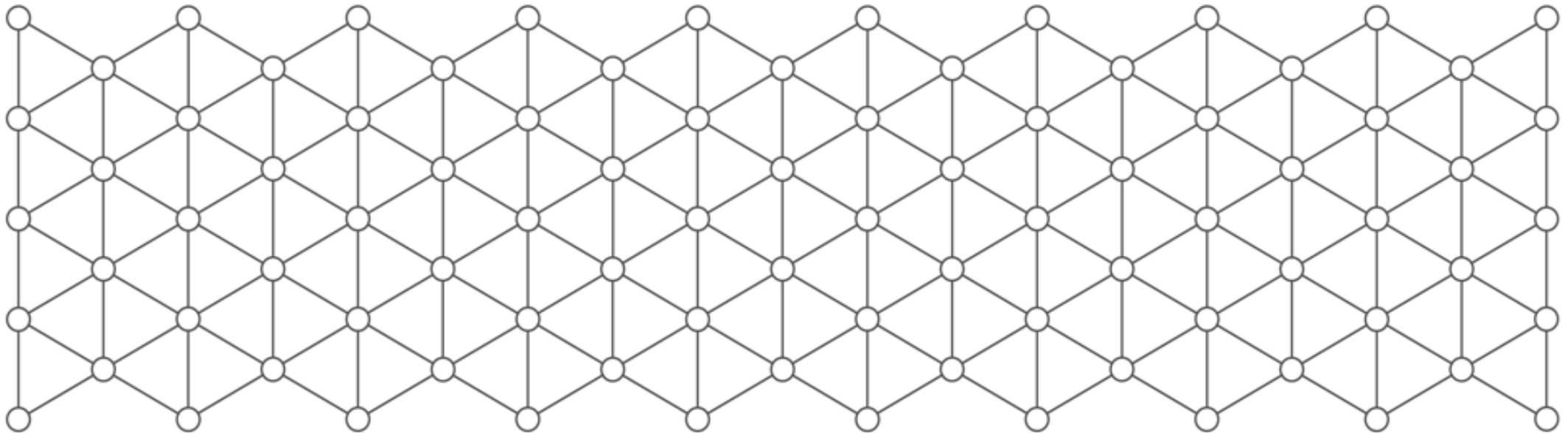


# Guide to Inclusive Community Engagement

A guide for government agencies and policy advisors on  
inclusive community engagement in policy making



## A suite of resources supporting Community Engagement

This **Guide to Inclusive Community Engagement** is one of six new community engagement resources for policy advisors and government agencies within the Policy Project's Policy Methods Toolbox. These were developed by the Policy Project to fulfil Commitment 5 of the Open Government Partnership 2018 – 2020 National Action Plan. Commitment 5 aims to assist the New Zealand public sector to develop a deeper and more consistent understanding of what good engagement with the public means (right across the International Association for Public Participation's Spectrum of Public Participation).

The six new community engagement resources are:

1. **Good Practice Guide for Community Engagement** – A guide for policy advisors on good community engagement practice, including at each level of the IAP2 Spectrum of Public Participation.
2. **Principles and Values for Community Engagement** – A guide for government agencies and policy advisors on principles and values for good community engagement in policy making.
3. **Getting Ready for Community Engagement** – A guide for government agencies on building capability and readiness for community engagement.
4. **Community Engagement Design Tool** – A tool to help policy advisors identify the level on the IAP2 Spectrum of Public Participation most appropriate for a specific policy project.
5. **Selecting Methods for Community Engagement** – Resources to help policy advisors choose the right engagement methods to support good engagement planning.
6. **Guide to Inclusive Community Engagement** – A guide for government agencies and policy advisors on inclusive community engagement in policy making.

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# Publication details

The *Guide to Inclusive Community Engagement* was first published in October 2020 by the Policy Project.

This version was released in October 2023.

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# Acknowledgements

The Policy Project acknowledges that the *Guide to Inclusive Community Engagement* contains information based on material developed by the International Association for Public Participation. We thank Anne Pattillo and IAP2 Australasia for their support in developing this guide. We also thank the Reference Group of community members, policy practitioners, engagement specialists, and academics who provided support and advice during the development of this guide.

We also thank the numerous government agencies with policy and engagement responsibilities for various population groups – for helping to refine the content relating to each of them.

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# 1. Introduction

## 1.1 Context

New Zealand communities are diverse, encompassing – for example – over 213 ethnic groups and new citizens from 203 countries. All people living in New Zealand have a unique perspective on living and working in their community. It's critical to ensure that the reach and representativeness of any community engagement within a policy project reflects the diversity of people in New Zealand who are affected by or interested in that policy issue.

Creating community engagement opportunities that reflect a true cross-section of New Zealand society requires an intentional process – if it is to result in policies that better reflect who we are and create enduring change.

## 1.2 Purpose of this guide

The purpose of this resource is to provide guidance:

- for government agencies with policy functions on how to create organisational readiness for inclusive engagement
- for policy advisors on how to design, plan and manage engagement that ensures policy making reflects the rich diversity of the community.

## 1.3 Relationship with guidance on Crown engagement with Māori

The Government has made a commitment to strengthening and deepening Māori-Crown relationships, acknowledging the central role of Te Tiriti o

Waitangi in shaping engagement between Māori and the Crown. Te Arawhiti, the Office for Māori Crown Relations, has developed an [Engagement Framework and Engagement Guidelines](#) on effective Māori Crown engagement. This guidance on inclusive community engagement complements the Te Arawhiti resources and should be read in conjunction with them.

## 1.4 Diverse groups within our population

Some of the diverse groups making up our population, whose different experiences, values and preferences may need to be explored in policy making, are outlined below. This is not a complete list of diverse groups but provides a starting point for thinking about who to engage with when reaching out into the community.

- Māori as tangata whenua – iwi/marae/hapū/whānau
- Pacific peoples – the collective of cultural groups originating from Pacific nations
- Other ethnically diverse groups, including:
  - migrants
  - refugees or people with refugee backgrounds
  - long-term settlers
  - those born in New Zealand who identify by their ethnicity (including African, Asian, Continental European, Latin American and Middle Eastern)
- Older people
- Disabled people including those with neurodiversities
- Rural communities
- Service users
- People in and out of work
- People not in education, employment or training
- People for whom English is not their first language
- Homeowners, renters, those experiencing homelessness
- People who have had contact with the justice system
- People without access to online tools
- People in local government (elected representatives and council employees)

- Young people, including children under 18
- Women
- Rainbow communities
- Community organisations and representative networks
- Specific sector stakeholders and industry groups (small business, tertiary institutes, students, exporters etc.)
- People from diverse faiths

## 1.5 Individuals may identify with a number of diverse groups and perspectives

One individual can identify with several diverse perspectives – for them it’s all a singular personal experience. Multiple factors such as gender, culture, age, and socioeconomic background influence a person’s experience of the world. The design of community engagement needs to recognise not only the diversity of our population, but also the unique needs and values of individuals. That includes recognising that often people have identities that intersect with a number of the groups above. Population groups are not homogenous and the design of engagement during policy development needs to take this into account. The idea that ‘one-size does not fit all’ is a useful starting point for thinking about inclusive approaches to engaging with people during policy making.

## 1.6 Good engagement practice to take an inclusive approach

Engagement of communities in finding solutions to issues and identifying opportunities is central to successful outcomes in policy making. This means taking every opportunity to engage early in the policy process and to design and plan an inclusive engagement approach. The principle of engaging early also enables more time to build mutual understanding for effective and appropriate place-based and population-based policy options to be developed. This supports more meaningful, authentic and genuine

engagement, which in turn helps ensure policies better fit the specific needs and values of diverse communities.

When done well, engagement practices that incorporate diverse voices can build lasting and more meaningful relationships between policy makers and the communities they serve. When done badly, they can have the opposite effect – by eroding trust in government. If the communities that policy makers serve do not wish to engage further, it’s difficult to develop successful policy now and in the future. It’s important to note that people you’re engaging with may have had negative experiences of government consultation before. Your approach may need to acknowledge this.

# 2. Valuing inclusive community engagement

## 2.1 Benefits of inclusive engagement for policy outcomes and communities

There are a number of benefits when inclusive community engagement approaches are adopted. Inclusive approaches help support the development of quality policy advice. By connecting through engagement during policy development, we can better understand diverse community perspectives, values and people’s ‘lived’ experience. Ministers and decision makers can receive better advice that more accurately reflects the varied experiences and views of those interested in and affected by government policies, including those in communities who have been less heard by government through traditional consultation approaches.

Inclusive engagement practice also contributes to creating a sense of belonging for individuals and their communities, as well as supporting the development of relevant place-based and human-centred policy. Incorporating the voices of all those who are impacted or interested can

generate an increased sense of connection, investment in and ownership of a policy and its outcomes. Diverse communities value being able to see their perspectives reflected in policies as a result of engagement, and this enhances their sense of belonging.

## 2.2 Addressing barriers to participation

Exclusion from engagement in policy making may be unintentional, due to a lack of awareness of the barriers that exclude some groups from public engagements. Some examples of barriers to participation in engagement with government on policy matters include the following:

- Parents or caregivers with childcare responsibilities (most of whom are women) may find it difficult to participate in face-to-face engagement events if they are only held during working hours.
- Disabled people may be excluded from participating as a result of accessibility barriers, which could include: the way engagement is facilitated, the location of the engagement and type of facilities at the venue, the absence of additional supports and technology that help people participate in the way that suits them best (including but not limited to interpreters, appropriate language or subtitles).
- Those without access to the internet will not be able to participate if you only undertake online engagement.
- Children and young people may be excluded from participating if the engagement design is focused on supporting adults to engage, rather than creating a welcoming space for children and young people to engage in the ways that work best for them.

Many populations are relatively invisible to the rest of society. A challenge for policy advisors is to intentionally search for diverse voices that may not be readily heard and undertake good engagement practices that are inclusive and mindful of diverse circumstances. In some cases, a further challenge is that past interactions with government may have resulted in some communities not trusting or wanting to engage with government.

Community groups may not have sufficient time, capacity and resources to respond to all engagement requests. Overcoming these barriers may require reconsidering timing and whether funding would assist them to engage.

To be inclusive and respectful of all people, including those who have been marginalised or excluded from public engagement, policy advisors need to recognise that the effort to include the views of these populations provides valuable and important information to the policy development process. It takes a sincere commitment to change established mindsets and actively work to remove or work around the barriers that can be created by traditional engagement methods.

## 3. Intervention points and practical actions to create inclusive engagement

Being inclusive requires policy advisors to act in an aligned, intentional manner right across the community engagement processes they have adopted when developing policy advice. This includes:

- ensuring we're committed and ready to engage inclusively
- thinking through the overall design of the community engagement approach
- detailed planning of engagement activities
- building and maintaining connections and relationships and undertaking engagement
- considering how we'll assess the effectiveness of the engagement
- discussing how we'll report back on what we've recommended or changed based on what we heard.

There are four major intervention points for building a track record of inclusive community engagement practice:

1. Ensuring government agency readiness for inclusive community engagement.
2. Designing engagement that will attract diverse voices.
3. Planning engagement in an inclusive way.
4. Delivering engagement that allows diverse voices to be heard.

Each of these intervention points is addressed in the sections that follow, and in each case a number of practical actions are identified that can enable community engagement to be more inclusive.

### 3.1 Getting your policy agency ready for inclusive community engagement

At the organisational level in each government agency, the focus needs to be on building a clear consistent commitment to – and capability in – inclusive community engagement. This is supported by a clear organisational expectation that engagement should include the diversity of the communities impacted by any policy proposals being developed.

As a starting point, agencies can encourage staff to review and discuss the engagement guidance and resources referenced in this guide. It’s also important for agencies to build and maintain diverse community experience and capability within their Public Service organisation and policy teams, and to encourage those with experience to mentor others. It may be appropriate to contract additional capability and capacity when required. Having good relationships to draw on when the time comes to engage is central to being ready for engagement.

Organisational commitment to building relationships with key stakeholders outside of specific individual engagements will further support this.

Table 1 below outlines a number of further practical actions your organisation can take to be prepared for designing, planning and delivering inclusive engagement as part of policy development.

**Table 1: Practical actions to enable government agency readiness for inclusive engagement**

Community Engagement Stage	Actions
<b>Getting your organisation ready for inclusive community engagement</b>	Establish strong organisational relationships and partnerships with whānau, hapū and iwi Māori. Partnerships with relevant Māori organisations are likely to be important for building diverse perspectives into any community engagement project. Te Arawhiti provide a number of resources for framing engagement approaches ( <a href="#">Section 1.3</a> ) and building organisational capability <a href="#">Māori Crown Engagement capability</a> .
	Encourage senior leaders and policy teams within government agencies to build relationships and partnerships with key stakeholders at all levels within diverse representative groups, especially those groups that may have been traditionally excluded.
	Ensure your organisation has access to and understands the existing quantitative and qualitative datasets relating to any population groups you engage with regularly. Where key information gaps exist – including about populations affected by your policies who you’ve not previously engaged with – plan ways to fill them. <sup>1</sup>

<sup>1</sup> Any work with datasets and information relating to Māori needs to take the work of [Te Mana Raraunga](#) on Māori data sovereignty into account.

<b>Getting your organisation ready for inclusive community engagement</b>	Maintain a shared record of community engagement within your agency that identifies key stakeholders and maps past engagements with them. This can provide a useful resource to draw on as your agency reaches out to diverse organisations and individuals in future.	<b>Getting your organisation ready for inclusive community engagement</b>	Create a reporting template to record and enable evaluation of the diversity of your agency’s engagements, and the wider aspects of the design and plans of any engagement activity, and to build a repository of engagement knowledge.
	Ensure your organisation has mechanisms for becoming familiar with other engagements planned with diverse communities – by the operational part of your agency or by other government agencies – that may cross over with your policy programme engagements. This will enable you to leverage and re-use community feedback where appropriate or reschedule it, to limit consultation fatigue.		Carry out workforce skills assessments to identify if your policy staff have the skills and experience needed for engaging with diverse groups, and to inform decisions about building a workforce that reflects the diversity of communities.
	Encourage policy teams to use engagement capability building tools, including those on <a href="#">community engagement</a> in the Policy Project’s Policy Methods Toolbox.		Build staff capability in communicating and engaging face-to-face with diverse communities.
	Network inside your organisation and with partner organisations outside of your agency to identify, gain contact details for, and build relationships with specific people – such as relationship managers and engagement specialists – who can help you design, plan, and manage effective engagements with diverse communities and networks.		Commit to ensuring that your agency’s policy workforce is diverse and be willing to accept different skills and qualifications (including lived experience) to what may traditionally be valued.
Build the understanding and capability of your policy team or organisation to engage with the diverse groups of New Zealand – including becoming familiar with the population-based impact assessment tools in the <a href="#">Futures thinking</a> page of the Policy Methods Toolbox.	Develop criteria for when it’s more appropriate for partner government agencies or communities and networks to lead community engagement on your behalf, than for your agency to lead it.	Prioritise evaluation of engagement practice, and compile and share case studies of successful examples of inclusive engagement with diverse groups. These can be shared across the organisation and with other agencies, to disseminate the lessons of successful approaches to inclusive engagement.	Where relevant, ensure staff are not placed at risk when carrying out engagement.



You can find further information on how agencies can prepare themselves for being ready for engagement in general in the guide to [Getting Ready for Community Engagement](#).

The [Appendix](#) contains a list of government organisations and their key resources and tools that can assist policy teams to design, plan and deliver community engagement that’s more inclusive of the population each organisation focuses on.

## 3.2 Designing inclusive community engagement

For each policy project, the design phase for inclusive community engagement is focused on identifying those communities and stakeholders who will have an interest in or be impacted by the policy proposal.

Applying the population-based assessment tools contained in the [Policy Methods Toolbox](#) will help you with this.

The first step involved in working with the communities and stakeholders you identify is to design the engagement approach. This includes an intentional process of making an assessment – taking into account community views – about the appropriate level of influence that communities engaged with will have on the government’s decisions. See the [Community Engagement Design Tool](#).

Table 2 outlines a number of practical actions that will enable designing inclusive community engagement for any policy project.

**Table 2: Practical actions for designing inclusive community engagement**

Community Engagement Stage	Actions
Designing inclusive community engagement	<p>Undertake an intentional stakeholder identification process as early as possible and throughout the policy development process – to identify and potentially expand the perspectives and communities relevant to engage as the policy project evolves. The typical questions for a stakeholder analysis are in the <a href="#">Community Engagement Design Tool</a>. Undertaking this will enable engagement about the policy issues, any options, and implementation features all to be framed in a way that includes diverse perspectives.</p> <hr/> <p>For each target group, identify their needs and preferences for the methods, timing and process of engagement.</p> <hr/> <p>Work with these diverse target groups to design and plan the community engagement in a way that works for them. Be alert to what interaction has gone on before with this community and any issues of engagement fatigue or distrust of government and seek opportunities to engage with those who may not have had their voices heard before.</p> <hr/> <p>Establish budgets for any incentives and reimbursement of the costs of participation, in particular when the engagement requires significant time investment from participants.</p>

## 3.3 Planning inclusive community engagement

### 3.3.1 Determine who's best placed to lead the engagement

After determining who to engage with in the design phase, the planning phase for inclusive community engagement is focused on identifying who is best placed to lead the engagement, and deciding which methods are appropriate to match the needs of diverse communities.

The main options for determining who is best to lead the engagement include:

- your own government agency, and if your agency is best to lead the engagement, *who* within your government agency
- a partner government agency that has familiarity and good relationships with the community or stakeholders in question
- a community stakeholder:
  - with whom you have a close working relationship
  - who has good knowledge of, credibility, legitimacy, and relationships with the community or stakeholders in question.

### 3.3.2 Assemble a team to plan engagement

In regard to your agency, consider whether:

- you have access to a particular team with specialist engagement expertise and responsibilities
- you have an individual in your team with good knowledge of and relationships with the community or stakeholders
- you may need to contract engagement expertise to help you plan the community engagement elements of a policy project.

When choosing engagement methods – look for those that match:

- the engagement goals
- the type of policy issue or opportunity being considered, and
- the people being engaged with – this includes choosing engagement methods that are accessible and meet the needs of participants.

### 3.3.3 Work with communities to plan the engagement

Face-to-face meetings, events and workshops are not always an option. However, communities still expect to have a say in the planning and delivery of projects that affect them. It's important to select the right tools to meet your objectives, including exploring digital methods for engaging with stakeholders. The ability of many people to engage online has changed as a result of the COVID-19 pandemic, and any assumptions about the appetite and capability of communities to use online engagement tools need to be re-tested. Whatever engagement methods are chosen, they should allow a diverse range of people to contribute in a range of ways. Working with communities to better understand the voices that need to be heard and the appropriate engagement approach for those groups will help ensure you have the right mix of methods and tools.

### 3.3.4 Understand the engagement landscape across government and cumulative impacts

When planning an inclusive approach to engagement, consider thinking across the system to identify the cumulative impacts of multiple engagements on communities and individuals, and to leverage the skills, knowledge and experience of other agencies. This can be achieved by:

- using the mechanisms your organisation has developed to identify who other agencies have recently engaged with, are currently engaging with, or will be engaging with soon

- leveraging any opportunity to utilise the engagement findings of agencies in your policy development
- coordinating engagement timings, where possible, to reduce the demands of consultation and avoid negative impacts on the community, such as consultation fatigue
- drawing on other agencies’ plans for engagement and the inclusive approaches they’ve included to improve your engagement plan
- identifying lessons from other agencies’ recent experience of engagement (i.e. what did and didn’t work with particular diverse groups).

If individuals and groups in the community are faced with disconnected engagements, this risks undermining an overall government programme of action. Community groups operating on tight budgets and limited capacity are supported by government agencies working together, where possible, to coordinate engagement approaches.

Table 3 below sets out some further practical actions that enable inclusive community engagement planning.

**Table 3: Practical actions for planning inclusive community engagement**

Community Engagement Stage	Actions
Planning inclusive community engagement	<p>Ensure the mix of engagement methods chosen enables the participation of people from a range of backgrounds and abilities. You can also use the <a href="#">Selecting Methods for Community Engagement</a> resource which sets out a range of engagement methods and approaches, and circumstances in which they’re appropriate to be used.</p> <hr/> <p>One option to consider is that gaining participation in policy development from a diverse set of perspectives may not be best managed by the agency directly. Building participation, trust, and confidence and participation may be better facilitated or managed by groups or stakeholders who have existing relationships of trust with people affected by the policy proposition. To determine if this is the case, consider whether or not it’s more appropriate for partner government agencies or those within communities and networks to lead specific community engagement than your agency.</p> <hr/> <p>If using appropriately skilled and trusted people within communities or networks to lead engagement, work with them to understand their point of view on how best to reach the members of the community or members of the networks they work with or represent. See the Appendix for a list of government agencies that can assist with this process for specific population groups.</p>

**Planning inclusive community engagement**

Ensure that the methods chosen allow a diverse range of people to contribute in a range of ways – by including methods and timing of engagement activities that enable people to contribute at times and in ways that suit their needs and values. In general, the methods chosen should at least include online and face-to-face methods.

Assess and incorporate in your engagement plan the financial or support requirements that will enable people to participate and to engage effectively in the methods chosen, in areas like:

- childcare
- transport
- support people – including interpreters (when needed).

In the context of citizen juries and other engagement methods that require intensive time input, you should consider koha and financial recognition.

Test the draft engagement plan and method selection with diverse target groups before committing to the detailed engagement plan.

Ensure that your engagement plan allows sufficient time to build the required networks and relationships.

Ensure you build feedback loops into your engagement plan to both inform your own agency about the effectiveness of the engagement, and also to inform those you've engaged with about what has resulted from the engagement.

### 3.4 Delivering inclusive community engagement

The point of contact with members of a diverse community is the critical nexus point for inclusive community engagement. Carefully sequencing the engagement methods and building direct relationships with diverse communities and stakeholders helps ensure you engage with them effectively.

Equally important is that the people representing your agency at each engagement event:

- understand what inclusive engagement good practice looks like in general, and with that group in particular
- have the skills required to engage with the diversity of New Zealand.

Table 4 sets out some practical actions to enable the management and delivery of the inclusive community engagement elements of a policy project.

**Table 4: Practical actions for delivering inclusive community engagement**

Community Engagement Stage	Actions
Delivering inclusive community engagement	Where possible, seek to engage people in places and spaces where they are used to being – in other words go to the people, rather than always asking people to work in places and spaces that are comfortable for you.

**Delivering  
inclusive  
community  
engagement**

Ensure that prior to any face-to-face meetings, you have:

- asked people if they have any needs that will help with their participation
- used those discussions to help finalise the design of the engagement approach (e.g. registration process or other communications, accessibility, time constraint issues)
- identified the group's preferred terminology for referring to themselves.

Ensure that in any face-to-face meetings:

- people are welcomed and respected
- their social, psychological and cultural safety is considered, recognised, and addressed where possible
- all venues and resources are accessible and reflect what participants told you before the meeting
- food and refreshments are culturally and religiously appropriate and meet health needs and preferences
- participation support resources are provided such as hearing loops, interpreters when needed
- physical aspects of a venue are accessible for people with mobility impairments (e.g. space for people using wheelchairs to move around and be seated in the room).

Communication resources should be clear, simple and in accessible formats, and if possible and where relevant, are provided in a range of languages.

Ensure that the timing of any meetings matches the availability of community members.

Ensure that the people leading and hosting any meetings have the interpersonal language and communication skills to engage with diverse communities.

## 4. Conclusion

Engaging the many diverse voices of people living in New Zealand in policy making is one way to ensure better and more sustainable policy outcomes – that reflect the wide variety of perspectives and experiences of the community.

This guidance exists to help individual policy advisors and teams carry out an intentional process when they undertake engagement design, planning, and delivery. By following the guidance, your agency and the policy teams within it will be well-placed to carry out inclusive community engagement.

# Appendix: Government agencies that can provide support for inclusive community engagement

This appendix provides a directory of government agencies that could offer support with designing, planning and delivering inclusive engagement on policy issues and opportunities with the population groups they each have particular responsibilities for, by:

- providing advice on how to engage effectively within that community, and who with, or
- offering engagement resources and impact assessment tools, that support inclusive engagement design and practice

The information about these government agencies is organised by the following population groups:

- Māori
- Pacific peoples
- ethnic communities
- older people
- children and young people
- women
- rainbow communities
- disabled people
- rural communities.

For each population group, the directory provides the weblink for the relevant government agency, and links to any key resources they've developed that can help with inclusive community engagement with that community.

Please note that this list is not comprehensive – either in terms of the diverse populations covered, nor the organisations who could provide support for inclusive engagement with their members. Government agencies that exist with a dedicated focus on particular population and representative groups have been included.

While a large number of non-governmental organisations exist that could also support policy advisors to design, plan, and deliver inclusive community engagement, we have not included direct links to community organisations. However, many of the resources and tools included below are curated by central government 'population agencies' and provide further links to specific diverse groups and directories. This means that those population agencies with the experience, knowledge and connection to those communities can continue to monitor relevant tools and ensures links within this document remain as up to date as possible.

This appendix will be updated as further government agency engagement resources and tools are developed.

Organisation	Organisational resources for engaging diverse communities
<b>Māori</b>	<p><b>Te Arawhiti</b> tearawhiti.govt.nz</p> <p>Te Arawhiti is dedicated to fostering strong, ongoing and effective relationships between Māori and the Crown. It has developed a number of resources to assist agencies with building relationships and engaging with Māori and building capability within agencies for engagement.</p> <ul style="list-style-type: none"> <li>• <a href="https://tearawhiti.govt.nz/tools-and-resources">tearawhiti.govt.nz/tools-and-resources</a></li> </ul>
<b>Pacific peoples</b> (cultural groups originating from Pacific nations)	<p><b>Ministry for Pacific Peoples</b> mpp.govt.nz</p> <p>The Ministry for Pacific Peoples works with Pacific communities to gather intelligence on issues, opportunities and the effectiveness of policies and interventions. To help policy advisors, the Ministry for Pacific Peoples has developed:</p> <ul style="list-style-type: none"> <li>• the policy tool <b>Kapasa</b> <a href="https://mpp.govt.nz/publications-resources/resources/kapasa">mpp.govt.nz/publications-resources/resources/kapasa</a></li> <li>• the framework <b>Yavu</b>, which outlines how to have culturally responsive and sustainable engagement with Pacific peoples and outlines steps for effective engagement through building and nurturing and maintaining relationships <a href="https://mpp.govt.nz/publications-resources/resources/yavu">mpp.govt.nz/publications-resources/resources/yavu</a></li> </ul>
<b>Ethnic communities</b> (people identifying as Asian, Middle Eastern, Latin American, African, continental European)	<p><b>Ministry for Ethnic Communities</b> ethniccommunities.govt.nz</p> <p>The Ministry's Community Engagement Team engages with ethnic communities to identify their perspectives on government activity and facilitate government consultation: with government agencies, to provide grounded community intelligence on policy and service development; and with other key stakeholders such as local government and business groups. The Ministry for Ethnic Communities also has a policy team that can assist with planning engagements on policy proposals and assist with the linking in of the Ministry's Community Engagement Teams.</p> <ul style="list-style-type: none"> <li>• The Ministry maintains a community directory of ethnic groups <a href="https://ethniccommunities.govt.nz/community-directory">ethniccommunities.govt.nz/community-directory</a></li> </ul>
<b>Rural communities</b>	<p><b>Ministry of Primary Industries</b> mpi.govt.nz</p> <p>MPI supports the rural communities portfolio which recognises the importance of our rural communities and the need to focus on the unique challenges they face so that they can be vibrant, resilient and sustainable.</p> <p>A 'Rural Proofing' Guide produced by MPI is available at the link below. It aims to support policy makers to consider perspectives and issues for rural communities, and challenges faced by the rural sector when designing and implementing government policy. The tool includes a section on engaging with stakeholders who are familiar with rural communities, which includes a list of representative groups and contacts.</p> <p><a href="https://mpi.govt.nz/about-us/our-work/rural-proofing">mpi.govt.nz/about-us/our-work/rural-proofing</a></p>

	Organisation	Organisational resources for engaging diverse communities
Older people	<b>Office for Seniors</b> superseniors.msd.govt.nz	The Office for Seniors provides information to seniors and to the Government about the issues and concerns of older people. The Office has developed a resource to help policy advisors to consider policy issues from the perspectives of the older population. This resource will be made available in the Policy Project’s Policy Methods Toolbox as soon as it is made publicly available.
Young people	<b>Ministry of Youth Development</b> myd.govt.nz	<p>The Ministry of Youth Development encourages and supports young people aged between 12 and 24, to develop and use knowledge, skills and experiences to participate confidently in their communities.</p> <ul style="list-style-type: none"> <li>• The Ministry maintains lists of <b>resources, toolkits, and information</b> about engaging with youth <a href="http://myd.govt.nz/resources-and-reports/youth-participation-resources-and-links.html">myd.govt.nz/resources-and-reports/youth-participation-resources-and-links.html</a></li> <li>• It also has produced a resource called <b>Keepin' it Real</b> which provides information for involving young people in decision making <a href="http://myd.govt.nz/documents/resources-and-reports/publications/keepin-it-real/keepin-it-real.pdf">myd.govt.nz/documents/resources-and-reports/publications/keepin-it-real/keepin-it-real.pdf</a></li> </ul>
	<b>Ministry of Social Development</b> msd.govt.nz	<p>The Ministry of Social Development has developed a Child Impact Assessment Tool (CIA Tool) to help agencies to identify, analyse and assess the impacts of any proposed law or policy on the rights and wellbeing of children and young people.</p> <p>For more information about the CIA tool, contact <a href="mailto:UNCROC@msd.govt.nz">UNCROC@msd.govt.nz</a> or visit their website here <a href="http://msd.govt.nz/about-msd-and-our-work/publications-resources/resources/child-impact-assessment.html">msd.govt.nz/about-msd-and-our-work/publications-resources/resources/child-impact-assessment.html</a></p>
	<b>Office of the Children’s Commissioner</b> occ.org.nz	<p>The Office of the Children’s Commissioner advocates for the interests and wellbeing of children and young people. The Office of the Children’s Commissioner has a dedicated team (Mai World, within the Strategy, Rights and Advice team) which both engages directly with children and young people and provides advice to others planning to engage. They can be contacted via <a href="mailto:voices@occ.org.nz">voices@occ.org.nz</a> for advice and support when designing engagements.</p> <p>The OCC has also developed a section on their website which has practical advice and tools to help people be more child-centred in their decisions, including advice on engagement and a decision tool: <a href="http://occ.org.nz/voices">occ.org.nz/voices</a>.</p>
Women	<b>Ministry for Women</b> women.govt.nz	The Ministry for Women has produced a gender analysis tool to support policy advisors to understand the impacts that an issue is having and that solutions may have on women. The <b>Bringing Gender In</b> tool includes a list of women’s organisations that have a role representing the perspectives of women: <a href="http://women.govt.nz/gender-tool">women.govt.nz/gender-tool</a>



	Organisation	Organisational resources for engaging diverse communities
<b>Rainbow</b>	<b>Human Rights Commission</b> hrc.co.nz	There is not currently a dedicated government agency responsible for rainbow communities. The Human Rights Commission does have an SOGIESC (Sexual Orientation, Gender Identity and Expression, and Sex Characteristics) human rights adviser who may be able to advise on engagement approaches. The Human Rights Commission is an Independent Crown Entity and New Zealand’s National Human Rights Institution.
<b>Disability</b>	<b>Office for Disability Issues</b> odi.govt.nz	The Office for Disability Issues is the focal point in government for disability issues. It has developed a population-based impact assessment toolkit to help policy advisors consider disability throughout the policy process.