

specialists in engaging people



Twyfords Capacity Building Cycle

The capacity building cycle starts by identifying the capabilities that an organisation needs to undertake effective community engagement. For each of these it identifies a trigger that may indicate a need for increased capacity within the organisation. Finally it indicates services or deliverables that we at Twyfords can offer to assist in that capability development.

Start anywhere... Go everywhere

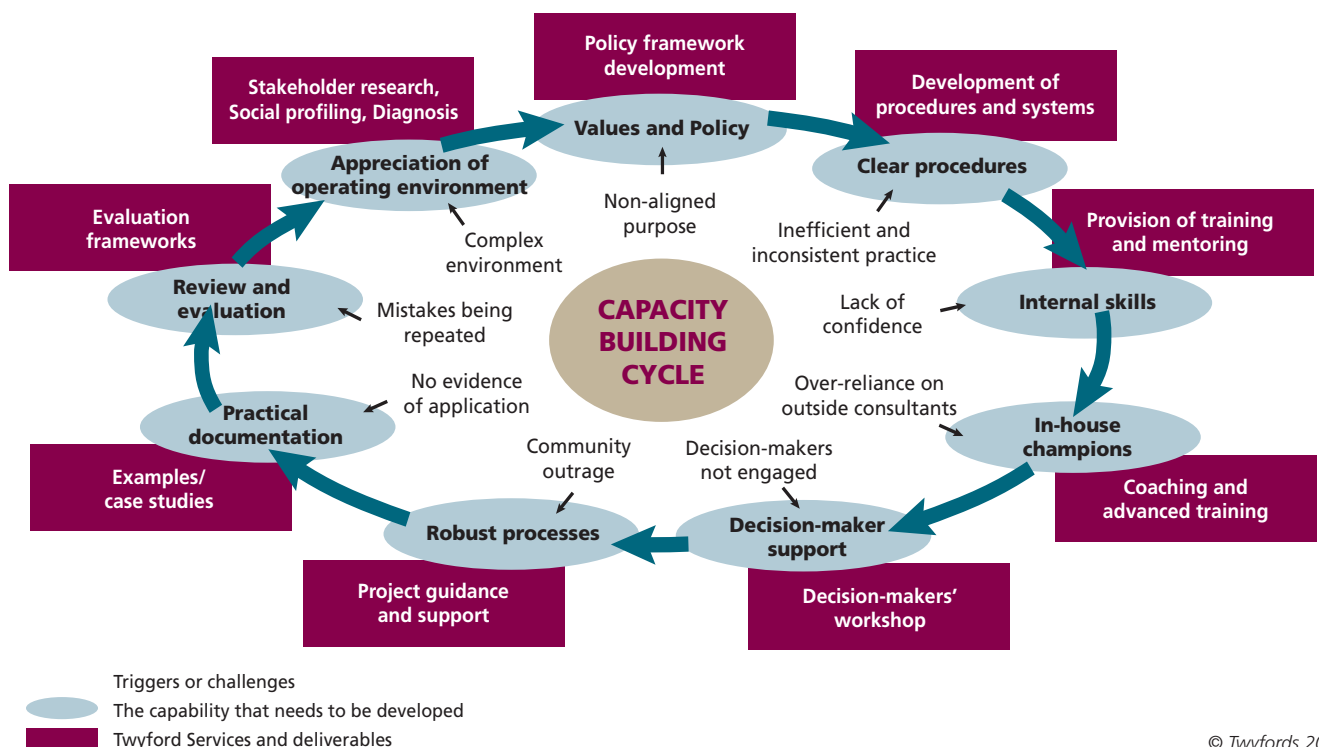
You may be at any stage in this cycle. We believe the cycle works no matter where the need is first identified. It is therefore based on a "start anywhere ... go everywhere" approach to the work needed. We can start anywhere depending on your most pressing challenges. Our focus will be on building your capability to undertake community engagement on a really powerful level. You will deliver better decisions for your organisation, your stakeholders and communities.

If you are experiencing these challenges or aware of these triggers, contact us and ask for help. Don't struggle with another adversarial, scary or downright depressing public meeting. There are better ways.

Benefits of using the cycle:

- Increased in-house capacity to effectively engage with constituent communities
- A culture where community input strengthens and supports complex decisions
- Better informed and more sustainable decisions made
- Positive ongoing relationships with constituent communities established and maintained
- Greater confidence that decisions reflect and meet community needs.

How the Community Engagement cycle works



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Twyfords interventions or deliverables - start anywhere, go everywhere

Stakeholder research, Social profiling, Diagnosis

Understanding the environment and the context for decision making is critical. We can work with you in a number of ways to diagnose potential issues and challenges. We can produce Social Impact Assessments and Social Plans. We can provide an overview of the identity and the issues relevant to stakeholders. We can provide strategic advice so community engagement design integrates with your existing strategic plan. We can help you plan at a strategic level by modelling and supporting the development of appropriate community engagement plans.

Policy framework development

Our experience in working with clients in Australia, New Zealand, Canada, the US and the UK means we have many samples of effective community engagement principles and policy frameworks used and proven successful by client organisations. We can work with you to ensure the principles and policies are developed to meet the needs of both your organisation and its constituent communities.

Development of procedures and systems

We can provide you with samples of practical procedures, techniques, and guidelines. These can be in the form of written manuals or intranet based electronic documents that are easy to access by all your staff. Clear procedures assist staff to operate and deliver engagement activities in a consistent way.

Provision of training and mentoring

We are the most experienced community engagement trainers in Australia and New Zealand. Vivien Twyford, Max Hardy and John Dengate have been providing accredited training from the International Association for Public Participation (IAP2) since 2001. We also provide tailored training made to measure to develop the internal capacity of your people.

Coaching and advanced training

Training people is one way to increase capacity. Our experience demonstrates that training alone is not enough. We provide ongoing support in the form of coaching and advanced on the job training to support your people when the going gets tough.

Decision-makers' workshop

Unless decision-makers, from elected representatives to appointed managers, are committed to participative decision-making, practitioners can become disillusioned and frustrated.

Their diligent work with communities just doesn't get supported and carefully gathered data is ignored when decisions are made. We know how to work with decision-makers, including professional experts, to help them use public input more effectively to make decision-making better informed and more robust.

Project guidance and support

When community engagement has been done in a particular way for many years, even the most dedicated practitioner can find it difficult to use a different approach. The approach we teach works. However, it can involve moving out of a typical management "comfort zone" into areas of uncertainty. It can feel as though you are losing control. We can help by modelling the behaviours, supporting community engagement activities, supporting people through difficult times and offering overarching mentoring. We have developed a number of models for strategic partnership arrangements that provide this support on an as need basis.

Examples and case studies

We can provide examples of effective plans, case studies of successful community engagement and templates for designing and recording community input. We understand how important it is to document objectives, plans and activities so that, if challenged, they can be defensible in court as being good practice community engagement.

Evaluation frameworks

Evaluation is critical to good practice and ongoing improvement. We can design evaluation strategies and plan evaluation tools. We teach evaluation of community engagement and can assist in the development of performance indicators and data collection. We also facilitate post project learning workshops to ensure that the learning from all projects is incorporated into better practice in future.

Call any of us:

Vivien Twyford
Max Hardy
John Dengate
Vicki Vaartjes
Stuart Waters

We will work with you to develop a strategy for building capability in your organisation to engage communities in an effective way, build relationships and improve your organisation's decisions.