Engagement report - Civil society engagement in the Open Government Partnership

Engagement to develop New Zealand’s second National Action Plan
# Contents

Purpose of this document ............................................................................................................. 1

Highlights...................................................................................................................................... 2

  Interest in the project .................................................................................................................. 2

How we engaged ............................................................................................................................ 5

  Purpose of engagement .............................................................................................................. 5

  Objectives .................................................................................................................................... 5

  Stages of the project .................................................................................................................... 5

  Approach to engagement ............................................................................................................ 6

How stakeholders engaged ............................................................................................................ 10

  Stay informed ............................................................................................................................ 11

  Get involved ............................................................................................................................... 13

  Input received ............................................................................................................................. 17

Engagement outputs ....................................................................................................................... 22

Lessons learned .............................................................................................................................. 23

  What worked well ................................................................................................................. 23

  Opportunities for improvement .............................................................................................. 24

  Recommendations going forward ............................................................................................ 25
Purpose of this document

This document is a summary of ‘civil society’ engagement undertaken between 15 July and 30 August 2016 for the development of New Zealand’s second National Action Plan (NAP) for the Open Government Partnership (OGP). For the purposes of this project civil society was defined as anyone external to the New Zealand Government.

It summarises the channels created for engagement, how New Zealanders used these channels and input received during the engagement period. It also outlines lessons learned by engage2 during the process, and engage2’s recommendations to the State Services Commission (SSC) for ongoing engagement with stakeholders for the delivery of Open Government in New Zealand.

General updates on the engagement process, including seven project updates, are available on the engage2 blog: http://engage2.co.nz/blog-2/

An expert advisory panel was also formed by the State Services Commission (SSC) to support engagement and development of the NAP. This process was managed by SSC so participation is not included in this engagement report.

Image 1: Photograph of participants listening to SSC’s welcome at the co-creation workshop Wellington
Highlights

Engagement was used to raise awareness, encourage comments on the draft background of the NAP, and make suggestions for actions to consider including in draft commitment templates prepared at the co-creation workshop. Engagement ran for just over six weeks. Interest in the project was high and over 100 people actively participated by providing input during that time.

Interest in the project

- 845 people were informed about the OGP process by direct email and phone calls. 7 email updates sent by the project team between 8 – 30 August 2016.
- The project hashtag #ogpnz was used 506 times on Twitter by 110 people.
- Hundreds of people visited the website and online engagement platforms for more information about the project during engagement. When broken down further we can see that:
  - 163 people visited the engage2.co.nz website between 1 July and 30 August 2016 to view project updates.
  - 365 people visited the OGPNZ NAP engagement pages on www.govt.nz between 4 and 25 August 2016. 56% of these visitors returned during that time. 28 people provided 29 submissions commenting on the draft vision and background sections of the NAP.
  - https://www.opengovpartnership.nz/ launched on 12 August and was open until 24 August 2016 for actions, with comments open for a week after that to inform the workshop. 48 people registered on the site and a total of 87 actions were suggested. An average of 200 people day visited the site prior to the co-creation workshop.

Participation rates and methods

The engagement process ran over four stages with participation rates peaking in Stage 3 when New Zealanders were invited to suggest actions for consideration in the plan’s development. Participation rates during the four stages:

- 10 people commented on the engagement strategy during Stage 1.
- 28 people provided 29 comments about the background and vision during Stage 2 through email and online.
- 64 people suggested 87 actions during Stage 3. Some of these actions arose out of group discussions but were posted by a single individual on behalf of a group.
- 14 civil society stakeholders provided input into 14 draft NAP templates at the co-creation workshop in Wellington during Stage 4.
- 110 people used the #ogpnz hashtag on Twitter.
- 22 people participated in 6 teleconferences.
- 24 people had discussions with engage2 by phone or face to face. In these, people shared their past experience in relation to open government and their input into the current process.
- 11 stakeholders requested information and materials to share with their networks, including through newsletters.

**Types of people who participated**

Participants represented a diverse range of interests and sectors across the Open Government spectrum from Open Data and Access to Information, to Public Participation and increased Transparency and Accountability. Participants came from the Local Government, Private and NGO sectors.

Participants were based in centres across New Zealand, predominantly Wellington, Auckland, Hamilton, Christchurch, Whangarei and Nelson. See image 12 for a visualisation of the locations from where input was received during Stage 2 (blue) and Stage 3 engagement (purple).

![Image 2: Visualisation of the locations input was received on Delib (purple) and GOES (blue)](image)

**How they participated**

- Participants engaged and provided input in the process as follows:
  - 29 people provided input to the background and vision of OGP online and through email.
  - 64 people suggested actions online.
  - 110 people used the #ogpnz hashtag on Twitter.
  - 26 people participated in 6 teleconferences and workshops.
  - 14 people from civil society contributed to the co-creation workshop.
  - 24 people had in-depth discussions with engage2 over the phone or in face-to-face meetings (in addition to the workshops).
11 stakeholders requested information and materials to share with their networks, including through newsletters.

HOW PEOPLE PARTICIPATED

<table>
<thead>
<tr>
<th>Method</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email</td>
<td>29</td>
</tr>
<tr>
<td>Online</td>
<td>64</td>
</tr>
<tr>
<td>Hashtag</td>
<td>110</td>
</tr>
<tr>
<td>Teleconferences &amp; workshops</td>
<td>26</td>
</tr>
<tr>
<td>Co-creation workshop</td>
<td>30</td>
</tr>
<tr>
<td>Phone</td>
<td>6</td>
</tr>
<tr>
<td>Face-to-face meetings</td>
<td>13</td>
</tr>
<tr>
<td>Requested Materials</td>
<td>11</td>
</tr>
</tbody>
</table>
How we engaged

Purpose of engagement
To involve and collaborate with New Zealand communities to develop recommendations for government to consider including in New Zealand’s National Action Plan (NAP) for the Open Government Partnership.

Objectives

- Develop the National Action Plan (NAP) for Open Government in partnership with New Zealand communities.
- Identify people interested in Open Government and themes being discussed, and invite participation in the OGP NAP process.
- Raise awareness about Open Government in New Zealand and the opportunity to contribute to the NAP.
- Work with people who want to participate to ensure their input is useful and considered.
- Capture and analyse input shared throughout the engagement process in an open and transparent way.
- Encourage collaboration between Government and New Zealand communities.

Stages of the project
There were six stages of the project with four of these open to civil society engagement:

- Stage 1 – Input into the engagement approach (15 – 25 July 2016)
- Stage 2 – Raise awareness, encourage participation (18 July – 2 August 2016)
- Stage 3 – Co-design the NAP vision (2 – 20 August 2016)
- Stage 4 – Co-create recommendations for the NAP (20 – 30 August 2016)
- Stage 5 – Government consideration of recommendations (September 2016)
- Stage 6 – Launch of the National Action Plan (October 2016)

These stages, methods and the degree of engagement invited in each of these stages is summarised in the timeline below.
Approach to engagement

Our approach was designed to be open, transparent, accessible, responsive, and efficient for stakeholders and Government. We intentionally set out to build stakeholder capabilities to engage in the process. Anyone interested could participate, ask questions and receive prompt, honest responses.

We did our best to reach stakeholders across New Zealand, but time constraints meant that comprehensive public representation could not be sought. Instead, we aimed to reach as many people who might have an interest in the project and encouraged those people to contact their networks and friends. We conducted a stakeholder analysis to identify people who had expressed an interest in open government in the past from across New Zealand so they were informed about the project and the opportunity to participate.

These stakeholders were contacted at the start of the process so they could engage with their networks and raise awareness about the opportunity to participate. Some were also invited to provide input into the engagement strategy during Stage 1. At all stages in the process we asked for contact details of participants so we could contact them directly, and encourage and enable their ongoing engagement throughout the process.

Regular updates on the process were provided to these stakeholders and others who registered for email updates. The names, phone numbers and emails of the engage2 team were provided and recipients were invited to contact the engage2 team at any time for support to promote the project, shape suggested actions and have their questions answered.

Multiple channels were provided so people interested could engage when and how they preferred, online and offline. Offline engagement included events in three cities and a
number of teleconferences. engage2 also attended other organisations’ events and provided newsletter content, an ‘Introduction to Open Government’ presentation and ‘How to Suggest an Action’ templates with tips for stakeholders to share with their networks.

Two online engagement platforms were used during the process. www.govt.nz provided the draft background section for two-way engagement, allowing participants to comment on the draft and suggest amendments. Delib’s Dialogue tool hosted at www.opengovpartnership.nz was then used during Stage 3 of the project so participants could suggest actions, comment on and like each other’s suggestions. This three-way engagement was used to build momentum and encourage consideration of others’ viewpoints.

All input gathered online and offline throughout the project was collated and reported to the SSC, and published publicly through updates and links to these sites to encourage participation in the lead up to the co-creation workshop.

Civil society engagement culminated in a co-creation workshop in Wellington with Government officials from the State Services Commission, agencies considering leading proposed commitments, and the Expert Advisory Panel members. During the workshop participants were asked to group actions and discuss how they might be shaped into 5-15 commitments for the National Action Plan.

All comments made and actions suggested during the process, and the discussion during the workshop on commitment templates, has now been shared with the State Services Commission and relevant agencies now considering how to shape recommendations for Ministers and Cabinet about what to include in the NAP.

**Methods and ‘degrees’ of engagement**

During Stage 1, engagement was used to build working relationships with key stakeholders to scope opportunities to raise awareness about the project among their networks and to get their input into the draft engagement strategy.

Engagement during this phase was by invitation only for those who had expressed an active interest in the Open Government Partnership in New Zealand to date. We also sought out communities that had not previously participated but that we felt would have an interest in the Open Government principles, for example organisations with a focus on Public Participation.

Engagement during Stages 2-4 was open for anyone interested in participating. We were aware people would want to participate in different ways, investing varying amounts of their time and attention to the engagement processes.

We accommodated four levels of engagement across these Stages of the process. Participants could:

1. **Stay informed:**
   - a. Get up to speed on the website.
   - b. Register for email updates or sign up for an RSS feed.
   - c. Follow @ogpnz #OGPNZ on Twitter.
   - d. Participate in a webinar.
   - e. Participate in a briefing event*

2. **Have your say:**
   - a. Share their thoughts about the draft OGP background section (online).
b. Tell us what they thought about the proposed themes for the second NZ OGP NAP (online).

c. Host an event and invite our involvement at their event.

d. Participate in a co-design event*

3. Get involved:

a. Help co-design a vision statement to guide the NAP development online or at an OGPNZ event.

b. Suggest an action for the NAP online or at an OGPNZ event.

c. Host events.

d. Participate in one of the International OGP working groups.

4. Collaborate:

a. Participate in a teleconference about the theme that interested them (phone or video).

b. Help prioritise actions suggested and work with New Zealand Government officials to co-create OGP commitment templates at the co-creation workshop.

*These events were held in Auckland and Christchurch with the OGP team during Stage 3 of the process to raise awareness of the project and encourage input into the design of the vision statement, background and suggested actions.

Anyone who got involved during Stage 2 and 3 of the process was invited to the co-creation workshop in Wellington on 26 August 2016 to co-create recommendations with New Zealand Government officials during Stage 4. All actions suggested were treated as submissions for use in the co-creation workshop.

During the workshop, participants worked with Government officials from relevant Ministries to:

a) consider submissions and help prioritise suggested actions; and;

b) co-create potential commitment templates for the OGP.

Engagement was promoted through:

- Information sessions run by engage2 in August in two locations in New Zealand.
- The @ogpnz twitter account.
- Direct email updates to over 781 people.
- A blog: http://engage2.co.nz/blog/
- A blog post on the NZ Government web toolkit.
- Posts to the NZ ninja and open government Google Group.
- Materials provided to stakeholders to share at their events and with their networks through newsletters.
The channels set up for engagement included:

- OGPNZ engage2 website and blog: http://engage2.co.nz/ogpnz
- Email to engage2 project team: ogp@engage2.co.nz and to Martin Rodgers at martin@engage2.co.nz
- Phone inquiries directly to Martin Rodgers, engage2 +64 21 678 356.
- Teleconferences using Join.me
- Face-to-face events in Christchurch and Auckland.
- Participation in and/or support for stakeholder events such as the Hui-EI meeting to review the results of their engagement process, a training session of the International Association of Public Participation, and the Open Source Open Society event. Stakeholders could request to stay informed in the engagement process using an online Mailchimp form: engage2.co.nz/sign-up/
- The hashtag #ogpnz was created to discuss the project on Twitter.
- The Co-creation Workshop in Wellington on 26 August 2016.
How stakeholders engaged

The following image summarises how stakeholders engaged and used channels provided for engagement. These figures are described in more detail below.

### DEGREES OF ENGAGEMENT

#### Stay informed

<table>
<thead>
<tr>
<th>Channel</th>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email</td>
<td>7</td>
<td>People emailed</td>
</tr>
<tr>
<td>Twitter</td>
<td>861</td>
<td>Engagement on Twitter</td>
</tr>
<tr>
<td>Website visitors</td>
<td>341</td>
<td></td>
</tr>
<tr>
<td>#ogpnz</td>
<td>506</td>
<td>#ogpnz was used</td>
</tr>
</tbody>
</table>

#### Get involved

<table>
<thead>
<tr>
<th>Engagement Type</th>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone</td>
<td>26</td>
<td>Phone engagement</td>
</tr>
<tr>
<td>Face-to-face</td>
<td>13</td>
<td>Face-to-face engagement</td>
</tr>
<tr>
<td>Teleconferences</td>
<td>26</td>
<td>People participated in teleconferences</td>
</tr>
<tr>
<td>Email</td>
<td>11</td>
<td>People emailed</td>
</tr>
</tbody>
</table>

#### Collaborate

<table>
<thead>
<tr>
<th>Activity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>People attended the Co-Creation Workshop</td>
<td>30</td>
</tr>
</tbody>
</table>

*Image 5: Degrees of engagement*
Stay informed

Those interested could stay informed about the project through blog and email updates. Seven updates were sent by email to those who registered and people we thought might be interested. These updates were then posted to the blog page on the engage2.co.nz website and promoted through social media.

Through these updates we provided a summary of the engagement to date and also encouraged recipients to visit and participate in the www.govt.nz website during Stage 2, and www.opengovpartnership.nz during Stage 3.

Project updates

- 7 updates were posted to the blog and emailed to stakeholders

<table>
<thead>
<tr>
<th>OGP NZ Self-Subscribed</th>
<th>17</th>
<th>51.5%</th>
<th>16.5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Created Aug 05, 2016 4:41 pm</td>
<td>Subscribers</td>
<td>Opens</td>
<td>Clicks</td>
</tr>
<tr>
<td>No rating yet</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NZ Open Government National Action Plan stakeholders</th>
<th>719</th>
<th>28.8%</th>
<th>4.8%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Created Aug 03, 2016 2:06 pm</td>
<td>Subscribers</td>
<td>Opens</td>
<td>Clicks</td>
</tr>
<tr>
<td>![Image 6: Opening and click rates of the engage2 team's project update emails - Mailchimp](Image 6: Opening and click rates of the engage2 team's project update emails - Mailchimp)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OGP NZ Subscribers</th>
<th>45</th>
<th>63.3%</th>
<th>15.8%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Created Jul 26, 2016 9:47 am</td>
<td>Subscribers</td>
<td>Opens</td>
<td>Clicks</td>
</tr>
<tr>
<td>No rating yet</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Social media

Social media was also used to keep people informed and invite engagement. A twitter account @ognz and the hashtag #ogpnz were created to keep anyone interested in following the project on Twitter informed.

- The @ogpnz account shared 105 tweets during the course of the project that received a total of 861 engagements and 202 link clicks.

<table>
<thead>
<tr>
<th>Twitter Profile</th>
<th>Total Followers</th>
<th>Follower Increase</th>
<th>Tweets Sent</th>
<th>Impressions Impressions per Follower</th>
<th>Engagements</th>
<th>Engagements per Follower</th>
<th>Retweets</th>
</tr>
</thead>
<tbody>
<tr>
<td>@ogpnz</td>
<td>105</td>
<td>10,400.0%</td>
<td>105</td>
<td>58,319</td>
<td>555.42</td>
<td>861</td>
<td>8.20</td>
</tr>
</tbody>
</table>

![Image 7: Twitter profile for @ogpnz](Image 7: Twitter profile for @ogpnz)
ogpnz was mentioned 524 times - 271 were tweets and 253 were retweets - including the use of #ogpnz 356 times by 110 people during the engagement period.

The engage2 website

- 231 people came to the engage2.co.nz website between 1 July and 4 September 2016.
- There were a total of 341 sessions and 637 page views.
- Those who did visit spent an average of 1.34 minutes on the website.
- The largest peak for visitors was on the last day to submit an action to Stage 3 on 23 August when there were 60 new sessions on the site following a final push on social media and an email update about the closing of the consultation.

This is presented in Image 10 below.
Get involved

Most channels set up for engagement were well used by stakeholders (see Image 11). The graph below provides a breakdown of how stakeholders engaged using the appropriate project channels.
Online engagement

Engagement on the www.govt.nz platform

This platform was the focus of engagement during Stage 2. It gave those interested a copy of the draft background section of the NAP and invited their comments on it. Participants could view but not comment on other each other’s submissions.

- 28 people provided 29 submissions on this platform.
- 365 people visited the OGP Second Action Plan engagement pages on www.govt.nz between 4 – 25 August 2016, for a total of 605 sessions and 2,633 page views. 56% of these visitors returned during that time.
- 41% of referrals to the site were from engage2.co.nz, 26% from Twitter, and 6% were from http://norightturn.blogspot.co.nz
- Visitors spent an average of 1.5 minutes on the site, and the peak time for visits included 74 sessions on 8 August 2016.
- People who viewed them spent an average of 2 minutes 42 seconds on the Provide Your Input page (262 (14%) pageviews), and people who viewed them spent an average of 6 minutes 28 seconds on the published submissions page (100 (5%) pageviews).
- Overall, people who viewed them spent an average of 5 minutes 52 seconds reading all the background and context material, with the most time spent viewing the background, introduction and context pages.
STAGE 2

USE OF THE GOVT.NZ PLATFORM

| Total visits | 365 |
| Sessions     | 605 |
| Page views   | 2633 |
| Returning visitors | 56% |

29 Submissions

1.5 min Average session time

2.42 min Provide your input page

6.28 min Published Submissions page

5.52 min Reading background & context material pages

Image 12: Use of the www.govt.nz platform

Engagement on the www.opengovpartnership.nz

This platform was the focus of engagement during Stage 3. Participants could view, add a suggested action or view, comment or like actions suggested by others.

- 48 people registered on the site.
- 36 of these people added a total of 87 suggested actions.
- 20 of these people made 91 comments on suggested actions.
- An average of 200 people per day visited www.opengovpartnership.nz between 12 August and the co-creation workshop on 26 August 2016.
Phone engagement

- 26 people participated in 6 teleconferences and workshops.
- 8 people had in depth discussions with Martin from the project team to discuss the opportunity to engage in the process.

Face-to-face engagement

- 16 people participated in face-to-face meetings with Martin from the project team.
- 17 people attended the two information sessions in Auckland and Christchurch.

Teleconferences

- 11 people participated in 6 teleconferences – accessible online or by phone.

Emails

- 11 emails with suggested actions were received by Martin Rodgers at Martin@engage2.co.nz

Collaborate

Face-to-face engagement

- 30 people contributed to the co-creation workshop on 26 August 2016 in Wellington; details as follows:
  - 14 from Civil Society – NGO’s and individuals who had suggested Open Government actions.
  - 4 from the State Services Commission.
  - 7 government staff including staff from:
    - Department of Internal Affairs
    - Land Information New Zealand
    - Statistics New Zealand
    - Ministry of Foreign Affairs & Trade
    - The Treasury
    - Ministry of Justice

Input received

Summary of input

102 stakeholders provided input between 18 July and 24 August 2016 including:

- 10 stakeholders providing input into the engagement strategy.
- 29 pieces of input from 28 people on the background and vision of OGP during Stage 2.
- 87 suggested actions from 64 people during Stage 3.

All input received during Stage 1 was personally acknowledged with a tailored response. Input received during Stage 2 and 3 was published after moderation by engage2 so they could be viewed and, during Stage 3, commented on by other stakeholders. A spreadsheet of all actions suggested was also produced and published on the engage2 website along with a blog update so it could be considered by workshop participants.

Stage 1 Input

The engage2 team approached 17 stakeholders to get their input into the design of the engagement process. These stakeholders included:

- Academics
- Environment and Social Organisations
- The OGP Expert Advisory Panel
- Private Sector
Staff in Local Governments
10 people responded. Many of these welcomed the opportunity to give feedback and expressed their interest to participate. A number said they could not do so in the short timeframe available due to other commitments. Of those who did provide a response, their comments related to:

- The short timeframe of the process.
- The diversity of civil society.
- The role of Civil Society in co-creation and their desire to work more closely with Government on open government.
- How input from previous stages was being used to inform this stage of the process – and the level of government responsiveness to that previous input.
- The need for engagement to be a core function of government agencies.
- The need to maintain a level of confidentiality and protection of people’s privacy throughout the engagement process.
- The level of commitment from Government to Open Government and whether budgets were being allocated to actions.
- The need to explain key terms like transparency and accountability and which parts of Government would be involved in the OGP.

Stage 2 input
- 28 people provided 29 comments on the background and vision of OGP.
- 28 comments were received on www.govt.nz, 1 person provided input by email.
- Civil Society members were the most active in providing input.
- Public integrity was the most common theme.
Stage 3 Input

- 64 people provided 87 suggested actions.
- 8 themes emerged throughout the engagement process.
- The most popular themes were ‘Civil Society capacity & participation’ and ‘Involving Citizens in Public Policy and Programme development’.
- 8 suggested actions came via email after the close of the consultation. They were not considering during the co-creation workshop. Those submissions are in the final input spreadsheet.
SUGGESTED ACTIONS BY THEME

Involving Citizens in Public Policy and Programme development

Open Data

OIA

Standards & Culture around Open Data / Open Information

Civil Society capacity & participation

Transparency

Ongoing engagement

Fiscal transparency

15

13

13

8

8

16

1

13

Stage 4 input
Before the workshop, all actions suggested throughout the engagement process were grouped together by themes. Each table at the workshop was allocated one or two groups of actions and participants could choose which group they participated in.

At the tables with a large number of actions, people tended to stay together to develop a shared understanding of each action, and then tried to make sure it was represented in a commitment template. Due to the time this took, these groups were not able to fully complete all their templates and in some cases, the richness of the actions (as they were suggested) did not come through. Further, based on the information included in the templates, it was not easy to tell which actions had more priority or the greatest level of support. At tables with fewer actions to consider, people were more easily able to consolidate the actions suggested and develop more complete templates.

Also, in some instances, individuals completed commitment templates based on actions they feel particularly strongly about, rather than the commitment template being developed as a group. Government officials also shared and asked for feedback on templates they had drafted before the workshop, which were not included as outputs from the workshop itself.

- 14 templates were drafted during the co-creation workshop:
  - Standards for Public Participation across central, regional and local government.
  - Freedom of speech, participation, association and protest.
  - Public Sector voice that is de-politicised, free and frank, without fear or favour, improved protection of whistle-blowers and right of public servants to participate in political activities explicitly.
  - Political Finance Openness (Political Party Openness) (Most difficult is political party resources).
  - Establish public registry of all overseas entities (company and trusts).
  - Develop and implement an open contracting framework for public service delivery (including infrastructure, services and goods).
  - Participatory and Citizen Budget.
  - Official Information Act & Ombudsman complaint customer relations.
  - Build and strengthen maturity of agency, culture and practice in open data and information release.
  - Update and modernise NZ’s Data and Information Management Principles.
  - Transparency of International Treaties.
  - Transparent Ministerial documents.
Engagement outputs

engage2 provided the State Services Commission with a number of outputs from our engagement including:

- This report which will also be made public on the engage2.co.nz website.
- A summary of all input received during Stage 2 and 3 in PDF and Excel format, which was also shared publicly prior to the workshop on 25 August 2016 on the engage2.co.nz blog, with a link sent to all participants.
- 14 templates from the co-creation workshop.
- A handover of the relationships developed through the process.
Lessons learned

What worked well

- The stakeholder analysis was an effective way to identify people interested in open government across New Zealand, providing us with contact details for a large array of people who helped raise awareness and encourage engagement.

- Word of mouth works in New Zealand. Stakeholders have existing communities and methods to engage with them. Word travels fastest when stakeholders are supported with materials to share among their networks.

- An open and transparent approach to engagement works, especially when stakeholders have concerns about government’s commitment to change and accountability. Stakeholders wanted to be engaged and were constructive; even those who were cautious were constructive after seeing how open and responsive the process was.

- Working with, not for, government allowed us to provide a high degree of service to both our client and the stakeholders, and maintain the integrity of the co-creation process. This allowed us to provide regular project updates and respond to stakeholder questions and concerns from our own perspectives in real time. This demonstrated openness, transparency and allowed us to build trust and credibility with stakeholders.

- Social media and online engagement are also effective ways to spread the word about open government activities in New Zealand.

- Regular updates provided transparency and gave everyone interested an understanding of how the project was progressing, how they might get involved and see other people’s suggestions.

- Communicating regularly through a range of channels, activities and events was important. This gave stakeholders a sense of momentum for the process which helps encourage engagement. Co-creation first requires engagement to get people’s attention, then opportunities for participation, which then leads to willingness to collaborate and work constructively with each other and with government officials.

- The integration of online and offline techniques worked well. In particular the integration of events, the blog, social media, and email updates all drove traffic to online engagement opportunities.

- Involvement in other stakeholder events, and working with existing networks where people with interests in these kinds of topics are congregating, is highly effective in New Zealand.

- Stakeholders want to work with government; co-creation across government and civil society in New Zealand is possible.

- When working toward co-creation with multiple stakeholders it is important to encourage three-way engagement, build momentum and relationships and ensure each party has time to consider the views of others before coming to the table to work together. The ability to comment on and like actions suggested by others facilitated by the online engagement platform used during Stage 3 was critical for co-creation and highly beneficial, even given the limited timeframes.
The process enabled individuals with expertise, as well as collectives and membership organisations, to participate in the process equally. This provided participants with a choice about how they could contribute and ensured valuable input could be received from a range of sources.

**Opportunities for improvement**

**Provide more time**

- Provide more time for engagement. We were able to get adequate rates of participation, and participation and the depth of understanding and engagement increased over time. Time is essential to attract participation and for deliberation. Those interested did spread the word and the conversation did deepen and became more constructive as stakeholders got to know each other and were able to consider each other's input. Three to four weeks more time for the engagement process would have likely increased numbers of participants and improved deliberation.

- With more time we would have been able to refine co-creation through greater cross-pollination across civil society and government engagement processes. We would have worked more closely with stakeholder groups to encourage co-ordination among them, and foster closer working relationships with Government officials responsible for leading actions within their themes of interest.

- More time to build the engagement website, design clear user journeys through the information, test online tools and navigate internal processes would have made it easier and more efficient for stakeholders to participate and know what to do when.

- Comments were received after the closing of engagement. Some of these people only heard about the process after it had closed. This is a flow on effect of not having enough time to spread the word.

**Enable more refinement of input**

- Narrow the scope of discussion and refine inputs further before the co-creation workshop. Use the engagement process as a funnel to:
  - Let themes emerge through initial submissions and actions suggested, but define them and the bounds for discussion clearly before and/or during the teleconferences and regional events. This would have helped with the co-creation process and provided a clearer impetus for stakeholders to prepare and participate prior to the co-creation workshop.
  - Work with stakeholders to communicate government’s constraints, limitations, and opportunities, and group and refine actions prior to the co-creation workshop. This will let participants focus more time on drafting commitment templates leading to higher quality and more detailed workshop outputs.

- Provide more connection during the process between civil society and government officials to help refine ideas and understanding.

- Use initial events as an opportunity to upskill government officials in communicating about open government, and in facilitation and collaborative engagement methods.

- Provide more than one facilitator for the co-creation workshop. Independent facilitators for each theme/table may have helped to focus the discussion more
quickly, and allowed government officials present to focus on the content of the discussion and commitment templates rather than on facilitation.

**Do more proactive communication and promotion**

- Some media and marketing of the project from government may have helped to spread the word further. For example, press releases or announcements from the relevant Minister or Ministers may have increased reach and participation.

- Coordinated promotion of the engagement process across relevant agency and programme communication channels (e.g. the Government Data & Information Programme, Data Futures Partnership, data.govt.nz, Office of the GCIO) may also have improved participation.

- Releasing notes from government officials and Expert Advisory Group meetings, and drafts themes, scope and revised background sections iteratively throughout the processes in a more timely fashion may have increased transparency and trust.

- Reduce cross-posting of content across lists.

**Recommendations going forward**

- Have a clear and adequately resourced plan for ongoing engagement with stakeholders over the next two years, paying particular attention to:
  
  - Communication and/or engagement opportunities around reporting events (self-assessment reports and Independent Review Mechanism reports).
  
  - The role of the Expert Advisory Group in communicating to the wider stakeholder network.
  
  - Promotion of the NAP and actions delivered to increase awareness about the OGP and open government more generally in NZ.
  
  - Ways to increase stakeholder understanding and encourage participation in the progress on specific commitments/actions in the NAP.
  
  - Ways of informing and involving the wider public, in addition to civil society groups already engaged.
  
  - Ways of involving tangata whenua.
  
  - Providing engaging and sharable updates and information for stakeholders to share with their networks.
  
  - Maintaining the neutral and honest tone in the communications used during the engagement to date.

- Provide more context to stakeholders about how the two year OGP action plan fits into government’s other open government initiatives, and explain the language of open government over the next two years to make engagement in the development of the next action plan more accessible.

- Get beyond those engaged to date by maintaining momentum across the next two years by promoting initiatives and outcomes of open government in general, and the Open Government Partnership National Action Plan regularly online and through participation at stakeholder events and conferences.