholders	
Passionate Advocates	
Community	
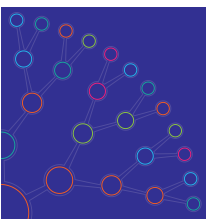
Influence

Identify the key stakeholders, organisational and key community target groups for engagement and map them against the spectrum for this project.

Public Community		
Advocates		
Partners/Key Stakeholders		
Host Organisation		
Target Groups	Inform	Consult

Involve	Collaborate	Empower
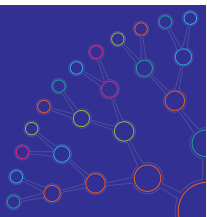
Purpose

Purpose types	Goals	Success Measures	Data Collection Points
Inform			
Legal compliance			
Understanding reactions and implications or consequences of a proposal			
Generate alternatives and new ideas and options propositions			
Improve quality of a policy, strategy or plan			
Relationship development			
Community capacity and capability building			
Generate support for action			
Behaviour change			
Social licence to operate			
Community resilience			
Decision-making			
Identifying a problem or opportunity to address			

Engagement plan overview

Project Stage	Engagement Purpose	Engagement Goals	Objectives /Critical Success Factors	Engagement Sequence Measures	Methods Selection	Evaluation Data Collection Points Collection Points

Engagement Method Selection

Technique:		
Purpose:		
Intended Participant Experience:		
Risks	Risk	Mitigation
Question Design Considerations:		
Roles and Responsibilities	Planning	
	Facilitation	
	Participant Liaison	
	Recording	
	Reporting and Evaluation	
Assessment		
Pre-work Activities		
Follow-up Activities		
Action Plan		
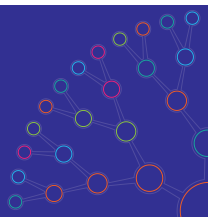
Engagement Plan

Timeline				
Critical project activities or deadlines				
Engagement Activities				
Activation & information				
Reporting to organisation				
Relationship management				
Data Analysis				
Monitoring & evaluation				
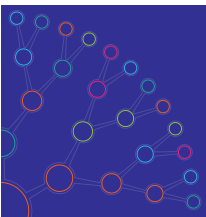
Engagement Debrief Guide

Project debrief meetings can be conducted at the end of each project or for larger projects at the end of each engagement stage.

Preparation	To prepare for a debrief meeting: Invite the participants. They may include: • Key engagement team members, decision-makers or project leaders. • Key stakeholders and partner representatives. • Community members.	
Debrief meeting	**Welcome**	
	Recap Recap the engagement activities • Create an activity timeline. • Add participation information aligned to each activity. • Add method feedback from participants.	Gather information together on: • Engagement goals. • Engagement activities timeline. • Participant rates. • Engagement costs.
	Reflection Ask debrief participants to identify the high point moments and low point moments in the engagement project.	
	Assessment Assess the engagement activities Assess the effectiveness of the project against • Engagement goals. • Core values.	Analyse the approaches and activities • Keep; drop; create.
	Summary Key take-outs for the next similar project • For practitioners. • Decision-makers and leaders. • Partners and community.	

Evaluation Criteria

Evaluation Criteria	Success Criteria Indicators	How to Collect Data	Evaluation Tool / Technique
Outcome Criteria – what was achieved?			
Quality of Decision • The decision provides a feasible solution to the community engagement project.			
Rational Objectives • The method achieves the rational objectives set.			
Sustainability • The decision was sustainable and implementable.			
Acceptance Criteria – how well the methods were selected and delivered?			
Representative • The participants are a representative sample of the affected or interested public.			
Independence • Independent and unbiased.			
Early Involvement • The public is involved as soon as value judgements are important.			
Influence • The feedback or input impacted on the decision.			
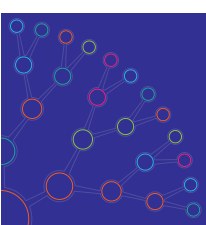
Evaluation Criteria

Evaluation Criteria	Success Criteria Indicators	How to Collect Data	Evaluation Tool / Technique
Transparency • The process of the method and the decision-making is transparent to the public.			
Relationships • The process supported positive relationships and acknowledged conflicts and worked through the conflict in a constructive manner.			
Valued • Participants felt their contribution was valued.			
Process Criteria – how well the public and stakeholders accepted the process?			
Resource Allocation • Participants have the necessary information, human, material and time resources.			
Task Definition • Participants are clear about the task, the scope, and the output of the method.			
Structured Decision Making • An appropriate process for decision-making it used, and communicated clearly so participants understood how and why a decision is made.			
Cost-effective • The participants are a representative sample of the affected or interested public.			
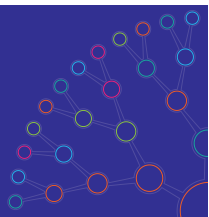
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Reyes R, Rogers-Bursen M, 2013, Everyday Democracy Ideas and Tools for Community Change - *5 More Ways to overcome barriers to youth engagement* http://everyday-democracy.org/tips/5-more-ways-overcome-barriers-youth-engagement#.U6N_yZSSx8E

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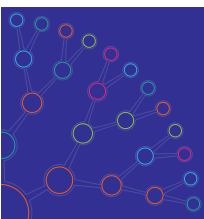
13. Methods Matrix

Method	Description	Scale				Con						
		Individual	Small group	Large group	Public	Low trust	Low interest	High complexity	Tight timeframes	Long-term engagements	Need new solutions	Hard to reach audiences
35s	A group activity to identify and then prioritise issues, concerns or ideas. Individuals develop issues, concerns or ideas which are then circulated 5 times and ranked on a scale of 1-7 to prioritise.		✓	✓		✓	✓		✓		✓	
Action research	Research involving a community of practice trying to solve a problem through action. Communities act as "co-researchers".		✓	✓				✓		✓	✓	
Advertising	Advertisements paid for in print, broadcast or online mediums. Can be used to promote projects, engagement activities or to meet legal obligations.				✓							
Appreciative Inquiry (AI)	A structured process for decision making that focuses on building on strengths ("what works well"), rather than focusing on problems and limitations. In AI Summits, participants follow a four-stage process of Discover, Dream, Design, Destiny.			✓				✓		✓	✓	
Blogs	An online series of posts about an engagement project or issue, which the community can share and comment on.				✓					✓	✓	✓
Briefings	Presentations and discussions with community or stakeholder groups. Can vary widely from informing to gathering feedback, ideas or options.		✓	✓								✓
Card Storming	Participants individually write their ideas, concerns or issues on cards. These are shared in small groups then categorised by the whole group.		✓	✓		✓			✓		✓	
Citizens Jury	A respresentative sample of citizens are randomly selected to form a citizens jury which deliberates on a problem or opportunity. The jury hears evidence from witnesses, in front of a public gallery, before adjourning to deliberate and make a recommendation or decision.		✓			✓		✓			✓	
Citizens Panel	Large numbers of people who are selected to be representative of the population and be a part of a panel that deliberates on a range of issues over a set period of time. Surveys are distributed during the time to understand community attitudes, feedback, issues and behaviour. Can track changes as well.			✓		✓	✓			✓		✓

1	2	3	4	5	6	7	8	9	Purposes
✓	✓		✓						Highly political
✓	✓		✓		✓				High emotion or outrage
✓		✓	✓				✓	✓	Need to understand community better
			✓	✓		✓			Inform
	✓					✓			Legal compliance
✓	✓	✓	✓	✓			✓	✓	Understand reactions, implications consequences of proposition
	✓	✓			✓		✓	✓	Generate alternatives, new ideas and options
✓	✓	✓					✓		Improve quality of policy, strategy, plans
✓			✓						Relationship development
	✓		✓				✓		Community capacity & capability building
			✓	✓			✓		Generate support for action
✓			✓				✓	✓	Behaviour change
✓			✓	✓			✓		Social licence
			✓				✓		Community resilience
✓	✓	✓	✓		✓			✓	Identify a problem or opportunity to address
✓	✓							✓	Decision making

Methods Matrix (continued)

Method	Description	Scale				Context						
		Individual	Small group	Large group	Public	Low trust	Low interest	High complexity	Tight timeframes	Long-term engagements	Need new solutions	Hard to reach audiences
Co-design	Consumers and users work works with designers to codesign products, services or processes.		✓	✓	✓					✓	✓	
Collaborative Governance	A structured decision-making process where agenices and stakeholders work collaboratively to make a decision or recommendation. Key features include collaboratively defining the problems, process and decisions through consensus.		✓			✓		✓		✓		
Community education program	A program to educate the community about a topic, project or proposition. Education campaigns can be designed to raise awareness, generate understanding or support behaviour change.		✓							✓		
Community Reference / Advisory / Liaison Groups	A structured group of community or stakeholder representatives that meet regularly and operate under a Terms of Reference. Can vary from members providing their own feedback or ideas to members acting as a conduit between the braoder community and organisation.		✓			✓		✓		✓		
Community visioning	An exploratory, facilitated group method where participants are asked to close their eyes and visualise what their community looks like now and in the future. Uses visualisation and dialogue and may be extended to include creative arts activities.			✓	✓					✓	✓	
Consensus Conference	A highly structured method involving a representative jury or panel of non-expert citizens who deliberate during a chaired public hearing held over 2-4 days where they hear evidence from a range of different experts. Jury members decide who to call in as expert witnesses. Participants make recommendations or decisions.		✓			✓		✓			✓	
Conversation cafes	Open, hosted conversations set in cafes or other places where community members would ordinarily gather.		✓								✓	✓
Conversation circle	A leaderless meeting where particpants take a seat in a central circle to discuss a topic or question, that is controversial. Those watching follow a structured process to enter into the circle of discussion. Designed to voice multiple perspectives.		✓			✓					✓	

1	2	3	4	5	6	7	8	Purposes
		✓		✓				Highly political
		✓		✓		✓		High emotion or outrage
✓	✓		✓	✓		✓	✓	Need to understand community better
				✓	✓			Inform
				✓				Legal compliance
✓	✓	✓		✓				Understand reactions, implications consequences of proposition
	✓	✓	✓	✓			✓	Generate alternatives, new ideas and options
		✓		✓			✓	Improve quality of policy, strategy, plans
✓	✓		✓			✓	✓	Relationship development
✓	✓		✓	✓		✓	✓	Community capacity & capability building
		✓		✓		✓		Generate support for action
	✓					✓	✓	Behaviour change
		✓		✓		✓	✓	Social licence
✓	✓		✓			✓		Community resilience
✓	✓	✓	✓	✓			✓	Identify a problem or opportunity to address
		✓		✓		✓		Decision making

Methods Matrix (continued)

Method	Description	Scale				Context						
		Individual	Small group	Large group	Public	Low trust	Low interest	High complexity	Tight timeframes	Long-term engagements	Need new solutions	Hard to reach audiences
Crowd sourcing	Gathering ideas, services and content, from online users, rather than from staff or suppliers. Crowdsourcing can including asking for solutions to a problem, seeking funding for a project such as a start-up (crowdfunding) developing creative content or graphics, or to gather information. Can include a competition or incentive.				✓			✓			✓	✓
Deliberative democracy processes	Deliberative democracy processes are methods where a representative sample of the population, usually chosen through random selection, meet and deliberate over a few days. Participants are members of the wider population rather than representatives of stakeholder groups. Groups aim to make a decision, make a recommendation or find common ground. Includes a range of processes such as citizens juries, and consensus conferences.		✓					✓		✓	✓	
Deliberative forum	A forum where a representative sample of the community deliberates on a topic, issue or proposal. Forums last at least 2 days.			✓				✓			✓	
Deliberative polling	A structured process where randomly-selected participants explore and deliberate on a topic at a meeting over 2 or 3 days and then their opinions are polled. Results of the poll are shared with the group and publicly. Can include a pre-poll, as well as additional polling that occurs after the engagement activity.		✓	✓	✓						✓	
Delphi processes	Structured process where a panel of experts answer a series of questionaires (at least two rounds). After each survey, a feedback report and a new survey is circulated. Designed to seek consensus on a complex problem.	✓	✓					✓			✓	
Design Charette	Used for planning local areas, a design charette is a multi-disciplinary design workshop held over 3-4 days, involving stakeholders, the project team, planning and design professionals, technical experts and sometimes community members. Participants walk in small groups, each containing a technical expert, to develop constraints, opportunities and solutions.		✓									
Dialogue	A form of discussion where participants agree to suspend judgments to fully explore a question and seek shared meaning. Participants are asked to reflect on what the group is saying and what they are individually feeling.	✓	✓			✓				✓		

							Purposes
				✓	✓		Highly political
							High emotion or outrage
✓	✓	✓			✓	✓	Need to understand community better
				✓			Inform
							Legal compliance
✓			✓	✓	✓		Understand reactions, implications consequences of proposition
✓	✓	✓		✓	✓	✓	Generate alternatives, new ideas and options
✓	✓	✓			✓	✓	Improve quality of policy, strategy, plans
✓					✓		Relationship development
✓					✓		Community capacity & capability building
		✓	✓			✓	Generate support for action
✓						✓	Behaviour change
✓					✓		Social licence
✓						✓	Community resilience
✓	✓	✓	✓	✓	✓	✓	Identify a problem or opportunity to address
	✓	✓	✓	✓	✓		Decision making

Methods Matrix (continued)

Method	Description	Scale				Context						
		Individual	Small group	Large group	Public	Low trust	Low interest	High complexity	Tight timeframes	Long-term engagements	Need new solutions	Hard to reach audiences
Doorknocking	Community engagement or project teams go door-to-door to liaise with affected residents.	✓				✓	✓					✓
Fairs and festivals	A fair or festival involving food and entertainment, as well as activities around an engagement topic, project or proposal. Designed to make engagement topic more appealing and to reach audiences who would not normally attend workshops.				✓		✓					✓
Fishbowl methods	Deliberation and decision making is undertaken by decision makers in view of the public, such as in a public gallery or by video streaming, to enhance transparency and accountability.											
Focus group	A small group discussion hosted by a facilitator about a focussed topic. Designed to allow for an open discussion that is guided by a series of questions, but which may follow the flow participants' discussions.		✓									
Focussed Conversation	A structured process to host a conversation with community or stakeholder representatives. Includes a series of questions that are objective, then reflective, interpretive and decisional.	✓	✓								✓	
Future search conference	A future planning process where participants undertake a series of sessions on the past, present, future, common ground, and action planning. Designed to develop a shared vision for the future.		✓					✓		✓	✓	
Gamification	Development of online or non-digital games which participants play to solve problems and accomplish tasks. Can sometimes include rewards for players. For engagement, can be used to learn, explore a scenario, understand implications of choices, or to understand the perspectives of different people. Participants can sometimes take on the role of different characters, including decision makers.				✓		✓				✓	✓
Graphic recording	Capturing participants ideas, expressions and discussions in real-time during an engagement activity, to create a visual representation of the discussions.		✓	✓				✓				
Hotline – telephone / web	Widely publicised telephone or email hotline that and provides one-to-one responses to community questions or complaints.				✓							✓

									Purposes
						✓			Highly political
✓						✓		✓	High emotion or outrage
			✓	✓	✓		✓	✓	Need to understand community better
✓	✓	✓	✓		✓		✓	✓	Inform
✓								✓	Legal compliance
	✓		✓	✓	✓		✓	✓	Understand reactions, implications consequences of proposition
	✓	✓	✓	✓	✓				Generate alternatives, new ideas and options
			✓			✓			Improve quality of policy, strategy, plans
✓				✓		✓	✓	✓	Relationship development
						✓	✓		Community capacity & capability building
✓							✓		Generate support for action
		✓					✓		Behaviour change
✓			✓			✓	✓		Social licence
									Community resilience
✓	✓	✓	✓	✓	✓				Identify a problem or opportunity to address
						✓			Decision making

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Methods Matrix (continued)

Method	Description	Scale				Context						
		Individual	Small group	Large group	Public	Low trust	Low interest	High complexity	Tight timeframes	Long-term engagements	Need new solutions	Hard to reach audiences
Interactive mobile apps	Interactive computer application designed for smartphones, mobile devices and computer tablets. Developed to meet project purposes and to reach community and stakeholders through smart phone technology at a place and a time that suits the community person.				✓		✓					✓
Interactive online tools	Online software that engages the community in an interactive way. May involve seeking input or feedback, participating in games, entering or sharing data or photos, GPS markers, uploading of content, or a host of other functions. Designed to shift online users from reading to participating.				✓		✓	✓				✓
Interviews	One-on-one discussions to explore and understand community or stakeholder needs, perspectives, insights and feedback, and to build relationships.					✓		✓				✓
Letters	Individualised letters sent to affected or interested community members and stakeholders. Can be a legal requirement.	✓				✓			✓			✓
Media stories	Media releases, pitches or briefings provided to journalists to publish free editorial on engagement projects or issues. A method to reach a broader audience and the engage the public. Media can be print, broadcast or online.				✓	✓	✓					
Newsletters	Can be designed to inform, seek feedback, to gather ideas, and to update the community on the engagement project and how community input / feedback has been taken into consideration. Can include feedback mechanisms.	✓	✓	✓	✓							
Online discussion forum	Online forum where invited or self-selected participants contribute to an online discussion about a topic or project for a set period of time. Participants can contribute anonymously, using an avatar or using their true identifies.		✓	✓	✓			✓		✓	✓	✓
Open House	A public information session incorporating a series of displays or stations staffed by technical experts, engagement professionals or the project team. More informal than public meetings. Can incorporate presentations, tours, interactive displays, and gathering spaces.				✓			✓	✓	✓		

								Purposes
			✓	✓				Highly political
								High emotion or outrage
	✓				✓	✓		Need to understand community better
✓	✓	✓	✓	✓	✓	✓	✓	Inform
				✓				Legal compliance
✓	✓				✓	✓	✓	Understand reactions, implications consequences of proposition
✓	✓					✓	✓	Generate alternatives, new ideas and options
	✓					✓	✓	Improve quality of policy, strategy, plans
✓	✓				✓			Relationship development
								Community capacity & capability building
			✓		✓	✓	✓	Generate support for action
			✓				✓	Behaviour change
			✓					Social licence
							✓	Community resilience
✓	✓				✓	✓	✓	Identify a problem or opportunity to address
						✓	✓	Decision making

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Methods Matrix (continued)

Method	Description	Scale				Context						
		Individual	Small group	Large group	Public	Low trust	Low interest	High complexity	Tight timeframes	Long-term engagements	Need new solutions	Hard to reach audiences
Open Space	A method for hosting a meeting, conference or summit which is focused on a particular purpose or topic, but which has no formal agenda set. In the "self-organising" process, participants determine the topics of breakout sessions at the start. Ranges in size from a few to thousands. Participants set the agenda, rather than organisers.					✓		✓	✓			
Opt-in e-panel	Community members opt in to be part of an online engagment panel. Panel members can be called on to participate in engagement projects or questions. Can range from seeking insight, input, feedback or voting. Differs from a citizen panel in that members self-select.						✓	✓	✓	✓		
Participatory budgeting	Process where the community works with an organisation through its budgeting process. Can range from setting a whole-of-organisation budget, divisional or project budgets. Participants should be a representative sample of the community.	✓	✓	✓		✓	✓			✓		✓
Participatory editing	Citizens edit and shape documents and reports through a series of circulating documents.	✓	✓	✓		✓		✓				
Photo visioning / photo voice / photo journals	Community members gather and share photos that represent their ideas or preferences for the future. Can be incorporated into face-to-face engagement events, or collected and shared online. GIS platforms can be integrated.		✓							✓	✓	
Public Displays	Staffed or unstaffed displays of information, options, drafts or final decisions which are made available in a public place.				✓		✓					✓
Public meeting	A meeting organised by either the organisation or community with presentations and questions asked by the crowd.		✓	✓	✓	✓			✓			
Randomly-selected e-panel	Similar to an opt-in e-panel except members are randomly-selected to avoid bias. Ideally panels should be a representative rample of the community.					✓	✓	✓	✓	✓	✓	✓
Social media - Facebook	Most commonly used social networking site where you can post comments, photos and videos, which can be seen and shared by either friends or the public. Use to reach a broader audience, have online discussions, and monitor and respond to community ideas or concerns.					✓	✓	✓		✓	✓	✓

									Purposes
	✓					✓			Highly political
	✓			✓				✓	High emotion or outrage
✓	✓	✓		✓			✓	✓	Need to understand community better
✓	✓	✓	✓	✓			✓	✓	Inform
		✓							Legal compliance
✓	✓	✓	✓	✓	✓		✓	✓	Understand reactions, implications consequences of proposition
	✓					✓	✓	✓	Generate alternatives, new ideas and options
	✓				✓	✓	✓	✓	Improve quality of policy, strategy, plans
✓		✓		✓					Relationship development
						✓			Community capacity & capability building
✓	✓		✓		✓			✓	Generate support for action
✓									Behaviour change
✓		✓				✓			Social licence
				✓			✓		Community resilience
✓	✓			✓			✓	✓	Identify a problem or opportunity to address
	✓					✓	✓	✓	Decision making

Methods Matrix (continued)

| Method	Description	Scale				Context						
		Individual	Small group	Large group	Public	Low trust	Low interest	High complexity	Tight timeframes	Long-term engagements	Need new solutions	Hard to reach audiences
Social media – LinkedIn	Social networking site based on users' professional expertise. Users can participate in discussion groups around areas of common interest. Can reach and engage communities of professional interest.	✓	✓	✓	✓			✓		✓	✓	✓
Social media – Photo & video sharing	Photo-sharing and video-sharing social media services such as YouTube, Instagram and Pinterest. Community groups, organisations and individuals can upload photos and videos on a public domain and make comments. Can we used to educate the community, share ideas, capture history, future visioning or to change behaviour.				✓	✓	✓			✓		✓
Social media – Twitter	Microblogging platform. Users tweet a message of a maximum of 140 characters to their followers. Messages can be retweeted by others which makes the original message viewed by their own followers. Described as a "social broadcasting media" it can act like a news alert system.				✓	✓	✓					✓
Social Media – Snapchat	A photo messaging app where users can take photos and videos, add text and drawings, and then send these "snaps" to recipients. Users decide how long they will last before being deleted from their recipient's device and Snapchat's servers.	✓	✓			✓				✓		
Study Circles	Small groups of people (usually between 5 and 20) who meet multiple times to explore an issue. Study circles may be lead by an organisation or by community members, and may exist to share knowledge, generate ideas, gather feedback and build community relationships.		✓	✓	✓	✓				✓		✓
Submissions	Formal written submissions which must be made in line with government regulations.	✓							✓			
Summit	A large-scale 2-3 day event where a large number of diverse people come together to consider information, engage in dialogue, participate in interactive activities and make recommendations.			✓				✓		✓	✓	
Surveys	A series of questions provided to a sample which may be a representative sample or a self-selected sample.		✓	✓	✓	✓						✓
Tours	Community and stakeholders are invited to tour a site to gain a deeper understanding or to gain first-hand experience. Can be designed to foster relationships, raise awareness, increase awareness, educate, gain new insights or to change perspectives.	✓	✓		✓	✓						

Purposes

									Purposes
		✓							Highly political
✓					✓		✓		High emotion or outrage
	✓			✓	✓		✓	✓	Need to understand community better
✓				✓	✓	✓	✓	✓	Inform
		✓							Legal compliance
✓	✓	✓	✓	✓	✓	✓		✓	Understand reactions, implications consequences of proposition
✓	✓	✓		✓	✓		✓	✓	Generate alternatives, new ideas and options
		✓							Improve quality of policy, strategy, plans
✓		✓			✓		✓	✓	Relationship development
✓		✓			✓		✓	✓	Community capacity & capability building
	✓			✓			✓	✓	Generate support for action
					✓			✓	Behaviour change
							✓	✓	Social licence
✓		✓					✓		Community resilience
✓	✓	✓		✓	✓		✓	✓	Identify a problem or opportunity to address
	✓			✓					Decision making

Methods Matrix (continued)

Method	Description	Scale				Context						
		Individual	Small group	Large group	Public	Low trust	Low interest	High complexity	Tight timeframes	Long-term engagements	Need new solutions	Hard to reach audiences
Voting	Voting on a series of options. Need to be clear about the voting procedures; any criteria (eg. Weighted criteria); whether the results of the vote will form a decision, recommendation or insight; and provide enough information to enable informed voting.	✓	✓	✓	✓	✓						
Webinars	Online interactive web-based seminar, presentation or workshop. Webinars can include a wide range of features such as live video streaming, live navigating through websites, voting, commenting or Q&As.	✓	✓					✓				✓
Websites	Can include dedicated websites for an engagement project, a central hub for all of an organisation's engagement activites, or a specific page on an organisation's corporate website. Vary widely from being static websites to highly interactive where the community can comment, upload their own content or jointly create.					✓		✓				✓
Wikis	A website where content is not owned by a specific person or organisation but is created, deleted or modified by members of the public.				✓	✓						✓
Workshop	A structured method to explore specific, complex issues, and where participants work in small groups.		✓	✓				✓				
World cafe	A structured process where participants discuss a question or series of questions at a group of small tables. Each table has a host who facilitates the same conversation during a series of "rounds". At the end of each round, participants disperse and move to new tables to continue the discussion. Is designed so participants share ideas, concerns, fears, experiences or feedback with a broad range of people.		✓	✓		✓			✓		✓	
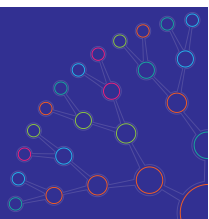
						Highly political	Purposes
					✓	High emotion or outrage	
✓	✓	✓				Need to understand community better	
	✓	✓	✓	✓		Inform	
						Legal compliance	
✓	✓				✓	Understand reactions, implications consequences of proposition	
✓	✓	✓				Generate alternatives, new ideas and options	
	✓	✓				Improve quality of policy, strategy, plans	
✓	✓					Relationship development	
	✓					Community capacity & capability building	
✓	✓		✓			Generate support for action	
			✓			Behaviour change	
						Social licence	
						Community resilience	
✓	✓	✓				Identify a problem or opportunity to address	
					✓	Decision making	

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