

C.1: Worksheet — Strategic Engagement Planning

1. What are our objectives for this engagement?

IDS planning teams must agree on what you want to achieve by engaging stakeholders around data and privacy issues. This may require several rounds of discussion, background research, and/or informal liaising with internal or external stakeholders.

Examples of possible objectives for an IDS privacy stakeholder engagement:³¹

- › Understand local needs and wants around data and privacy
- › Set research priorities
- › Find agreement on the purpose and direction of a particular IDS or use case
- › Promote active citizenship and a wider circle of responsibility for decisions and actions
- › Encourage local buy-in and ownership in the IDS and develop social license to use administrative data
- › Defuse conflict situations around data and privacy before they impede progress

Tips:

- › Objectives may be broad or specific, depending on the organizational and community culture of your IDS. If internal buy-in for the engagement is still necessary, consider drafting objectives that are “SMART”: Specific, Measurable, Assignable, Realistic, and Time-related.³²
- › Name your IDS’ guiding principles up front. If transparency and an emphasis on racial equity are guiding principles, then engagement activities will be fundamentally different than, for example, another IDS that has “agency benefit” as a guiding principle.

2. What is the environment for this engagement?

It is important for IDS planning teams to explore the personal, organizational, and topical factors that may influence the engagement environment itself. Where an unprepared IDS might find their activities derailed by interpersonal conflicts between stakeholders, logistical hurdles, or cultural misunderstandings, for example, a more prepared IDS could anticipate or avoid such obstacles.

This may require several rounds of discussion, background research, and/or informal liaising with internal or external stakeholders, especially those who have participated in previous stakeholder engagement activities.

Issues to consider for particular IDS engagements include³³:

- › **Previous/other engagements:**
 - Have there been any previous data integration efforts within your community on similar issues, and what was the outcome?
 - If yes, did the data integration efforts include stakeholder or community engagement? And if so, what was the outcome?
 - Are there any concurrent engagement activities by other groups with your stakeholders, and how are those progressing?

- Is there a history of mistrust within this community towards any particular government agencies and/or partner institutions?
- Are there rules or expectations that discussions, attendance, or other notes about engagement processes will be made public, kept confidential, or be subject to other standards (e.g., “Chatham House Rule,”³⁴ subject to Freedom of Information requests, etc.)?

› **Stakeholders:**

- Is this the first time any anticipated stakeholders have engaged in this kind of participatory public process?
- How technically sophisticated or digitally literate are your anticipated stakeholders?
- Do any of your anticipated stakeholders have specific physical or cultural needs that should be accommodated in physical and digital spaces (e.g., literacy, accessibility, language)?
- Do any anticipated stakeholder groups have a history of antagonism towards other stakeholders or IDS representatives around these issues?
- Have any anticipated stakeholder groups traditionally aligned with each other or IDS representatives around these issues?

› **Issue sensitivity:**

- Is there any history of this community’s privacy being violated by state or local government? By researchers?
- Is there any political sensitivity around this topic? Are there any social or economic issues that the community has dealt with related to this use case?
- Are there any other dominant political issues that are top-of-mind for your community, and that might distract from a conversation about data and privacy?

Tips:

- › Consider the diversity of participation experience amongst the identified stakeholder groups. Those with more experience may have skills and confidence to dominate proceedings, while those with the least experience may need more support navigating the process or having their voices heard.
- › Consider the cultural diversity of participants which may affect, for example, people’s willingness to meet all together (e.g., men and women together), and/or affect the way different participants are used to debating in public with others (e.g., those with formal committee experience may expect a chair and formal debating procedures).³⁵

3. What are our resources for engagement?

Successful stakeholder engagement activities—particularly around privacy, which can which can require both deep technical skills and empathy—require adequate time and resources. By being honest and specific about these factors up front, you will be better prepared to efficiently leverage your stakeholders’ input.

This may require several rounds of discussion, background research, and/or informal liaising with internal or external stakeholders.

In determining the required resources for your engagement exercise, items consider include:

› **Timeline:**

- What is the minimum/maximum time this engagement is anticipated (or allowed) to take?
- How much time will each engagement activity take?
- How much time (if any) will be needed for internal processing between each engagement activity?
- How much notice or time to mobilize (if any) will you need to give potential participants before each engagement activity?
- How many participants do you anticipate involving at each engagement activity?
- How much education or level-setting will you need to do with stakeholders before each engagement activity?
- How complex will this IDS/IDS use case be? How consequential will this IDS/IDS use case be on the community? (Typically, the more complex or consequential, the more time should be set aside for engagement.)

› **Staff:**

- Do you or partners have staff with meeting facilitation experience?
- Do you or partners have staff with participatory engagement experience?
- Do you or partners have staff with subject matter expertise in data, privacy, and security?
- Do you or partners have staff with communications and public outreach experience?
- Do you or partners have staff who can offer technical and logistical support for engagement activities, including events?

› **Budget:**

- Will communications and outreach efforts need to be funded?
- Will informational materials need to be created, published, or printed?
- Will in-person events need to be planned? Consider, if applicable, costs for renting or using physical spaces, seating and tables, audio/visual, food, childcare, etc.
- Will digital/virtual events need to be planned? Consider, if applicable, costs for web development, streaming, or advertising.
- Will external experts or consultants need to be engaged or reimbursed for travel?
- Will any accommodations need to be made for persons with disabilities?
- Will any participants be compensated for their time?

› **Capacity for change:**

- What is the decision-making environment for this IDS/IDS use case? Who has final authority? (For example, IDS governance board, an agency head, a political leader, a community oversight board).
- How committed are internal leadership to meaningful/active stakeholder engagement (i.e., stakeholder input will have some material impact on outcomes)
- What aspects of the IDS/IDS use case are open to stakeholder influence?
- What aspects of the IDS/IDS use case are non-negotiable?

Tip:

- › It is critical that the IDS clearly establish what aspects of the IDS/IDS use case can realistically be affected by stakeholders' participation. If stakeholders are given unrealistic expectations or dedicate significant time and energy to a process that did not yield any results, trust and goodwill for the IDS will be eroded. If an IDS is designed so that stakeholder input does not matter or if there are insufficient resources to follow through on the engagement team's promises, there is no point in going further with the engagement process.