BUILDING THE CASE FOR ENGAGEMENT
We’ll Talk About...

• What we mean by engagement
• Why engagement matters
• A brief overview of the Engagement Toolbox
• The “so what”
  • Long-term evaluation of community engagement
  • Ripple Effect Mapping as one possible tool
WHAT DO WE MEAN BY ENGAGEMENT?
Citizens are “engaged” when they play an effective role in:

- Community learning
- Relationship building
- Priority-setting
- Decision-making
- Implementation
- Evaluation

Source: Adapted from Developing Effective Citizen Engagement, 2008
Center for Rural Pennsylvania and Penn State Extension
Effective Engagement...

• Is sensitive to the community-context in both Strategies and Processes
• Lets go of some of the traditional reins of power
• Trusts that citizens, and partner organizations, agencies, or governments can and will effectively engage in the issues
• Builds effective and genuine partnerships
# Community Development

## Paradigm Change in CD

<table>
<thead>
<tr>
<th>Modernization Approach</th>
<th>Post Modern/ Information Age Approach</th>
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<tbody>
<tr>
<td>Problem focused</td>
<td>Solution seeking</td>
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<tr>
<td>Expert initiated</td>
<td>Community-based</td>
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<tr>
<td>One size fits all</td>
<td>Place specific applications that emerge from community discourse</td>
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<tr>
<td>Solutions come from outside the community</td>
<td>Focus on cultural, human and social capital</td>
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<tr>
<td>Focus on financial and built capital</td>
<td>Importance of knowledge management and learning systems</td>
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<td>Importance of knowledge/expertise</td>
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Why strive for Effective Community Engagement?

It Offers Opportunities to...

• Create local networks
• Build social capital
• Unearth underlying concerns and values
• Increase trust in community organizations and local governance
• Builds from understanding of community history
• Leverage assets
• Reframe conflict and controversy
Integrating and Respecting of All Knowledge Types

- Local knowledge
- Historical knowledge
- Managerial, legal and regulatory knowledge
- Institutional knowledge
- Scientific knowledge
Critical Considerations

• What are your engagement goals?
  • Engagement according to whom and how? Organizers and the public may not always agree on what constitutes successful PP

• What is the scale and authority of your issue or intention?
  • Who are your stakeholders? Who has authority? What is the breadth of their authority?

• How do these things influence your engagement strategies, goals or processes – or likely success?
Alignment

Effective engagement frequently requires both internal and community-based alignment of:

- Goals and outcomes
- Policies and procedures
- Processes, expectations and strategies
Trust Matters

• You can’t have effective engagement without it!
• Is a critical element in long-term success and participation
• Fostering and building it doesn’t just happen – it takes thoughtful and purposeful approaches
• We’re in a volatile era of diminishing trust everywhere
Prioritize Clarity & Communication

• Be clear and open about the purposes of convening
• Communicate these goals in clear and unambiguous terms
• Anticipate the sources of the ‘messiness’ you hope work through
• Ensure integrity - set (and communicate) realistic goals for the process – and meet them
## iap2 Public Participation Spectrum

Developed by the International Association for Public Participation (iAP2)

### Increasing Level of Public Impact

<table>
<thead>
<tr>
<th>Public Participation Goal</th>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Collaborate</th>
<th>Empower</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promise to the Public</strong></td>
<td>To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions. We will keep you informed.</td>
<td>To obtain public feedback on analysis, alternatives and/or decision. We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.</td>
<td>To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered. We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.</td>
<td>To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.</td>
<td>To place final decision-making in the hands of the public. We will implement what you decide.</td>
</tr>
<tr>
<td><strong>Example Tools</strong></td>
<td>Fact sheets • Websites • Open houses</td>
<td>Public comment • Focus groups • Surveys • Public meetings</td>
<td>Workshops • Deliberate polling</td>
<td>Citizen Advisory committees • Consensus-building • Participatory decision-making</td>
<td>Citizen juries • Ballots • Delegated decisions</td>
</tr>
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COMMUNITY ENGAGEMENT TOOLBOX

Brief Overview
Effective community engagement seeks to better engage the community to achieve long-term and sustainable outcomes, processes, relationships, discourse, and decision-making in a community-context sensitive environment.

Engagement is not generally driven by a 'model' so much as by a framework of guiding principles, strategies, and approaches. This framework is based on principles that respect the right of all community members to be informed, consulted, involved and empowered and employs and range of tools and strategies to ensure success. It also places a premium on fostering and enhancing trust as a critical element in long-term, sustainable engagement and effective governance.

The tools and resources provided here are intended to help you assess your engagement needs, plan for effective strategies and processes, as well as implement and monitor your engagement efforts.
• http://aese.psu.edu/research/centers/cecd/engagement-toolbox/planning/worksheets/Engagement%20Plan%20Worksheet.rev5.20.pub.pdf

Worksheet website
EVALUATING ENGAGED PROGRAMS – OR ENGAGED EVALUATION?
Engaged programming requires engaged evaluation!
# Formative and Summative Aspects

<table>
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<th>Purpose</th>
<th>Key Characteristics</th>
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| **Formative Evaluation** | Contributes to community engagement project or program management and development | Focused on the question: ‘What can we do better?’  
• Examines the progress of community engagement against objectives and identifies unexpected barriers and outcomes.  
• Is integrated into the community engagement program as part of a continuous improvement cycle |
| **Summative Evaluation** | Contributes to performance monitoring and reporting for agency/organization accountability | Focused on the question: ‘Was the activity successful?’  
• Examines the achievement of objectives, in terms of both process and outcomes  
• Used by government and organizations to report on achievements, increase accountability, track progress |
Match evaluation to engagement level

- Inform
- Consult
- Involve
- Collaborate
- Empower

More engagement means more engaged evaluation methods needed

Process (formative) measures become as important as outcome (summative) measures
Three dimensions in engaged evaluation

One Tool: Ripple Effect Mapping

- Purpose – to better understand intended and unintended results of a program, intervention or collaborative for individuals, groups, sectors or communities.
- Can be post-program (more summative) or mid-program (more developmental)
Direct vs. Indirect Impacts

- Collaboratives and high engagement programs often build social capital, but don’t get credit for it.
- Strengthened social capital is a necessary precondition for other impacts.
- Ripple Effects may not be evident for months or even years.
Mind Mapping – The Whole is Greater than the Sum of the Parts

How Does it Work?

• Identify the intervention
• Schedule the event and invite participants
• Group mapping session held
• Follow-up interviews
• Cleaning, Coding, Analysis
Ripple effect mapping

Appreciative Inquiry interview

• Conducted among pairs of participants
• Examples of questions:
  
  What is a highlight, achievement, or success you had based on your involvement in this project?

  What unexpected things have happened as a result of your involvement in this project?

  What connections with others – new and/or deepened – have you made as a result of this project? What have these connections led to?
Chisago Lakes Area Tourism Development
2008 - 2013

Captured Visitor Markets

Built Upon Community Resources

Enhanced Marketing Efforts

Infrastructure Changes

Strengthened Relationships

Increased Collaboration Across Communities

Local Government

Tourism Committee

Chamber of Commerce

Increased Communication with Businesses

Increased Collaboration with Businesses

Increased Collaboration with Government

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Community Capitals Framework

(Built Capital)

(Natural Capital)

(Cultural Capital)

(Human Capital)

(Financial Capital)

(Political Capital)

(Social Capital)

Healthy Ecosystem
Vital Economy
Social Inclusion

(Emery and Flora, 2008)
Table 2: Comparison of coded effects across all three communities (in percents, effects can be counted under more than once capital)
ORID discussion process

- OBJECTIVE
- REFLECTIVE
- INTERPRETIVE
- DECISIONAL

COMMUNITY
ACTION
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