Community Engagement Monitoring and Evaluation Framework and Toolkit

Final Report

Dr Francesco Gimelli

Ed Hawkes

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Final Report for Development of Community Engagement Monitoring & Evaluation Framework and Toolkit

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The Fisheries Research and Development Corporation plans, invests in and manages fisheries research and development throughout Australia. It is a statutory authority within the portfolio of the federal Minister for Agriculture, Fisheries and Forestry, jointly funded by the Australian Government and the fishing industry.

Researcher Contact Details

Name:	Dr Francesco Gimelli
Address:	129 Chestnut St
	Cremorne VIC 3121
Phone:	03 9425 7777
Fax:	N/A
Email:	francesco@clearhorizon.com.au

FRDC Contact Details

Address:	25 Geils Court
	Deakin ACT 2600
Phone:	02 6285 0400
Fax:	02 6285 0499
Email:	frdc@frdc.com.au
Web:	www.frdc.com.au

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Executive Summary

What the report is about

This report outlines the process and outcomes of the Community Engagement Monitoring & Evaluation Framework and Toolkit project that the FRDC contracted Clear Horizon Consulting to complete.

Background

Community trust and support for aquaculture and fisheries are crucial to both the wellbeing of industry members and securing access to resources. The FRDC 'Right Conversations' Report highlights the importance of strategic community engagement to ensure that the industry's Social Licence to Operate is sustained. However, prior to this project, the industry had undertaken limited evaluation of its community engagement processes.

Objective

The overarching objective for this project was:

1. To design and pilot an M&E Framework and Toolkit for fisheries and aquaculture to assess the outcomes of their community engagement activities.

There are also two sub-objectives, which are primarily outcomes:

2. The M&E Framework will support a more systematic approach to industry evaluation and generate useful information to support industry decision-making by clearly articulating priority outcomes.
3. The M&E toolkit will provide industry organisations with practical resources for planning, conducting and learning from the evaluation of community engagement processes.

Methodology

The FRDC contracted Clear Horizon Consulting to assist in addressing this gap by facilitating the design of a Community Engagement Monitoring & Evaluation Framework and Toolkit. This was developed collaboratively through four stages:

1. Planning
2. Design the M&E Framework and Toolkit
3. Test the M&E Framework and Toolkit
4. Review and finalise the M&E Framework and Toolkit

The project was successfully completed through: a) desktop and literature research undertaken by Clear Horizon with regular input from the FRDC project team, and; b) stakeholder participation undertaken face-to-face prior to the pandemic and online during it, facilitated by Clear Horizon and with participation from the FRDC and other relevant stakeholders. This process meant that the community engagement tools developed represented best-practice, while also ensuring that they reflected the experiences and knowledge of industry stakeholders. Consistent participation also enhanced the sense of buy-in from stakeholders.

Result

The result of this process is the Community Engagement M&E Framework and Toolkit, which comprises 1) M&E Framework and 2) the Toolkit, the latter consisting of 10 detailed tools to enable industry associations and other stakeholders to effectively plan for, evaluate, and enhance their community engagement activities.

Implications

This Framework and Toolkit empowers fisheries and aquaculture stakeholders across Australia to positively shape community narratives of the industry through carefully planned, strategic, and evidence-based decision-making.

Recommendations

Each of the tools developed as part of the M&E Framework and Toolkit represents distinct but interlinked activities to ensure meaningful and sustained benefit for the industry. The only recommendation is thus to follow the guidance provided in the tools closely and consistently.

Keywords

Community engagement; Social Licence to Operate; media; social media; monitoring; evaluation

Introduction

The primary objective for this project was to design and pilot a Monitoring and Evaluation (M&E) Framework and Toolkit to provide systematic guidance on how to plan for and evaluate community engagement activities undertaken by the Australian fisheries and aquaculture industry. The draft M&E Framework and Toolkit were developed from June – October 2019, with the intention of finalisation in early 2020 following a pilot period. Due to changed conditions caused by the COVID-19 pandemic, the project was adapted and finalised in December 2020.

This report outlines the methodology used to develop the draft FRDC Community Engagement Strategy Evaluation Framework and Toolkit, and an outline of the M&E Toolkit webinars conducted with the OceanWatch pilot team in December 2020. The draft M&E Framework and Toolkit were developed by Clear Horizon at the request of the FRDC.

Objectives

The overarching objective for this project was:

1. To design and pilot an M&E Framework and Toolkit for fisheries and aquaculture to assess the outcomes of their community engagement activities.

This FRDC community engagement M&E Framework and accompanying Toolkit have been designed to help address industry needs by providing practical tools for planning, conducting and using evaluation to understand the outcomes of community engagement activities, and to improve how future community engagement activities are undertaken. Ultimately, the Framework and Toolkit help the industry strengthen its Social License to Operate (SLO). This is achieved by providing operators and agencies with practical guidance on how to track and measure community and media perceptions of fisheries and aquaculture across social and other media and how to plan for community engagement that effectively strengthens the industry's SLO.

Furthermore, there are two sub-objectives for this project, which are primarily outcomes:

2. The M&E Framework will support a more systematic approach to industry evaluation and generate useful information to support industry decision-making by clearly articulating priority outcomes.
3. The M&E toolkit will provide industry organisations with practical resources for planning, conducting and learning from the evaluation of community engagement processes.

Sub-objectives 2 and 3 will be achieved as part of the communication and extension activity which is the build of a dedicated webpage to host the 'Digital M&E Framework and Digital Toolkit'.

Method

The following four-stage approach was used to develop the M&E Framework.

Stage 1: Planning

> The purpose of this stage was to reach a shared understanding of the project plan given the changing context, identify the desired state (best practices for community engagement) from the literature, and identify the current state (current community engagement strategies and practices) for each peak body and relevant actor. As part of this stage, Clear Horizon undertook a series of industry interviews to better understand current industry practices, desired outcomes, and industry M&E needs.

Stage 2: Design the M&E Framework and Toolkit

> The purpose of this stage was to draft the M&E Framework and Toolkit (including any evaluation templates). The draft M&E Framework was informed by the literature scan, interviews with key industry stakeholders conducted in Stage 1, and an M&E planning workshop with industry stakeholders.

Stage 3: Test the M&E Framework and Toolkit

> In this stage, a parallel industry community engagement project (FRDC project number 2019/074) piloted the draft M&E framework and toolkit. The pilot is being led by OceanWatch with support from Professional Fishers Australia, the Tasmanian Seafood Industry Council, Seafood Industry Victoria, and the University of Wollongong. Clear Horizon provided support for M&E implementation and led a user review to identify further refinements to the Draft Framework.

Stage 4: Review and finalise the M&E Framework and Toolkit

> In this final stage, the M&E Framework and Toolkit were refined based on the user review.

The four stages are elaborated upon in more detail below.

Stage 1: Planning

The purpose of this stage was to reach a shared understanding of the project plan, identify the best practices for community engagement from the literature, and identify the current community engagement practices and strategies for each industry body and relevant actor.

Inception meeting

To initiate the project, Clear Horizon conducted a two-hour inception meeting with the FRDC program manager by phone to clarify the needs and project context, discuss the proposed approach and establish a working relationship.

Project Plan

Based on the outputs from the inception meeting, Clear Horizon developed a draft project plan. The report centralised the key information for project management purposes and outlined the evaluation team's plan for engaging stakeholders. The draft project plan was reviewed by the FRDC program manager and comments from this review were addressed in a final project plan.

Literature review - evaluation of community engagement

The literature review focused on best-practice community engagement M&E, including the FRDC 'Right Conversations' Report[1] and the Determinants of Socially-Supported Wild-Catch Fisheries and Aquaculture in Australia Report[2]. The literature scan of best practice ensured that the development of the framework was in line with the most up to date thinking and practice for evaluating community engagement.

Desktop review - program documents

The desktop review enabled the team to understand the current state of industry community engagement practices and their intended outcomes.

Industry consultation interviews

A series of up to 10 consultation interviews with fisheries council executive officers or their community engagement representatives. This information was used to clarify the current state of industry community engagement practices, provided crucial context for the Framework, and helped ensure that the Framework reflected industry community engagement M&E priorities and needs. Interviews were conducted by phone and lasted up to an hour and focused on:

- What types of community engagement activities are undertaken by industry organisations (including festivals);
- What, if any, relevant evaluation data is being collected for these activities;
- What outcomes industry organisations are seeking from community engagement activities;
- What industry understands their evaluation needs to be;
- What, if any, are industry's concerns about future societal support for fisheries;
    - How enhanced community engagement might help address these concerns.

The content of these questions was finalised in an interview guide which was shared with FRDC prior to consultations.

Stage 2: Designing the M&E Framework and Toolkit

The purpose of this stage was to design the M&E Framework and Toolkit (including any evaluation templates). The design process built on the interviews with industry stakeholders, the literature review conducted in Stage 1. This Stage also included a planning workshop with industry stakeholders.

Planning workshop

A facilitation plan was developed in consultation with the program manager in preparation for the planning workshop. The plan was informed by the findings from the literature review, document review, and industry consultation interviews. As part of the initial preparation, a strawman theory of change (ToC) was prepared to make explicit the intended outcomes of community engagement for fisheries. The plan also included a brief outline of the M&E Framework.

[1] Mazur, Nicole, and Kate Brooks. "Building Industry Engagement Capacity for Socially-Supported Fisheries and Aquaculture." Fisheries Research and Development Corporation, 2018. https://www.frdc.com.au/Archived-Reports/FRDC%20Projects/2017-133-DLD.pdf.

[2] Alexander, Karen A, and Kirsten E Abernethy. "Determinants of Socially-Supported Wild-Catch Fisheries and Aquaculture in Australia." Fisheries Research and Development Corporation, 2019. https://www.frdc.com.au/Archived-Reports/FRDC%20Projects/2017-158-DLD-final.pdf.

Clear Horizon facilitated a 3-hour project planning workshop with the Fisheries Inshore Subcommittee. In this workshop, a summary of the current community engagement activities was presented in a ToC. Participants also:

- Discussed FRDC's community engagement evaluation needs;
- Clarified the scope of the M&E;
- Identified opportunities for industry consultation and co-production of the M&E Framework, and;
- Determined timelines and deliverables for the project.

M&E Framework design

The M&E Framework provided a high-level logic for how to monitor and evaluate the planned strategy for fisheries and aquaculture community engagement. The Framework design built on and refined the M&E principles laid out in the FRDC 'Right Conversations' Report by drawing on insights from the industry consultation interviews and the desktop review. As part of this design process, Clear Horizon sought and received feedback and guidance from the FRDC program manager and program team.

Developing the M&E Toolkit

The M&E Toolkit was developed based on the M&E framework. The preceding stages of the project identified a range of online and face-to-face settings through which industry engages with community. These included:

- Festivals
- School visits
- Seafood sector events
- Hospitality events
- Political events
- Social media (e.g. Facebook and Instagram)
- Newsletters
- Other forms of online engagement

Having identified these as the predominant settings for community engagement in the industry, Clear Horizon drafted a set of tools (the 'Toolkit'). Each of these tools addressed the industry needs identified in the interviews, including both conceptual components (*why* planning for and monitoring and evaluating audience engagement in this setting is important) and practical components (*how* to do so). Specifically, the Toolkit incorporated templates for evaluation planning and a range of qualitative and quantitative data collection tools.

The M&E Framework and Toolkit was distributed to FRDC and key stakeholders for comment. Consolidated feedback was received from the FRDC after one month. Once received, this feedback was incorporated into a second draft version of the M&E Framework and accompanying Toolkit.

Stage 3: Test the M&E Framework and Toolkit

In this stage, an industry community engagement project (the 'pilot team') was engaged to test the M&E Framework and Toolkit. The pilot was led by OceanWatch, with support from Professional Fishers Australia, the Tasmanian Seafood Industry Council, Seafood Industry Victoria, and the University of Wollongong.

M&E Tools workshop

Following delivery of the revised draft M&E Framework and toolkit, Clear Horizon conducted a one-day workshop with the pilot team where we discussed and guided them on the M&E Framework and demonstrated the use of relevant M&E tools. This was a capacity-building opportunity for the pilot team.

User review of the M&E Framework and Toolkit

Originally, Stage 3 was designed to pilot both the face-to-face and online audience engagement tools. However, the project was faced with delays and the COVID-19 pandemic. Public health restrictions stopped all face-to-face community engagement events in the industry. Discussions between Clear Horizon and the project team led to the decision to focus attention on piloting the *online* community engagement tools. This was decided as the best way forward both because it was the only feasible possibility at the time and because it was recognised that online engagement would likely become a more important mode of community engagement in a world adapting to a new 'COVID normal'. As a result of these discussions, the project plan was amended.

Considering the amended project plan, Clear Horizon made the Tookit (in the form of PDF and Word documents) available for comment to eight relevant stakeholders from diverse industry organisations. This approach provided stakeholders with the opportunity to critique and provide feedback on the face-to-face community engagement tools, even if these could not be tested. Conversely, stakeholders were able to test the online engagement tools through the social media and other online communication tools of their organisations and provide critique and feedback.

The Clear Horizon team collated and reviewed all feedback and developed new tools to reflect the greater emphasis on online engagement. The tools were:

- The media monitoring tool was added to capture how industry is portrayed in the print media
- The social media tool was expanded to reflect greater emphasis on online engagement
- The accessing online engagement metrics tool was added to support users to implement the steps outlined in the social media tool.

M&E online tools webinars

Once the contract was signed with the 'pilot' team, Clear Horizon conducted two webinars with them to discuss and guide them on the M&E Framework and showcase the use of relevant M&E tools.

The first webinar, conducted on Monday the 30th of November, showcased three components of the Toolkit:

1. **Planning online engagement tool**: this component of the Toolkit provides users with critical guidance on how to explicitly consider the most effective ways to engage online audiences; it prompts users to consider who their target audience is, what they want their target audience to take away from their online engagement, how to craft targeted messages, and how to craft a feasible and impactful online engagement plan.
2. **Evaluating online engagement data tool**: this component of the Toolkit provides users with guidance on how to make sense of online engagement data and was targeted at organisations with diverse levels of human and financial resources.
3. **How to access online engagement metrics**: this component of the first webinar comprised a live demonstration of how to access online engagement metrics in the most frequently used platforms in the industry: Facebook, Instagram, and Mailchimp.

The second and final webinar, conducted on Monday the 7th of December, showcased:

4. **Media monitoring tool:** this component of the Toolkit provides users with guidance on how to track themes and tones of discussion of the industry online and in other media.

Question and answer sessions followed each of the four sessions and were utilised by Clear Horizon to update the tools. The recordings were edited by the Clear Horizon digital team and provided to the FRDC to be uploaded to their YouTube channel and linked into the Digital Toolkit.

Stage 4: Review and finalise the M&E Framework and Toolkit

Clear Horizon revised the M&E Framework and Toolkit based on the user review of project outputs throughout its duration, and then finalised these outputs after one round of feedback from the FRDC and pilot team.

Revise and Finalise the M&E Framework and Toolkit

Clear Horizon revised the M&E Framework and Toolkit based on the pilot stage and information collected in the user review. Clear Horizon provided the option of one round of feedback for the M&E Framework, which was not utilised due to the lack of changes to the M&E Framework itself. The new and adjusted tools were submitted to FRDC and the pilot team for feedback.

Finalise the M&E Framework and Toolkit

The Toolkit was finalised based on the feedback received from the pilot team and the FRDC project team. Final outputs including the Framework and Toolkit are non-proprietary resources, which FRDC can distribute freely to industry organisations.

Digital Toolkit

As part of its effort to ensure a user-friendly and widely accessible M&E Framework and Toolkit, the pre-COVID project plan envisioned the provision of on-call M&E support during Stage 3. As the project adapted to changed conditions and requirements, it was jointly decided by the FRDC and Clear Horizon to achieve this objective by hosting the content of the Toolkit online, including downloadable/printable version of individual tools. The Digital Toolkit also includes embedded videos of the two practical webinars, which can thus continue to provide benefit to stakeholders beyond those who joined them live.

The Clear Horizon team engaged the services of their in-house Digital Team to produce the Digital Toolkit and made it available to the FRDC project team to be integrated into their website, which was in the process of being re-developed.

Results, Discussion & Conclusion

The project produced an M&E Framework and Toolkit comprising **10 practical tools** to guide stakeholders within the industry to successfully plan for, measure, evaluate and enhance their online and offline community engagement activities.

The M&E Framework contains:

- A scope section which identifies the need, purpose, and audience for the M&E Framework
- A Theory of Change for community engagement activities
- A set of Key Evaluation Questions (KEQs) which identify the key questions evaluation activities should address
- Snapshot indicators which provide high-level indicators for each KEQ
- A detailed plan for answering the KEQs
- Guidance for resourcing M&E activities
- Guidance on using M&E for learning and improvement

These tools are:

1. Community engagement planning tool;
2. Monitoring and evaluation planning tool;
3. Evaluating face-to-face engagement tool;
4. Evaluating online engagement tool;
5. Media monitoring guide;
6. Most Significance Change;
7. Learning and Impact log;
8. Self-assessment tool;
9. Reflections workshop;
10. Communicating evaluation findings tool.

Together, these tools represent a comprehensive and practical set of guidelines to facilitate focused community engagement. Importantly, they are designed to be used by stakeholders with diverse requirements and human and financial resources.

Initially, the project envisioned a more balanced focus between face-to-face and online engagement. However, as the Covid pandemic took hold, the need to shift the balance towards online engagement became evident. The project successfully adapted to this requirement through the effective communication between the FRDC, OceanWatch and Clear Horizon teams, leading to the facilitation of two practical webinars and the production of the Digital Toolkit. These developments ultimately enhanced the impact of the project by creating accessible resources that provide ongoing benefit to industry stakeholders.

The M&E Framework and Toolkit collaboratively produced through this project provides diverse means for industry stakeholders and organisations with distinct goals, needs and resources to understand how the community and media perceive their activities and those of their members. The Framework and Toolkit then build on this knowledge to provide guidance on crafting effective strategies to address any community concerns around the industry and highlight the positive role that it plays in sustaining livelihoods and feeding people in environmentally and socially responsible ways. In other words, the M&E Framework and Toolkit provide industry with community engagement tools that can be used to strengthen its Social License to Operate.

Implications

This project empowers fisheries and aquaculture stakeholders across Australia to positively shape community narratives of the industry through carefully planned, strategic, and evidence-based decision-making.

For the industry, the M&E Framework and Toolkit represents an opportunity to maintain and strengthen their Social License to Operate by strategically addressing any negative community perceptions and tell stories that illustrate the positive contribution that the fisheries and aquaculture industries make to the livelihoods, plates, and environments of Australians. In great part, this is achieved by enhancing the capacity of industry stakeholders to access, understand, evaluate, and improve their online and face-to-face community engagement activities.

This enhanced capacity allows industry to effectively ask and answer questions such as:

- What has our community engagement achieved?
- How were the community engagement activities designed and delivered?
- What are we learning about community engagement and what are we doing differently as a result?
- How has community engagement contributed to our social license to operate?
- To what degree did the outcomes justify the cost of community engagement?

The toolkit also provides opportunities for consumers to become better informed about the industry and to receive information about the sector directly from industry.

Recommendations

Recommendations on how to effectively implement M&E activities are integrated throughout the M&E Framework and toolkit. The recommendations here are aimed at maximising awareness and uptake of the M&E Framework and toolkit across industry.

The recommendations are:

- Incorporate the M&E Framework and Digital Toolkit into the FRDC website using the documentation and tools provided to the FRDC IT team.
- Ensure a broad reach and uptake of the toolkit by directing seafood industry organisations and associations outside of the pilot team to the M&E Framework and Toolkit on the FRDC website
- Follow the guidance provided in the M&E Framework and tools closely and consistently.

Extension and Adoption Plan

Objectives

The objective of this plan is to outline how to extend and communicate the tools developed as part of the Fisheries Community Engagement Monitoring & Evaluation (M&E) Framework and Toolkit to the end user and to new audiences beyond its formal duration. Such extension work is pivotal to ensuring that industry stakeholders will be able to effectively plan, monitor, evaluate and improve community engagement strategies that enhance their Social License to Operate.

Target audience/s

The audience for the Framework and Toolkit is any organisation, fisher or aquaculturist with an Existing or planned online and/or face-to-face community engagement strategy.

Key message/s

- Effective online and face-to-face community engagement requires careful planning, monitoring, and evaluation
- Effective community engagement can enhance the industry's Social License to Operate
- Planning for, monitoring, and evaluating community engagement is possible any industry organisation or stakeholder, regardless of size, reach, and human and financial resources

Method

Clear Horizon does not hold any proprietary rights over the material produced in this project and has thus provided the finalised Framework and Toolkit to the FRDC for free dissemination to any party it wishes.

To maximise extension and adoption of the project outputs, Clear Horizon has produced a Digital Toolkit, which hosts the content of the Toolkit online, including downloadable/printable version of individual tools. The Digital Toolkit also includes embedded videos of the two practical webinars, which can thus continue to provide benefit to stakeholders beyond those who joined them live.

Action plan: during project

Stage	Method	Responsibility	Completion date
Planning	Inception meeting; draft project plan; literature review; desktop review; industry consultation	Principal and co-investigators	17/06/2019
Designing the M&E Framework	Planning workshop; M&E Framework design; development of M&E Toolkit	Principal and co-investigators	26/08/2019
Testing of M&E Framework	User review of Framework & Toolkit; M&E online tools webinars	Principal and co-investigators	07/12/2020
Review and finalise the M&E Framework	Revision of the M&E Framework and Toolkit based on pilot; finalisation of Framework and Toolkit; production of Digital Toolkit	Principal and co-investigators	11/12/2020

Action plan: after project

The FRDC is responsible for the dissemination of the Framework and Toolkit after the completion of the project.

Evaluation

As this project entailed the development of a Monitoring and Evaluation Framework and Toolkit, each of the tools provides a means to evaluate the object of this project: community engagement. Importantly, the tools provide practical guidance on how organisations and stakeholders can both set up and maintain effective community engagement monitoring and evaluation processes. The evaluation of the success of these tools requires that adopters set up and maintain such processes.

Project coverage

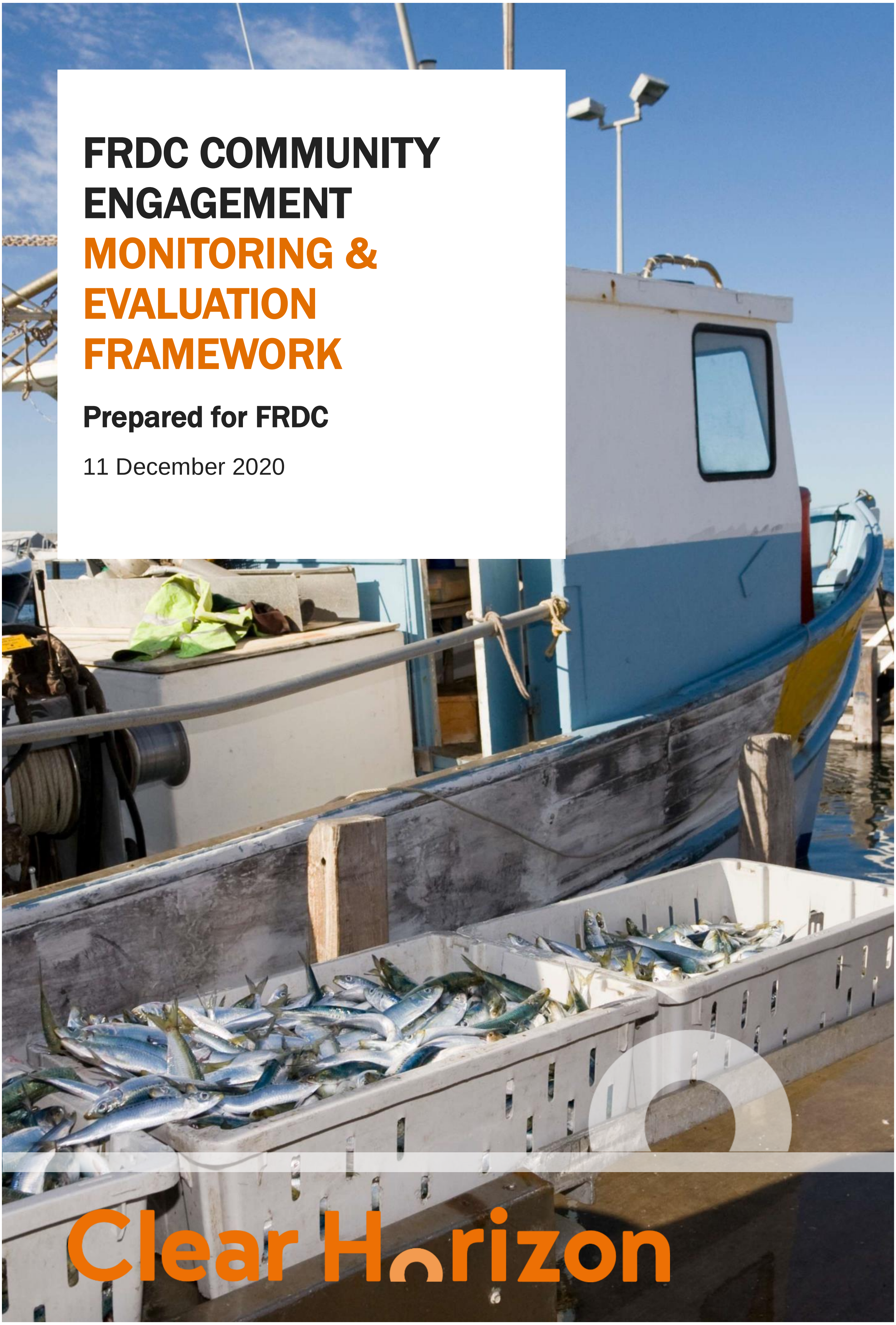
None

Project materials developed

The project materials developed are provided in the Appendices.

Appendix: M&E Framework and Toolkit

Please note that for formatting purposes, the Framework and Toolkit are only attached to the PDF version of this report.



FRDC COMMUNITY ENGAGEMENT MONITORING & EVALUATION FRAMEWORK

Prepared for FRDC

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Clear Horizon

Contact Details

Clear Horizon Contact	Client Contact
Francesco Gimelli	Dr Emily Ogier
Senior Consultant	Subprogram Leader, Human Dimensions Research
Clear Horizon Consulting	FRDC
129 Chestnut Street, Cremorne VIC 31 21	Institute for Marine and Antarctic Studies (IMAS) University of Tasmania, Taroona, Private Bag 49, Hobart TAS 7001
Telephone: (03) 9425 7777	P: 03 62268225
E: francesco@clearhorizon.com.au	E: emily.ogier@utas.edu.au

Document review and authorisation

Version	Date distributed	Issued to	Comments
V1	9/10/19	Emily Ogier	Draft version provided for comment from FRDC and the Pilot team
V2	22/11/19	Emily Ogier	Revised draft version to be used during the pilot period. Comments from previous version have been addressed
V3	11/12/20	Emily Ogier	Final version revised based on feedback and experience from pilot period

Lead author/evaluator	Victoria Pilbeam
Project Director	Caitlin Barry
Internal Contributors	Ed Hawkes, Francesco Gimelli
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Disclaimer

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Acronyms

FRDC	Fisheries Research and Development Corporation
KEQ	Key Evaluation Question
M&E	Monitoring and Evaluation
SLO	Social License to Operate

1 Introduction – the why

In a nutshell…

Why do monitoring and evaluation? Monitoring and evaluating your community engagement work will help you to better understand and measure the outcomes and changes that are occurring as a result of your work. It can also help you to plan and improve your community engagement activities and understand the best use of your resources.

Why have an M&E framework? To provide consistent, practical tools for planning, conducting and using evaluation and to increase the number of seafood organisations that are monitoring and evaluating their community engagement activities.

Who is this Framework for? This Framework is primarily for internal use by seafood industry associations and seafood sector organisations. It might also be used by individual seafood businesses.

What are we evaluating? Community engagement activities undertaken at all levels of the Australian seafood industry to increase acceptance and support of the industry.

How? Using a range of different evaluation tools provided in the monitoring and evaluation toolkit. Although this Framework has been designed to be as user-friendly as possible; additional training or mentoring might be required to make the best use of these tools.

1.1 Why do M&E?

Community trust, acceptance and support are crucial to a thriving Australian seafood industry. People within industry recognise that community values can and *will* affect their business directly or indirectly. Recent research suggests that the community generally supports the Australian seafood industry[1]. However, that support depends on industry demonstrating that it's moving beyond compliance and seeking continuous improvements that address community concerns and issues. Where social acceptance of the industry wanes, public controversies can occur. In some instances, this has led to the fishery having reduced access to resources and lower industry morale.

Increasingly, seafood industry organisations, the Fisheries Research and Development Corporation (FRDC) as well as individual fishers and producers are looking at different community engagement approaches as a way of keeping or improving societal support for their seafood business, and the Australia seafood industry more broadly. Social License to Operate (SLO) relates to the level of approval that an industry, or any sector or activity has from the community to operate, which is demonstrated through the level of support exhibited for the industry[2]. FRDC has already developed guiding material like the *License to engage handbook* to help industry operators do best-practice community

[1] Mazur, N.A. & K.A. Brooks (2018). The Right Conversations: Building Industry Engagement Capacity for Socially-supported Fisheries and Aquaculture. FRDC: Canberra, Australia4

[2] Ogier, Emily M. and Brooks, Kate. 2016 License to engage: Gaining and retaining your social license in the seafood industry. A Handbook of available knowledge and tools for effective seafood industry engagement with communities. Fisheries Research and Development Corporation(2015-300),

engagement. Industry associations, sector organisations and seafood operators are already out communicating and engaging with the public about Australian seafood.

Existing research highlights that evaluation is an important part of successful community engagement. Monitoring and evaluating your community engagement work can help you to plan your engagement strategy in a targeted way that makes the best use of available resources and more effectively achieves specific outcomes. Monitoring and Evaluation (M&E) (see Box 1) is an important part of the engagement cycle that can help you keep learning from and improving your community engagement by reflecting on the results of your work and identifying what needs to be done differently (see Figure 1). Despite the importance of M&E in working towards SLO, many seafood organisations do not evaluate their engagement activities. *The Right Conversations report* highlights that industry operators are not evaluating their engagement activities because they are not sure if it's *worth doing* evaluations, if they *can* do evaluation (ie: that they have the resources, skills etc.) and if their M&E activities will *work*.

Box 1: What do we mean when we say monitoring and evaluation?

Monitoring is the day-to-day data collection and analysis that you do while implementing an engagement project. For example, if you are running a social media campaign on fisheries, you might monitor the number of 'likes' or 'shares' your posts are getting. Monitoring is often done internally by people who are doing the engagement work.

Evaluations are conducted less frequently than monitoring. Evaluation is about using monitoring data, and any additional data to make a judgement on how well the community engagement activities are working and how they might be improved. For example, when it comes to evaluating your social media campaign, you might do some further analysis on *who* is engaging with your post and *how* they are engaging. During the evaluation, you might look at all the data and ask yourself whether you reached as many people as you set out to? Or, if the people you reached seemed more positive about the industry than before you undertook the social media campaign?

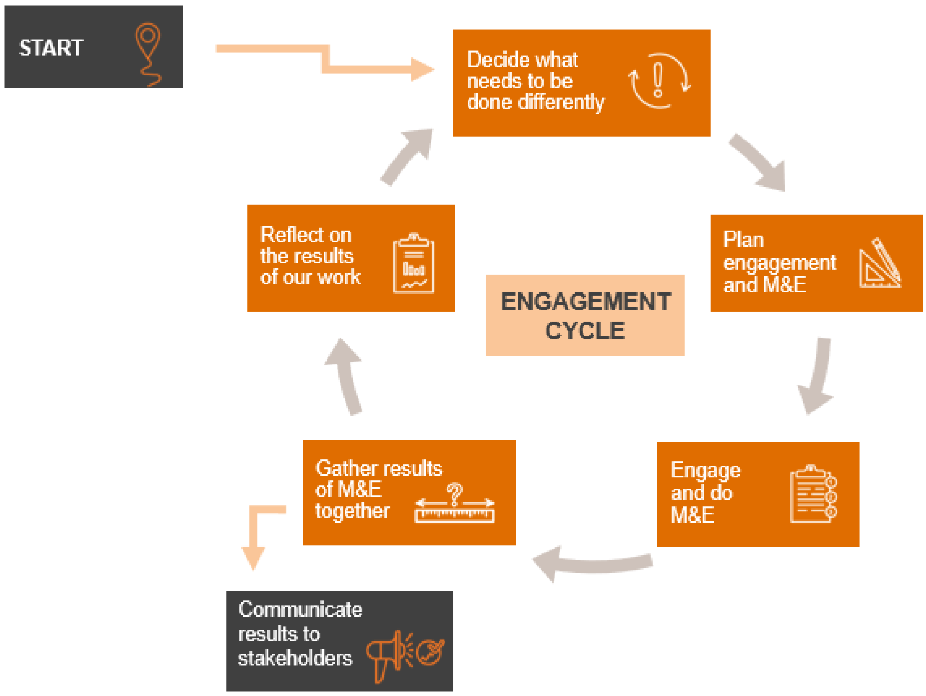


Figure 1 Monitoring and Evaluation in the engagement cycle

1.2 Purpose – Why have an M&E Framework?

This FRDC community engagement Monitoring and Evaluation (M&E) Framework and the accompanying toolkit have been designed to help address industry M&E needs by providing practical tools for planning, conducting and using evaluation to understand the outcomes of community engagement activities, and to improve how future community engagement activities are undertaken.

We asked ten members of seafood industry associations and seafood sector associations what M&E data they needed to better engage with community. These needs are summarised in Figure 2. Most people talked about getting a better understanding of community perceptions of the industry (n=6). People also talked about wanting to better understand the specific outcomes of festivals (n=4) and the return on investment of undertaking some community engagement activities versus undertaking others (n=4). Other needs included developing clearer objectives for their engagement activities (n=3) and a desire to standardise data collection to enable comparison (n=3). We have used these suggestions to shape the M&E Framework and toolkit.

Figure 2 M&E needs identified by seafood industry associations and seafood sector organisations

This M&E Framework is designed to help you work out *how* to monitor and evaluate your community engagement activities.

More specifically, the Framework will help you:

- Make sure your engagement is having as much impact as possible
- Capture information about your community engagement activities that supports decision-making, including prioritisation of which activities to pursue
- Collect and analyse data that can be compared and included as part of a bigger picture on what industry is doing to engage with community
- Show your contributions towards broader industry goals
- Keep accountable to funders, stakeholders and yourself.

1.3 Scope

Who is this framework for?

This M&E Framework and toolkit is primarily designed to be used internally by seafood industry associations and seafood sector organisations (collectively referred to as seafood industry organisations) who want to evaluate their community engagement. This Framework was developed in consultation with FRDC, members of the Inshore Fisheries Sub-Committee, and seafood sector organisations. These resources are also designed to support individual seafood businesses that may want to monitor and evaluate their community engagement activities. We recognise that different organisations may have different levels of exposure to M&E and that everyone is at different stages in their evaluation journey. To accommodate this, the M&E Framework is designed to work on two levels:

Activity Level – this level applies to anyone from industry who undertakes community engagement. This level is designed to be accessible for seafood operators and industry organisations who undertake community engagement activities, but who have not actively monitored or evaluated their activities before. For this level, we recommend starting by evaluating individual activities before moving to higher level strategic evaluations.

Strategic Level – this level takes the core elements of the M&E Framework a step further. This content is more likely to apply to sector organisations and industry associations who have already done some monitoring and evaluation of their community engagement activities. We assume that these groups have community engagement strategies or plans to guide their activities. It is also likely these organisations are engaging in broader efforts to coordinate the Australian seafood industry's community engagement.

What is *in*-scope for this M&E Framework?

Community engagement activities undertaken at all levels of the Australian seafood industry to increase acceptance and support of the industry.

What is *out*-of-scope for this M&E Framework?

Stakeholder engagement activities that are not primarily focused on increasing community support (e.g.: operational and regulation issues).

Who are the evaluation audiences?

This M&E Framework also considers who might be interested in the evaluation findings and reports produced as part of monitoring and evaluating community engagement. We call these groups 'evaluation audiences' and we make the distinction between primary audiences – people who will reflect on and use the M&E results to make decisions about engagement; and the secondary audiences – people who might have an interest in the M&E results, but who will not make decisions about engagement activities.

Table 1 identifies the key audiences for this M&E Framework and their information needs.

Table 1 Evaluation audiences

Audience	Information needs
Primary audiences – people making decisions based on the M&E findings	
Seafood industry associations and their Boards	• How well did the engagement activities work? (Effectiveness) • What engagement activities and outcomes have we spent time and resources doing? (Accountability) • What did we learn from engaging with community and how can we improve our engagement? (Learning)
Seafood sector organisations and their Boards	
OceanWatch and other delivery partners	
Project funders (where relevant)	
Secondary audiences – people who might be interested in the M&E findings	
Fishers / Producers	• Effectiveness • Accountability
FRDC and other research organisations	• Effectiveness • Accountability • Learning
Natural Resource managers (including fisheries and resource managers)	• Effectiveness • Accountability
Government and politicians	
NGOs	

2 Theory of change and Key Evaluation Questions– the what

2.1 Theory of Change

Modern evaluation practice use **theory of change** (sometimes referred to as program logic, or program theory) as a tool to clarify what activities are being undertaken and the changes that these activities are expected to lead to. Theory of change maps the cause-and-effect relationships between undertaking community engagement activities and the short, medium and longer-term outcomes that are expected.

Figure 3 shows the theory of change for industry community engagement activities. This theory of change is targeted at the activity level. This theory of change was developed in consultation with seafood industry associations, seafood sector organisations and FRDC. This figure also highlights the key outcomes for measurement for this Framework. A narrative for this theory of change is included in the following section.

We have also developed a theory of change aimed at the Strategic level (see Appendix 1); it extends on the activity theory of change and includes a third impact pathway focused on coordinating engagement and messaging across industry to create consistent and unified engagement and messaging.

Both theories of change are described across several 'levels' which are explained in Table 2.

Table 2 Description of theory of change levels

Levels	Description
And this will contribute to … (Broader goals 5-10 years)	The broader goals are usually the overarching purpose of why the activity is being undertaken. However, because they are at such a high-level, normally there are other factors and programs that are also contributing to and affecting change at this level.
Eventually, we'll see that … (Long term outcomes 4-5 years)	These are outcomes that fisheries industry associations have **indirect influence** over. These outcomes include changes in attitudes and practices as a result of community engagement activities.
As a result … (Medium-term outcomes 2-3 years)	These are outcomes that fisheries industry associations have **direct influence** over, including communities becoming more supportive and increased seafood consumption.
Then… (Short term outcomes <1 year)	Immediate changes that are a direct result of the activities – and lead to the intermediate outcomes i.e. hearing balanced messages.
We will … (Activities)	The community engagement activities done by industry that directly influence community perceptions and contribute to outcomes.
We need… (Foundational activities)	Preliminary activities that inform the actual community engagement activities such as planning, developing engagement content and resourcing.

Theory of change narrative

The broader goals that Australian seafood industry community engagement activities contribute to are to:

- Gain social licence to operate where most of the community trust, accept, and support seafood industry's activities, this includes:
    - Becoming an industry that benefits community through employment, food on the plate, growth in regional communities
    - Gaining political support and acceptance of the Australian seafood industry
    - Becoming a resilient seafood industry with improved profits and viability

To focus M&E resources, the priority long term outcomes to be measured have been identified as part of the development of the M&E Framework[3]. The agreed priority outcomes are highlighted (underlined) across the theory of change model and are included in the Answering the Key Evaluation Question Table in Section 3.2. Industry community engagement activities will contribute towards to these high-level broader goals through four key, long-term outcomes:

1. <u>The community valuing your seafood industry or activity</u>
2. More people are seeking employment in the seafood industry
3. <u>The press and community give industry a fair go (there is less vilification of the seafood industry)</u>
4. <u>Industry developing relationships that prevent, resolve and minimise issues as they occur (credits up our sleeve)</u>

Industry community engagement activities will contribute towards these long term outcomes and broader goals through two impact pathways measured by this M&E Framework:

- The first pathway focuses on engagement with the wider community. This includes face-to-face activities with the general community like festivals, targeted face-to-face activities like school visits or sponsoring hospitality events, and online engagement including social media, websites and press media. These activities will contribute to community hearing balanced messages about industry and moving them along the spectrum from being unsupportive to highly supportive of industry.

- The second pathway focuses on building relationships with key influencers such as teachers, politicians, and NGOs. Improved relationships and partnerships with these influencers will help to prevent, resolve, and minimise issues as they occur.

Underlying all community engagement are the day-to-day operations of fishers and producers that "walk the talk" by showing respect for community values. For example, the work that industry does to operate sustainably and respect regulations. Where appropriate, this might include activities that bench-mark your operations like gaining and maintaining accreditations or best-practice certifications.

[3] The prioritisation of outcomes was undertaken in a half-day workshop with participants from FRDC and members of the Inshore Fisheries Sub-Committee

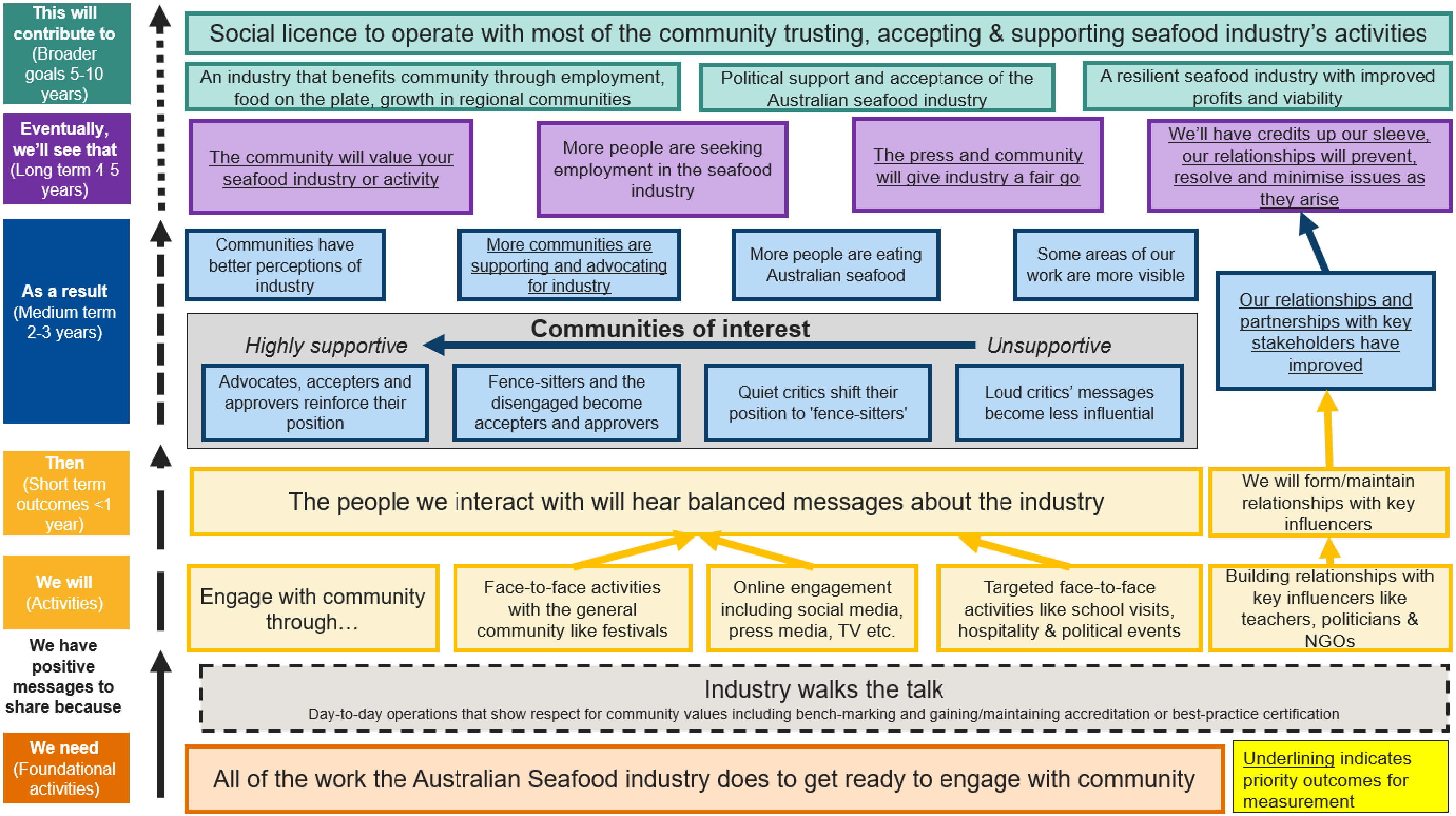


Figure 3 Activity Level theory of change

Community groups and influencers

Because of the dynamic and diverse contexts that fisheries and aquaculture operate in across Australia, seafood industry operators are employing a range of strategies to engage with community. At a high-level, many organisations are conducting similar activities (e.g.: festivals, social media), but the targeted face-to-face activities and partnerships vary in response to their individual needs. Some of these different target audiences include:

- Hospitality industry workers, including chefs, cooking classes, and those attending hospitality industry events
- **School students** and their **teachers**
- **Politicians** and key public servants who make important decisions that affect the industry
- **Scientists and researchers** who have an interest in the seafood industry
- **Foodies** including celebrities and social media influencers
- Environmental and other **NGOs** whose messages reach a large audience
- **Recreational fishers**
- **People who attend or directly engage with industry content**.

Principles of community engagement

This theory of change is underpinned by a set of principles that guide how industry engages with community. These principles describe what 'good' community engagement looks like. They have been developed based on previous FRDC research summarised in the *Licence to Engage handbook*. The principles of good community engagement are:

- **Showing in actions, not just telling** stakeholders more often and more loudly why they are wrong and what they need to know
- **Two-way conversations** – listening to community and responding to their questions and values
- **Responsibility for community engagement is at all levels**: national and state-wide industry associations and organisations as well as individual fishery businesses
- **Community engagement to be part of 'core-business'** and ongoing- day-to-day operations
- Draw on a **variety of activities and methods**
- Based on **relationship building**
- Building **trust**
- **Continuous improvement** through evaluating community engagement efforts and responding to changes in context.

Assumptions

The theory of change is underpinned by certain assumptions – factors that we assume to be in place for the theory of change to work in practice. For this theory of change, we assume that:

- Seafood industry operations are operating sustainable and operating in-line with community values
- That accreditation is a useful way of showing that industry is operating in-line with community values
- Community having a balanced understanding of fishing industry will lead to acceptance of industry actions
- Engaging with loud critics will lead to them being less vocal and influential
- Industry organisations are engaging with their communities of interest

2.2 Key Evaluation Questions

The M&E Framework is based on five higher-level learning and evaluation questions (referred to as 'key evaluation questions' or KEQs). Key evaluation questions are 'big picture' guiding questions that provide the scaffolding for monitoring and evaluation activities. Ultimately, these are questions that we want to *answer*, and to do this we need to collect various forms of information and make a judgement call on what it all means. These key evaluation questions are:

1. What has our community engagement achieved? **(Effectiveness)**
2. How were the community engagement activities designed and delivered? **(Process)**
3. What are we learning about community engagement and what are we doing differently as a result? **(Learning)**
4. How has community engagement contributed to our social license to operate? **(Impact)**
5. To what degree did the outcomes justify the cost of community engagement? **(Economic)**

Note: KEQ1-3 (effectiveness, process, learning) can easily be done internally using the toolkit provided, while answering KEQ 4 (impact) and 5 (economic) will require more in-depth M&E processes. Answering KEQ 4 and 5 will most likely need to be done externally. However, we have provided basic snapshot indicators and tools that will help you some gather evidence against these KEQs.

The sub-questions

To help us answer these big overarching questions, the key evaluation questions are further broken down into sub-questions. The key evaluation questions present big-picture questions where we need to apply judgement; however, the sub-questions are designed to be more concrete and guide data collection. Collecting data against the sub-questions should provide enough data for us to be able to make a judgement and answer the relevant key evaluation question. The full set of sub-questions is listed in Table 3.

To help you answer each sub-question, we have developed specific data collection tools (Section 5), snapshot indicators and guiding questions (Section 3.2 Table 4). A summary of how these elements map against each sub-question is included in Section 3.2.

Table 3 Key evaluation questions and sub-questions

Key evaluation question	Sub-question	
1. What has our community engagement achieved? (Effectiveness)	1.1	What community engagement activities have we done?
	1.2	To what extent have we increased community support for industry? (including reduced vilification)
	1.3	To what extent have our relationships and partnerships prevented, resolved and minimised issues as they occur?
	1.4	To what extent have we coordinated our community engagement and messaging (where appropriate)?
2. Are we doing the right things? (Process)	2.1	Are we engaging with the right people?
	2.2	To what extent have we aligned with the principles of good community engagement?
	2.3	What else could we be doing to engage with communities?
3. What are we learning about community engagement and what are we doing differently as a result? (Learning)	3.1	What have we learnt through our community engagement activities?
	3.2	How have we changed our community engagement practices as a result of our learning?
4. What impact is our community engagement having? (Impact)	4.1	What were the instances of impact across our community engagement activity or activities?
	4.2	Were there any unintended changes (positive and negative) as a result of our community engagement?
5. To what degree did the outcomes of our community engagement justify the costs? (Economic)	5.1	What was the cost of doing these community engagement activities?
	5.2	What was the return on investment for these community engagement activities?

2.3 Snapshot indicators

Snapshot indicators are aimed at providing a “snapshot” of the reach of industry community engagement and the key outcomes of this engagement. It is likely that you are already collecting this indicator data as part of your community engagement. You will need to collect additional data to answer the key evaluation questions, but these indicators will provide another source of evidence that you can draw on. These indicators are deliberately “light” to make it easier to report on them. Consistently reporting against these indicators will make it easier to get a bigger picture of how the Australian seafood industry is engaging with community and working to secure a social license to operate. The Snapshot indicators can be found in Table 4.

3 Data collection – the how

3.1 Summary of Monitoring and Evaluation tools

The M&E toolkit is structured across three sections to help you monitor and evaluate your community engagement activities:

- Getting started: a tool to help you plan M&E for your community engagement
- Gathering evidence against the key evaluation questions: tools to help you answer each of the key evaluation questions.
- Bringing it all together: tools to help you review, learn, and improve based on your M&E results. As well as communicate your evaluation findings.

Figure 4 maps the tools across these sections and their relevant key evaluation questions. Further detail on each of these tools is provided in the toolkit (Section 5).

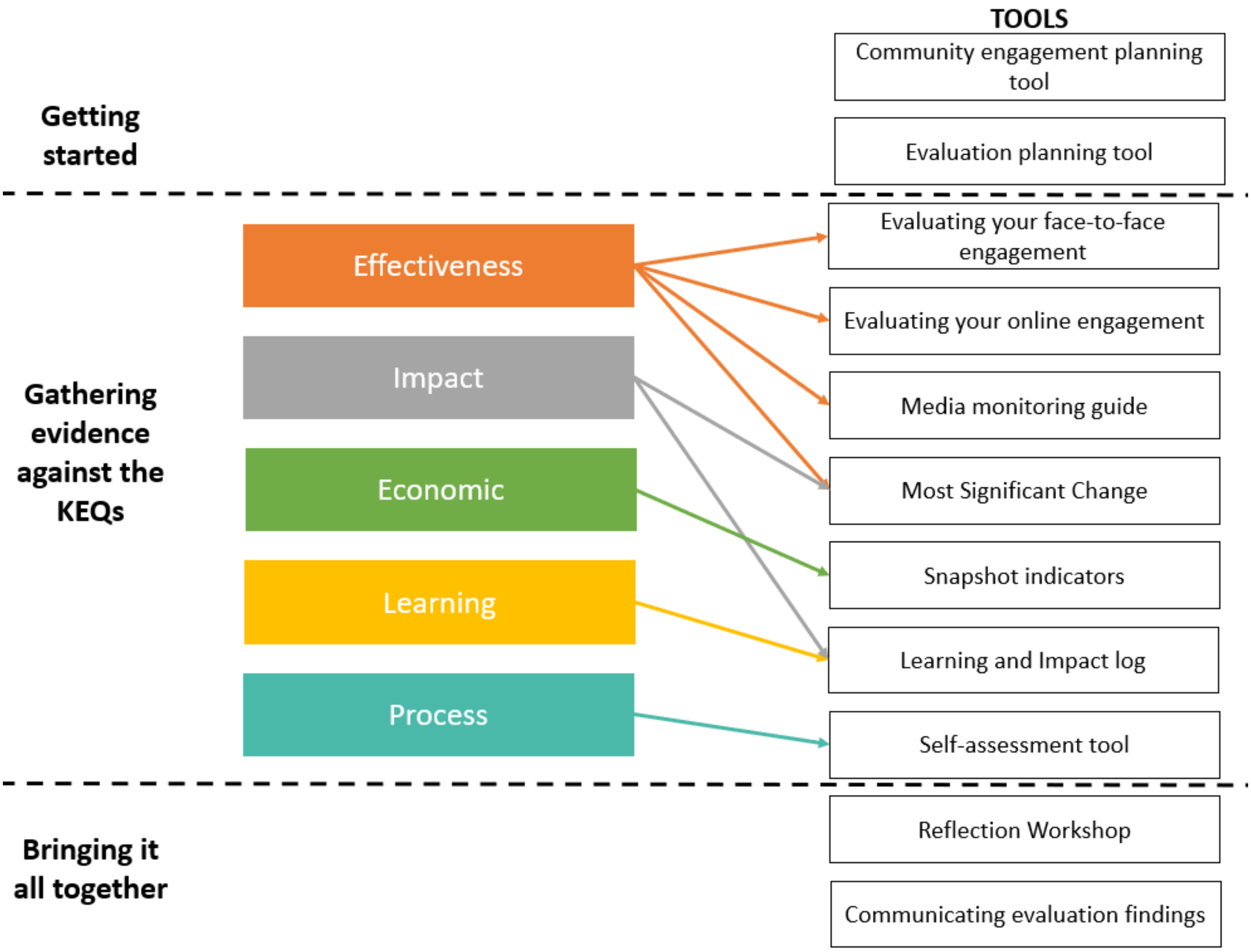


Figure 4 The M&E tools in a nutshell

3.2 Answering the KEQs – evidence and tools against the sub-questions

Table 4 Answering the KEQs

KEQ	Additional guiding questions (where relevant)	Snapshot Indicators	Relevant M&E tool
1.What has our community engagement achieved? (Effectiveness)			

1.1 What community engagement activities have we done?	N/A	• Number of community engagement activities we planned to undertake
		• Number of community engagement activities undertaken
		  ◦ Activities hosted or delivered
		  ◦ Events participated in
		  ◦ Types of activities
		• Comparison against what was planned, and what was achieved
			• Community engagement planning tool

1.2 To what extent have we increased community support for industry? (including reduced vilification)	• What is the reach of our activities?	• Number of people reached (face-to-face and online)
		  ◦ Face-to-face
		  ◦ Online
			• Face-to-face engagement evaluation tool
			• Evaluating on-line engagement tool

	• Have there been positive stories in social media, print, tv, or radio relating to these activities or the aspects of the industry these activities highlight?	• Number of positive media articles
		  ◦ By source
		  ◦ Comparison with same time last year
			• Evaluating on-line engagement tool
			• Learning and Impact log
			• Media Monitoring tool

	• Have we seen a reduction in negative media coverage? By roughly how much?	• Number of negative media articles ◦ By source	• Evaluating on-line engagement tool • Learning and Impact log • Media Monitoring tool
	• How does this compare to this time last year?	• Comparison with same time last year	• Evaluating on-line engagement tool • Media Monitoring tool

1.3 To what extent have our relationships and partnerships prevented, resolved and minimised issues as they occur?	• What partnership activities did we undertake?	• Number of partnerships with other organisations to deliver projects
		  ◦ By type of organisations
		  ◦ Existing partnership that are maintained
		  ◦ New partnerships that have been formed
		• Number of meetings with partners
		  ◦ By partner organisations
			• Community engagement planning tool
			• Discussions with partners and internal reflections

	• To what extent have our relationships and partnerships improved?	N/A	• Learning and Impact Log • Most Significant Change
	• Are there any examples of where our community engagement has helped to address any public concerns, or gain support?	N/A	• Learning and Impact log • Most Significant Change
1.4 To what extent have we coordinated our community	• What has been done to coordinate our community engagement with other relevant industry associations, sector organisations or individual operators?	N/A	• Community engagement planning tool

engagement and messaging (where appropriate)?	• Are there examples of where our messaging is inconsistent (or undermining)? If so, how many examples?	• Number of media articles where undermining messaging occurs ◦ By source	• Evaluating on-line engagement tool • Media Monitoring tool
2. Are we doing the right things? (Process)			
2.1 Are we engaging with the right people?	• Who are the communities and stakeholders that matter the most to our industry/issue?	N/A	• Community engagement planning tool • Self-assessment tool - Criteria: Engaging with the right people and building relationships) • Discussions with partners and internal reflections
	• How are we targeting these groups?	N/A	• Community engagement planning tool
2.2 To what extent have we aligned with the principles of good community engagement?	• How do we rate against the self-assessment tool of best-practice community engagement?	N/A	• Self-assessment tool
2.3 What else could we be doing to engage with community?	• Do our community engagement activities reinforce each other? • How well are we doing at addressing community engagement gaps and needs?	N/A	• Discussions with partners and internal reflections • Relevant recommendations drawn from the Reflection workshop
3. What are we learning about community engagement and what are we doing differently as a result? (Learning)			
3.1 What have we learnt through our community engagement activities?	N/A	N/A	• Learning and Impact log • Reflection workshop
3.2 How have we changed our community engagement practices as a result of our learning?	N/A	N/A	• Learning and Impact log • Reflection workshop
4. What impact is our community engagement having? (Impact)			
4.1 What were the instances of impact across our community engagement activity or activities?	• What are the standout examples we have that show are engagement has made an impact on the social acceptability of our seafood industry or activity?	N/A	• Learning and Impact log • Most Significant Change
4.2 Were there any unintended changes (positive & negative) as a result of our community engagement?	• What were the unexpected changes to our organisation or industry? • What were the unexpected changes to our relationships with stakeholders?	N/A	N/A
5.To what degree did the outcomes of our community engagement justify the costs? (Economic)			

5.1 What was the cost of doing these community engagement activities?	• What were the financial costs of engaging with community?	• Money spent on community engagement
		  ◦ By activity
		  ◦ By type of spending (eg: staff time in hours versus sponsorship dollars)
			N/A

	• What were the in-kind costs?	• Number of resources leveraged ◦ By type (eg: volunteer hours, in-kind support provided by other organisations	N/A

5.2 What was the return on investment for these community engagement activities?	N/A	N/A	• To be contracted externally

3.3 Resourcing your monitoring and evaluation

What human, expertise, financial resources are available?

This M&E Framework and toolkit is **largely designed to be implemented internally** by seafood associations, seafood sector organisations, and individual seafood operators who want to evaluate their community engagement. The toolkit is designed to require minimal time, expertise and resources. To help you consider the approximate in-kind cost (staff time) of implementing the M&E tools, we have also provided rough estimates of the time required to use each tool.

Some components of the toolkit – such as interviews – will require some internal social science capacity to be used effectively. To mainstream community engagement evaluation, a broader approach to building this research capacity across seafood organisations and operators is needed.

The impact and economic key evaluation questions will require more complex data collection and analysis. FRDC has indicated that these may be some funding to evaluate some of these externally. However, we have provided some light-touch tools for helping organisations understand their impact and the economic dimensions of their engagement activities.

What are the timelines?

Our recommendation is that evaluations are **undertaken annually** with a reflection workshop to communicate and discuss the findings. You might also consider ongoing **short-cycle evaluations** of discrete engagement activities like festivals. Shorter-cycle evaluations are good for capturing immediate outcomes while they are still fresh in everyone's minds. Periodic evaluations are better at detecting more medium-term outcomes.

Strategic Level

Longer term periodic reviews are important for understanding the broader impact of community engagement.

4 Using M&E for learning and improvement – so what

4.1 Reviewing, learning and improving

You've thought about how your community engagement activities will contribute to specific outcomes and you have rigorously collected and analysed M&E data about your activities, so what? M&E's real value is in reflection, learning and the continuous improvement of the work we do. As such, a core part of this M&E Framework is to suggest processes for learning and improvement. M&E reflection activities often work best when they 'piggyback' on existing meetings and other systems as much as possible. We are suggesting three processes that you might use to learn from your M&E and improve your community engagement:

1. Discussing M&E at regular meetings
2. Reflection workshops
3. Reporting on your M&E

Discussing M&E at regular meetings

Talking regularly about your M&E will give you and your team an opportunity to take a step back and take stock of how your community engagement activities are building social license to operate. We recommend including a discussion on how the M&E is going and any initial results as part of your existing internal meetings.

For example, you may already debrief with your team at the end of community engagement events to discuss want went well and areas for improvement. You can incorporate a quick M&E check-in as part of these and other meetings. Some of the kinds of questions you might include in these meetings are:

- What monitoring and evaluation have we done recently?
- What do we think the data we've collected is telling us about our engagement?
- How well is our monitoring and evaluation working? Is there anything we need to tweak?

Reflection workshops

In addition to day-to-day informal reflections and improvements, we suggest implementing a more formal reflection workshop dedicated to learning and improving together. These workshops exist to make sure that we stop, analyse and evaluate how we are going. In particular, presenting data against the key evaluation questions, and making judgements as a group on how well you did, and what could be done to improve.

To make sure there's enough time to do the engagement activities and collect the necessary M&E data, we recommend doing these reflection workshops annually. You might want to time these to coincide with particularly big community engagement activities, so that everything is still fresh in everyone's minds. These meetings can be conducted remotely if needed (ie: via skype or teleconference).

These meetings are also a space for reflecting on the M&E itself to work out what is working well/not so well, what exercises and tools you found useful and which ones aren't as helpful. You can also use these sessions to build other people's confidence in specific M&E tools or troubleshoot any wider issues.

The discussion, decisions and other outputs of these meetings should be documented, so that they can be used as data / evidence for any evaluation reporting. A draft structure for this reflection workshop is provided in the Toolkit.

Communicating evaluation findings

We understand that different seafood industry operators have different reporting structures. Whether or not you choose to report on your M&E is up to you. However, we generally find that reporting can help to bring together all the evidence generated through M&E and clarify what improvements can be made. Our advice is to keep any reporting as light-touch as possible and where possible, use existing reporting systems. For example, if your organisation does an annual report, you might want to use your M&E to inform the section on community engagement.

We have provided some generalised guidelines for M&E reporting in the toolkit.

Appendix 1: Strategic Level - Theory of Change

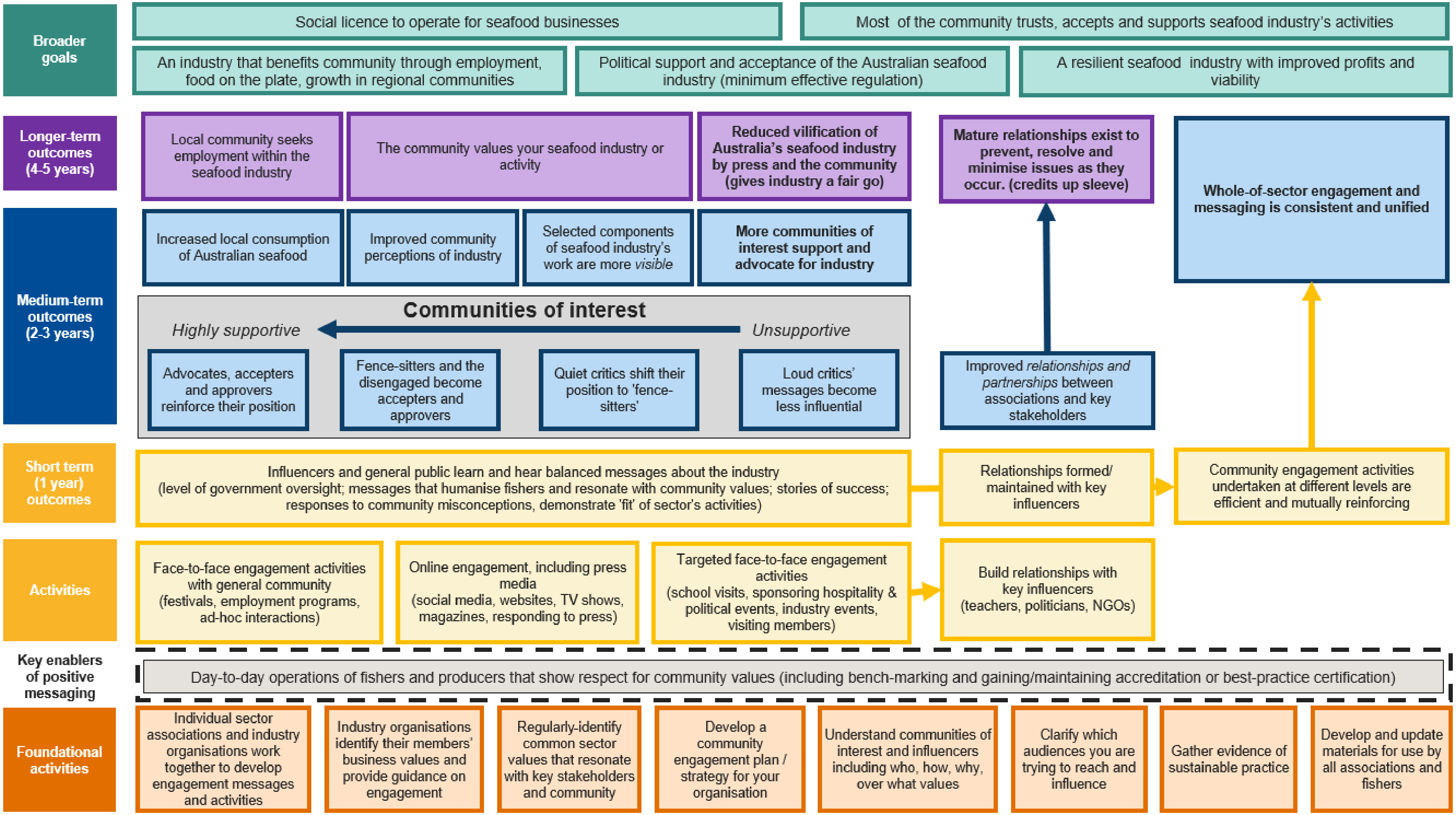


Figure 5 Strategic Level Theory of Change

Note: the narrative for this Strategic Level theory of change is the same as that provided for the frontline level. However it contains an extra change pathway:

- The third impact pathway focuses on **coordinating engagement and messaging across industry** to create consistent and unified engagement and messaging.

Appendix 2: Toolkit

How do I use the toolkit?

This toolkit is designed to be used with the FRDC Community Engagement Monitoring and Evaluation Framework. The toolkit aims to provide practical resources and tools to address the relevant key evaluation questions.

Experience tells us that with M&E it is better to start small by doing simpler M&E activities and then grow the complexity of the system over time. As such, we recommend beginning with testing and tailoring the tools on something small before moving to more sophisticated evaluations. You might find that some tools need to be modified to fit your needs, feel free to adapt them as necessary.

Each tool is rated for user-friendliness on a scale from one to three (one being the simplest, and three being the most advanced):

	This tool is suitable for a well-prepared **novice**
	This tool is at an **intermediate** level, possible with an internal team
	This tool is at an **advanced** level, requires support from a research or evaluation professional

How is the toolkit structured?

Contents	Description	Rating
Getting started		
Community engagement planning tool	To help you plan your community engagement activities	
Evaluation planning tool	To help you plan your monitoring and evaluation	
Gathering evidence against the KEQs		
Face-to-face engagement evaluation tools	This tool includes two feedback forms and guidance on a voting jar activity for festivals.	
Online engagement evaluation tool	Includes guidelines for monitoring online engagement across Facebook, Instagram, MailChimp, and Google Analytics.	
How to access online engagement metrics	This manual shows you step-by-step instructions how to access key metrics from Facebook, Instagram, and Mailchimp.	
Media monitoring guide	To help track how the industry is portrayed in print media	
Self- Assessment tool	A self-assessment to help you assess the core processes underpinning good community engagement	
Learning and impact log	A tool to help you capture learnings and instances of impact from engaging with community as they occur	

Contents	Description	Rating
Most Significant Change	A participatory story-based tool for evaluating your impact and effectiveness.	
Bringing it all together		
Reflection workshop	To help you run your own reflection workshops	
Communicating evaluation findings	Guidelines for communicating your M&E results including reporting advice.	

Community engagement planning tool

Purpose	**The purpose of this tool is to help you plan your community engagement.**
When?	• As part of your community engagement planning and budgeting
Resources	• 1 hour – ½ a day (annually) • Best done as a group exercise
Rating	

How to use the Planning tool

The M&E Framework provides the higher-level thinking you need to monitor and evaluate your community engagement activities. However, before you start monitoring or evaluating you will need to be clear on what community engagement activities you are doing and what outcomes you are expecting as a result.

What is community engagement and how should I approach it?

FRDC have produced a helpful guide for seafood industries wanting to engage with communities - 'License to engage: Gaining and retaining your social license in the seafood industry. A Handbook of available knowledge and tools for effective seafood industry engagement with communities' (the Handbook). A good start with planning your community engagement activities is to read through this FRDC Handbook.

Where possible, doing the planning process as a group exercise will help make sure everyone is on the same page and is clear on the community engagement needs of your organisation. This tool is not a 'tick-the-box' exercise; it is a thinking tool to help you and your team reflect and reach a shared understanding of these goals. The tool involves four steps to complete as a group:

1. Identify the target audience you are trying to engage with or reach.
2. Research and plan the most effective ways to reach this target audience.
3. Clarify - what you want the target audience to be doing as a result of your community engagement activities? (What influence do you want to be having?)
4. Consider your budget/resources and how you plan to deliver these activities.

Step 1: Identify your target audience

It is quite unusual for a community engagement activity to be able to effectively reach *all* audiences (across different age-groups, metro and regional audiences, and other demographic groups). You are most likely going to be wasting precious resources if you aim for a broad audience such as 'the general public' or 'people in New South Wales'. It is therefore strongly advised to select a priority community audience and focus your engagement on this group. Knowing your audience will allow you to develop stories for these groups and publish them on the right platforms. Although it is possible to engage with various audiences simultaneously, be mindful that this requires larger budgets and resources to have any impact across the different audiences.

For this step, we recommend asking the following questions:

- Who is the priority audience we're trying to engage with or reach?
- Demographics
- Are they male or female?
- How old are they?
- Where do they live?
- What do they do for a living?
- What is their level of income and education?
- Do they have children? (and how old are their children?)
- What is their current relationship to the Australian seafood industry?
- Are they supportive or unsupportive of the industry? (are they advocate, fence-sitters, quiet critics, or loud critics?)
- Are they eating Australian seafood?
- Where do they hear information about the Australian seafood industry?

Step 2: Research and plan the most effective ways to reach this target audience

In articulating your target audience, it is then important to understand what the most effective engagement activities and communication methods are for this group. Key questions to ask are:

- Which channels are best to engage with and communicate with this audience: face-to-face activities; social media (Facebook, Twitter, Instagram); YouTube; industry websites; or more traditional forms of communication such as radio, newsletters, television and magazines?
- What type of stories do they enjoy and care about?
- To what extent are we already engaging with this audience through our engagement channels and activities?
- Do we have data on what activities have been successful in the past in reaching this audience?

What media do my targeted audience consume?

A number of companies develop regular media consumption reports which show how different audiences consume media and how this changes over time. Some of these reports are:

- Roy Morgan
- Deloitte media consumption report
- Yellow social media report

It can be harder to determine the most effective ways to reach the target audience for some demographic groups than others; and therefore might require additional research or assistance from companies with the relevant expertise. For example, public relations (PR) companies, social research consultancies, or marketing companies (digital or traditional marketing). Advice from community engagement experts can also help you determine whether a suite of engagement activities is going to be more effective in reaching your target audience on your priority issue/outcome, versus focusing on just one or two engagement activities.

As a start, have a look across your current suite of community engagement activities to see if any are likely to be effective. Your categories might be:

- Festivals
- School visits
- Seafood sector events
- Hospitality events
- Political events
- Social media (for example, Facebook and Instagram)
- Newsletters
- Other forms of online engagement

You might also want to consider engaging with other similar seafood industries to understand what community engagement activities they have been doing and which have been the most effective for them.

Step 3: Clarify what you want the target audience to be doing as a result of your community engagement activities

As a group, discuss '*what are we hoping to achieve from our community engagement*? This discussion might surface some key questions about the goals of engagement, which you should explore. Some examples of what you are hoping to achieve as a result of the community engagement are:

- To encourage the priority audience to increase their seafood consumption.
- To improve the priority audience's perceptions regarding Australia's seafood industry (Social Licence to Operate).

- To increase the visibility of specific seafood industry activities to the priority audience.
- To improve relationships and partnerships with the key audience.
- To encourage the target audience to seek employment within the seafood industry.

Similar to selecting a target audience – although it can be tempting to try and achieve many outcomes from your community engagement activity, if you have a small budget and limited resources then we would strongly encourage you to pick one (or two maximum) primary outcomes and focus on these to start with.

Step 4: Prioritise your budget/ resources according to your community engagement goals

Undertaking effective community engagement takes time (and usually budget!) so make sure you allocate the most time and resources to activities that align with your goals of community engagement. It is advised that you avoid or minimise budget for activities that are time-consuming and expensive but do not contribute directly towards your community engagement goals. This may involve making tough decisions about activities which you do regularly but are not meeting your target audience or influencing them in the ways you want. Taking money away from these activities will allow you to invest more resources in other activities that best support your community engagement goals. Investing in the most effective activities will help you get the greatest ‘bang for buck’ from your community engagement.

Optional: outsourcing

If you are trying to reach an audience beyond your current network or stakeholder group, and if your budget is sufficient then a PR or marketing company could assist in planning and implementing the most effective ways to reach and communicate with this new stakeholder group. This is particularly relevant in the digital space, where unless undertaken in a systematic and strategic way, can lead to your engagement efforts becoming ‘digital landfill’.

Seek recommendations from similar businesses on who are ‘good’ PR and marketing companies to use in your state/region and who understand Australia’s agricultural and seafood sector. A few PR and Market research companies to investigate are (please note we have no affiliation with any of these companies. Please continue to add to this list for others to draw from):

- Haystac
- Cox Inall
- Faster Horses
- Growth for Knowledge

Before you engage with an external PR or Marketing company it’s a good idea to have already gone through this planning exercise to be much more targeted in who you are trying to reach, what impact you are aiming to have, and what your budget/resources are. Do your research - phone around and ask the various companies what services they can offer you and ask to see or hear about examples of their work.

Learning and adaptive management

Once you are clear on your community engagement activities it is then important to use the rest of the M&E Framework to measure and evaluate which activities have been the most effective for the different target audiences. It is through this better understanding that you will continue to refine your community engagement activities and have greater reach and impact.

M&E Planning Tool

Purpose	**The purpose of this tool is to help you plan your community engagement M&E activities.**
When?	• As part of your community engagement planning
Resources	• 2-3 hours (once-off) • Best done as a group exercise
Rating	

How to use the M&E Planning tool

The M&E Framework provides the higher-level thinking you need to monitor and evaluate your community engagement activities. However, to start monitoring and evaluating your engagement activities you'll need to sit down and come up with a plan of attack that is specific to your business or project. Your plan will build from the outcomes, theory of change and key evaluation questions detailed in the M&E Framework, and will articulate how you are actually going to "do" and resource your M&E.

This M&E Planning tool has been adapted from the *Right Conversations Report* and it is designed to guide you through the key points of planning a successful evaluation. The tool is probably most appropriate for the seafood industry association and sector organisation level, but operators with some prior exposure to project management should be able to complete it. The Planning tool includes:

- The questions you will need to ask and discuss within your organisation
- Key tasks you will need to complete as part of your planning. Tick these off as you go to keep track of what your planning process has, and has not covered
- Space for responses. Your responses to these planning questions will form the basis of your organisation's community engagement M&E Plan.

Doing the planning process as a group exercise will help you make sure everyone is on the same page about the M&E and ensure that what you intend to do will meet the needs of your organisation.

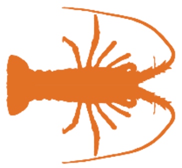
Steps to take	Questions to ask and discuss	Things to do (checklist)		Your responses

1. Clarify what outcomes you are looking for	• What are we hoping to achieve with our community engagement? For example, based on the theory of change are we trying to:
	  ◦ Encourage community to increase their seafood consumption
	  ◦ Encourage community to seek employment within the seafood industry
	  ◦ Increase visibility of seafood industry activities
	  ◦ Improve community perceptions regarding Australia's seafood industry
	  ◦ Improve relationships and partnerships with key stakeholders
	  ◦ Other
	• What would success look like for our engagement?
	  ◦ Do we have any performance targets? (e.g.: we want to reach 500 people)
		Establish your engagement outcomes	☐	

2. Work out what resources are needed and available to do the monitoring and evaluation	• How much money do we have to invest in the monitoring and evaluation? (ie: planning, collecting and analysing data).
	• How many people will need to be involved?
	• How much time do we have to do the monitoring and evaluation?
	• Is the M&E feasible given the time and resources we have?
	  ◦ If not, what are the critical bits?
	  ◦ What can we drop?
		Make a rough budget for the number of days and money you will spend on M&E (the toolkit provides rough estimates of time required)	☐	

3. Decide who will be involved in the monitoring and evaluation	• Who should/will be involved in the evaluation?
	  ◦ Who will be involved in planning?
	  ◦ Who will be involved in data collection?
	  ◦ Who will be involved in reflective exercises?
	  ◦ Who should make judgements based on the findings of the M&E?
	• Who needs what M&E information and in what form?
	• Who has the time/knowledge and money needed to undertake the evaluation?
		Assign roles and responsibilities for the M&E
		
		Check the list of M&E audiences and use it to identify the key audiences for your M&E and their information needs
			☐
			
			☐	

Steps to take	Questions to ask and discuss	Things to do (checklist)		Your responses
4. Plan how you will collect the data	• What tools will you use to collect the data? • When will you collect the data? • Who will collect and analyse the data?	Plan your data collection	☐	
5. Plan how you will evaluate and interpret what the data is saying	• How will we make an evaluative judgement about the data? (eg: workshop, report, meeting)	Decide on how you will evaluate the community engagement activity once you have the data	☐	
6. Plan how you are going to use the M&E to improve your engagement	• What are we going to do with the evaluation findings? • Are we going to commit to implementing them? • Who will we share them with? • Will they feed into a wider community engagement initiative?	Plan for how you will use the M&E findings	☐	

7. Get clear about what your assumptions are about how the engagement activity will work

	• What are our assumptions about how the engagement activities will contribute to change?
	• What evidence do you have for your assumptions?
	  • Have you done the same activity before and seen that it's worked well?
	  • Is there research that says that certain activities are particularly good at engaging certain groups?
	• What do you think the risk is of your assumptions not being correct?
	• If these assumptions, didn't hold true how bad would the consequences be for your engagement activities?
	• Do you have any "killer" assumptions? (things that are not likely to work and will have a major impact on the success of the activity)
		Discuss the assumptions underlying the engagement activity using the questions asked as a guide
		
		Document your assumptions
		
		Plan to revisit your assumptions during or after the engagement activities and see if they held true.
			☐
			
			☐
			
			☐	

Adapted from: FRDC The Right Conversations: Building industry engagement capacity for socially supported fisheries and aquaculture

Face-to-face engagement evaluation tool

Purpose	**The purpose of this tool is to collect data for the evaluation of face-to-face community engagement activities with the general public.**
When?	• During and directly following face-to-face events such as festivals
Resources	• Approximately 10 minutes before each activity to setup the feedback form and voting system • Asking community members for feedback during the activity • 30 – 60 minutes within one week of each activity to collate and assess feedback (depending on how many people provided feedback)
Rating	

When conducting face-to-face engagement activities with the community such as festivals, employment programs, and ad-hoc interactions, it is important to track the activities, costs involved, and the possible outcomes for the community. To help you do this, we have provided three tools for face-to-face activities:

1. **Feedback form #1:** this feedback form is focused on the **customer experience**, that is, understanding if participants had a good experience when interacting with your stall/ activity.
2. **Feedback form #2:** this feedback form is focused on the **customer perception of the Australian seafood industry**. This tool helps you understand whether participants support and trust the industry after engaging with your stall/ activity.
3. **Anonymous voting jars -** this is an easy method for getting participant feedback while you are engaging with people. It can also be tailored for kids.

Activity participant feedback forms

When running any face-to-face activities, it is important to get feedback from attendees to assist with continuous improvement of your community engagement. The templates below can be used/ tailored for any face-to-face community engagement activity that you undertake. However, be careful when adding questions, longer questionnaires often results in lower response rates. Depending on how involved you are in running an event (ie: just running a stall or coordinating an entire festival), you will also have to tailor these questions somewhat.

There are two forms below – select and adapt one form for use at your face-to-face activities:

1. **Tool #1:** this tool is focused on the **customer experience**, that is, understanding if participants had a good experience when interacting with your stall/ activity.
2. **Tool #2:** this tool is focused on the **customer perception of the Australian seafood industry**. This tool helps you understand whether participants support and trust the industry after engaging with your stall/ activity.

Setup one of these forms before the event by bringing paper copies and pens, or setting up Google Forms and bringing an iPad for people to fill out at the event.

When you ask people to fill out these feedback forms, it is important to not just ask the people who you think have had a really good experience engaging with you. When you are doing a more targeted engagement activity like running a session with a particular audience, you should offer the feedback forms to everyone attending. When you are at events with the general public, offer these feedback forms to anyone who you interact with. Asking a broader group of people will give you a more representative picture of how people are experiencing your engagement activity.

Feedback form #1: customer experience

1. How satisfied are you with today's [event/activity/stall or presentation]?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Very dissatisfied

Why have you given this rating?

____

____

2. What did you like best about your experience today? Why?

____

____

3. What about your experience could be improved? How?

____

____

4. After today's event, how do you feel about [organisation name]?

- ☐ Very positive
- ☐ Positive
- ☐ Neutral
- ☐ Negative
- ☐ Very negative

Why have you given this rating?

____

____

5. What did you learn about [insert what communication message your stall was aiming to convey to attendees] from your experience today? (eg: about sustainability practices in the industry; local employment in the seafood industry; economic contribution of the industry to our community)

____

____

Feedback form #2: perception of seafood industry

1. How do you feel about [the Australian seafood industry]?

- ☐ Very positive
- ☐ Positive
- ☐ Neutral
- ☐ Negative
- ☐ Very negative

2. What type of messages do you hear about the [Australian seafood industry]?

- ☐ Mainly positive messages
- ☐ A mixture of positive and negative messages
- ☐ Mainly negative messages
- ☐ I don't recall hearing anything about the industry

3. How much trust do you have in [the Australian seafood industry]?

- ☐ No trust at all
- ☐ Little trust
- ☐ Quite a bit of trust
- ☐ A lot of trust

4. Do you think Australia's seafood industry (that is the industry as a whole) is sustainable?

- ☐ Yes, I do
- ☐ No, I don't
- ☐ Not sure/ I don't know

5. What are your thoughts on the [Australian seafood industry]?

____

____

Anonymous voting jars

Anonymous voting jars are a method of collecting data for a single survey question, without burdening respondents with an online or paper survey. This method works best at a stall which community members visit then leave, such as a stall at a festival. You might also want to use this method when you are asking for responses from younger participants like school children who for ethical and practical reasons may not be able to fill out a survey questionnaire.

The method works like this: There are a number of jars or tins on a table which represent the different responses to a survey question. Have the question clearly written on a board or a card on your stall's table and have pre-prepared tokens for the 'voting'. For school-age participants having tokens with smiley faces, unsure faces and frowns is an easily understood symbol for 'positive', 'unsure' and 'negative'.

All participants are given a token and asked the question, then asked to place the token in the jar which represents their response. One advantage of this method is that respondents are less susceptible to groupthink, because they cannot see the others' responses.

Variation: you can do the same method, but with post-it notes instead of tokens. Ask participants to write their reason why on their post-it before folding it up and putting it in the jar. This variation will provide you with some qualitative data as well the numbers.

The number of tokens in each jar/ tin are counted at the end of the activity and recorded in the activity log (see above). A standard question is suggested below. The question can be changed based upon the needs of your organisation, but we recommend keeping the same response format (ie: positive, unsure and negative) so that you can compare response rates more easily.

Suggested question

1. **How do you feel about [the Australian seafood industry]?**

- ☐ Very positive
- ☐ Positive
- ☐ Neutral
- ☐ Negative
- ☐ Very negative

1.1 Online engagement evaluation tool

Purpose	**The purpose of this tool is to support the evaluation of online engagement activities**
When?	• Ongoing monitoring of online engagement metrics • Monthly or quarterly online engagement session
Resources	• 1 hour a month/quarterly to conduct an online engagement sense-making session
Rating	

With online engagement, a wealth of new data is constantly being collected, analysed and made available. This data is a gold-mine for monitoring and evaluating your online community engagement. Most of the different online engagement platforms have their own internal monitoring systems and indicators than enable users to track their online engagement at a microscopic level. The challenge is how to make sense of all this data, and its implications for your broader online engagement.

The purpose of this tool is to help you make targeted use of this data and conduct a higher-level evaluation of online engagement. This tool includes four components to meet these needs:

1. Online engagement metrics
2. Making sense of online engagement metrics #1 (simple)
3. Making sense of online engagement metrics #2 (intermediate)
4. Making sense of online engagement metrics #3 (advanced)

Online engagement metrics

To understand your online engagement, you will have to do ongoing monitoring of the different engagement platforms you are using. These guidelines are intended to help you focus your monitoring efforts on the most important metrics for different platforms. We also provide basic advice on how to collect this data.

See the 'How to access social media metrics' guide for instructions on how to find these metrics across different platforms

Note: It is likely there is someone within your organisation who is responsible for maintaining these different online channels, and who is already tracking online engagement. They may want to use these guidelines to build on what they are already doing. We also understand that different organisations use different platforms, we have only provided guidance for the most popular online engagement platforms.

Facebook

HOW	DETAILS
How do I track this form of online engagement?	Facebook insights (see 'How to access social media metrics' guide)
When?	Weekly or fortnightly
KEY METRICS	**DETAILS**
Reach	The number of people on Facebook that see your content or post.
Number of page 'likes'	The number of people who 'like' your Facebook page. This provides an indication of the size of your audience on Facebook. You want to track how this number changes over time because ideally, you want to grow your audience.
Engagement	Engagement measures the number of times that someone took action on your posts which includes things likes, shares, comments and reactions. This is one of the most important metrics, because it shows how many people like your content, as well as the exposure to potential new audiences.

Instagram

HOW	DETAILS
How do I track this form of online engagement?	Instagram My Profile analytics (see 'How to access social media metrics' guide)
When?	Weekly or fortnightly
KEY METRICS	**DETAILS**
Impressions	The number of times your posts have been seen.
Followers	The number of people who 'like' your Instagram profile page. This provides an indication of the size of your audience on Instagram. You want to track how this number changes over time because ideally, you want to grow your audience.
Interactions	Engagement measures the number of times that someone took action on your posts which includes likes, shares, and comments. This is one of the most important metrics, because it shows how many people like your content, as well as the exposure to potential new audiences.

Website

HOW	DETAILS
How do I track this form of online engagement?	Google analytics (see 'How to access social media metrics' guide)
When?	Once a month
KEY METRICS	**DETAILS**

Website visits (reach)	This metric indicates the reach of your website.
Page visits	This metric will help you to understand which pages people are visiting on your website.
Bounce rates	The bounce rate shows the percentage of visitors that open your website and then exits without clicking on anything. This will help you understand if people are using the website.

Newsletter and emails

HOW	DETAILS
How do I track this form of online engagement?	Using your email management platform (eg: Mailchimp). (see 'How to access social media metrics' guide)
When?	After sending out your newsletter. Wait at least 48 hours after sending the email to get a more accurate measure of open and click rates.
KEY METRICS	**DETAILS**
Open rates (reach)	This metric indicates the number of people who are choosing to engage with the content you are sending them. This is one of the most important metrics for your emails.
Click rates	Click rates refers to the number of people clicking through the links you've shared in your email to access further content. This metric shows a deeper level of engagement that just open rates and indicates how relevant the content you are sending out is.
Number of people receiving the email	This metric indicates the possible number of people your emails could reach. Measuring this allows you to work out the proportion of people that chose to engage with your emails.
Unsubscribe rates	This metric provides an indicator of the number of people who are actively choosing to no longer engage with your business or organisation.

Making sense of online engagement metrics #1 (beginner)

As well as regular monitoring, we recommend undertaking a periodic 'sense-making session' of your online engagement to give yourself a higher-level overview of how your engagement efforts are progressing. The purpose of this session is to evaluate the broader reach of your engagement across multiple platforms and to ask some critical questions about how you are engaging online. We often find that discussing outcomes together leads to deeper responses to critical questions and supports decision-making based on the evidence. With this in mind, we suggest undertaking this session as part of a 1-hour meeting with members of your organisation who are involved in online community engagement activities. We recommend that you do this session periodically (quarterly or monthly).

Online reach template

The purpose of this template is to monitor the overall 'reach' of your online engagement activities across different platforms. 'Reach' is defined as the number of unique people who saw your content. Before you stocktake, you should report on the 'reach' of each online source (Facebook, website, newsletter, other) separately and compare data from previous months. Table 1 provides a template for reporting 'reach' from each source.

Table 1 Total online reach/ visits for each source

Source	Quarter/ month 1	Quarter/ month 2	Quarter/ month 3
Facebook (reach)			
Facebook (page likes)			
Instagram (Impressions)			
Website (visits)			
Newsletter emails (subscribers)			
Newsletter emails (opens)			
Other			
Total (exc. Facebook page likes)			

Note: The 'Total reach' figure should be interpreted with caution because it double-counts people who have engaged with multiple sources: this means if an individual sees a Facebook post and visits the website they will be counted twice.

Critical questions to ask

These critical questions are intended to help you make evaluative judgements about your online engagement activities based on the monitoring data you collect. Below, are a list of critical questions for you to discuss as part of your online engagement stocktake:

- How is the reach of our online engagement changing?
  - Is it growing, shrinking or steady?
- How are people engaging with us online?
  - Which platforms are people choosing to engage with?
  - To what extent are people engaging with our content? (eg: liking, sharing, commenting, responding to newsletters).
  - Where do we think people will try and reach us online? (eg: website, Facebook, twitter etc.)

  - Where is the website traffic coming from? (eg: Google searches, Facebook etc.)
- What content is performing well?
  - What kind of content is driving greater engagement? Why do we think that is?
  - What type of content are people engaging with? (ie: videos, blogs, images etc.)
- What returns are you getting from these platforms?
  - Have we seen any flow-on outcomes from our online engagement? (think about instances of impact, refer to *Impact and Learning Log*)
  - Is it a good use of staff time to update these platforms?
  - Are there other pages we want to direct visitors to? If so, what can we do to help direct them?
- Is our website meeting our stakeholder's needs? (you will need to reach out to stakeholders and ask them either by survey, focus group or survey)
- Based on our discussion, what actions we need to implement? What (if anything) do we need to do differently?

Making sense of online engagement metrics #2 (intermediate)

This guide is for those who have the time and capability for more complicated evaluation of online engagement. Increasing the standard of your online engagement evaluation *does not involve collecting more metrics*, rather it involves *more planning and more complex analysis of the same metrics*. We find that this analysis is better suited for one – two people rather than an entire group. We recommend that this analysis should be conducted periodically (e.g. monthly) and inform ongoing decisions by those in your organisation responsible for online engagement.

Testing and analysing types of stories

One of the best things about online engagement metrics is it allows you to test new content and compare it to other stories. We recommend you group the content published online into common types of stories (for example, you may have stories about recipes, impact on local community, recreational fishing, and reefs). This allows you to test different types of stories to and compare results to see which stories get the most likes and engagement. Over time the members of your organisation involved in online community engagement should test different types of stories and gain a clearer understanding of which stories are best for online engagement. Below is a list of critical questions for you to discuss as part of this analysis:

- What types of stories have we published recently?
  - How well do these stories suit our target audiences?
- What are the results for each type of story?
  - Which type of stories have the best results?

  - Which type of stories have poor results?
  - Which type of stories perform best on each platform (Facebook, website, newsletter)?
- What are you going to do differently moving forward?
  - What type of stories will you **keep** testing?
  - What type of new stories will you **start** testing?
  - What type of stories will you **stop** testing?

Making sense of online engagement metrics #3 (advanced)

This guide is for those that have financial resources dedicated towards evaluating their online engagement. We recommend you contract a specialist digital marketing company to provide an expert understanding of your audiences, leverage social media analytics platforms, and inform marketing and brand strategy with evaluation data. These companies can also support you to plan and organise your social media content. There are many different providers in the digital marketing space – three popular providers are Hootsuite, Sprout Social and HubSpot (we do not have a relationship with these providers).

Media Monitoring

Purpose	**The purpose of this tool is to monitor and evaluate how the Australian seafood industry is portrayed in the press and social media.**
When?	• Weekly monitoring of media coverage • Monthly or quarterly stocktake of media coverage
Resources	• 10 minutes a week to recap media coverage • 1 hour a month/quarterly to take stock of media coverage
Rating	

What is media monitoring and why is it important?

Media monitoring is listening. It is tracking topics – such as the seafood industry and your brand – across all media channels including newspapers, Facebook, and forums. In the past, media monitoring required scouring newspapers and cutting out articles relevant to the seafood industry – now there is online software which does the job automatically[1].

Media monitoring is important because:

- It allows you to track how the seafood industry is depicted in the media, including key champions and detractors.
- It provides a more complete picture across all media channels rather than a partial picture which comes from reading a single newspaper, relying on word-of-mouth or what comes across your Facebook news feed.
- It allows you to track how media coverage of the seafood industry changes over time by providing a systematic process for collecting mentions.
- It allows you to track the impact of your promotions on news coverage

An overview of three media monitoring options is below, in order from the simplest free tool (Google Alerts) to the gold standard (Isentia/ Media Monitoring Australia).

Google Alerts

Google Alerts is a free, easy-to-use tools are best for those just getting started in media monitoring. Google Alerts tracks online news (including The Australian, the Sydney Morning Herald, and regional newspapers), websites and blogs. Each week you receive an email with a list of the articles most relevant to your chosen search terms. Google Alerts is simple to setup – see the box below.

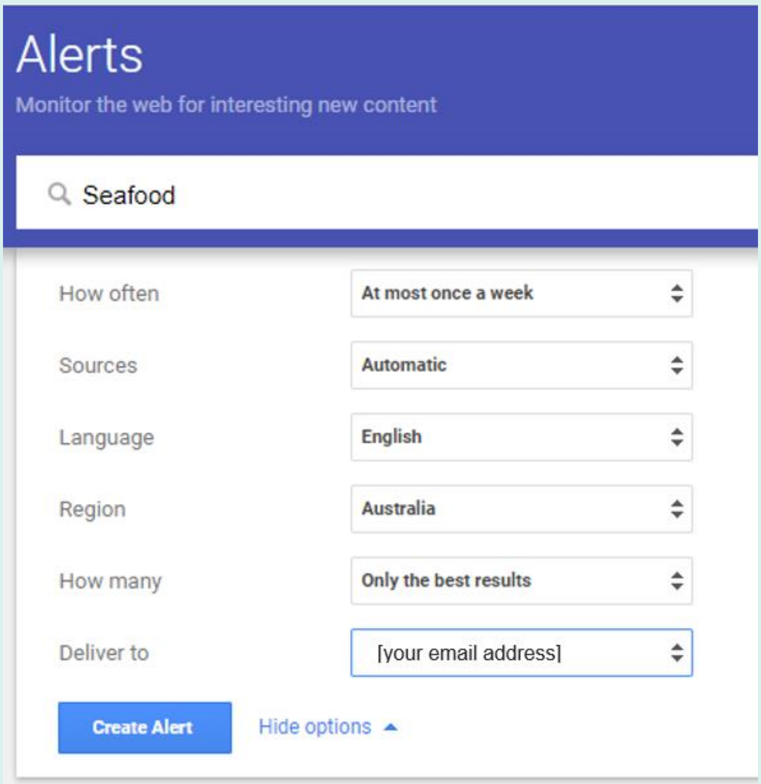
The trick with Google Alerts is to identify the best **search terms**. Search terms are the topics and keywords that you be alerted for. Guidance on how to select search terms is below:

[1] https://www.agilitypr.com/media-monitoring-ultimate-guide/

- Avoid generic keywords such as ‘seafood’ which will flood your inbox with alerts that are not useful. Instead, stick to specific, precise keywords that you know will be relevant to you.
- Make multiple alerts with different search terms. There is no limit to the number of alerts you can set.
- Use speech marks to look for specific phrases (e.g. “seafood industry”)
- Combine search terms to look for specific topics (e.g. “seafood industry” sustainable)
- We highly recommend familiarising yourself with the use of what are termed ‘Boolean operators’. These are special words or symbols to limit, widen, or define your search. You can search for diverse guides to these online, although this article from Lifewire is a good place to start.

How to setup Google Alerts

1. Login to your Google Account. If you do not have an account, create one here.
2. Go to https://www.google.com.au/alerts
3. Type in the search terms you want to monitor
4. Refine the options to receive alerts once per week and to only track newspapers and blogs from within Australia
5. Click 'Create Alert'



Hootsuite

While Google Alerts monitors newspapers, websites and blogs, it does not monitor social media. We recommend you augment this with a paid social media monitoring option such as HootSuite. Hootsuite offers an integrated platform that allow you to run your own media monitoring program. This platform is more complicated than Google Alerts and allow you to monitor multiple social media channels, including Facebook, Instagram, Youtube, LinkedIn, and Twitter. In addition to monitoring these channels you can create and schedule content through the platform.

Isentia (formerly Media Monitoring Australia)

Isentia (also known as Media Monitoring Australia) is an all-in-one solution which allows you to monitor and analyse both print and social media, including TV and radio. This provider offers an integrated platform similar to Hootsuite, with the option for additional premium support services which includes a social media consultant who will analyse and provide insights on a regular basis.

Conduct a stocktake of media articles

As well as regular media monitoring, we recommend undertaking a periodic 'stocktake' of the information collected to give yourself a higher-level overview of how the seafood industry is being portrayed in the media. The purpose of this session is to identify the key articles and authors that are speaking about the industry, understand the extent to which media are supportive or unsupportive of industry, and how this changes over time.

Table 1 contains the media article log. For the major article from each period, the following details should be recorded:

- The news **source** – the press media outlet or the social media page that posted the article
- The specific **topic** mentioned
- Publication **scale** – whether the article appears at a local or national scale
- The level of **reach** of the article
- **Rating** on a scale from Very Supportive to Very Unsupportive - refer to Figure 1
- A summary of the **comments section** of the article (if applicable)

Table 1 Media articles log

Source	Topic	Publication scale	Reach	Rating	Comments
The Age	Employment			Supportive	

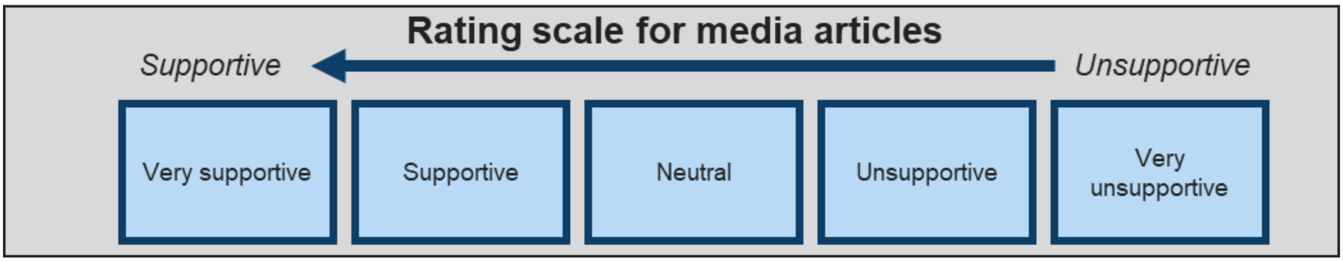


Figure 1 Rating scale for media articles

Note: Press media articles will normally have much greater reach than social media posts. Social media posts should only be included in the log if they have high reach – that is, they are posted by an important page with a large audience. The number of social media posts with low reach does not add value to this evaluation because the data is likely to be unrepresentative.

Most Significant Change

Purpose	**The purpose of Most Significant Change (MSC) is to collect stories about the impact of community engagement activities**
When?	• When organisations or associations want to evaluate the impact (including unexpected outcomes) of their community engagement activities
Resources	• 2 - 3 days to collect stories and prepare the narratives for the workshop (30 minutes to an hour per interview) • 2-hour workshop attended by all members of your organisation included in the evaluation (this can be added to the reflections workshop) • 2 hours after the workshop to record the workshop output
Rating	

Most Significant Change (MSC) is a form of participatory monitoring and evaluation. It is participatory because the stakeholders being interviewed are involved in analysis of the data as well as deciding which changes are considered 'most significant'. It can be used to help understand the impact of community engagement and communicate these impacts in the form of authentic and powerful stories.

MSC stories are usually told by an individual, often someone working to bring about change. They can be directly written down by a storyteller, but it can be a good technique to do this in pairs, or in a circle, each discussing the observed changes over a period of time and selecting the one you want to dive deeply into. MSC technique encourages you to select one specific change and dive into it more deeply.

Bare bones of MSC in evaluating community engagement

Below is a brief summary of the MSC process. Before you attempt to use the method, please familiarise yourself with the full guide provided at: https://www.clearhorizon.com.au/f.ashx/dd-2005-msc_user_guide.pdf

You should use MSC when evaluating the overall community engagement activities of your organisation or for a particularly significant community engagement event. Using MSC requires you to:

- **Define the purpose of using MSC in your context** – for example, to capture the changes as a result of community engagement activities
- **Collect stories of change** – MSC stories should be collected through interviews with staff from your organisation and people who you have directly engaged with including members of the general public, key partners and influencers. You can collect these in a more ongoing way as part of your operations or hold a 'sprint' where you collect a series of MSC stories over a short period of time. An example interview guide is included in the following section to support your MSC data collection.
- **Review and select stories** – at a workshop, ask people attending to choose the most significant change stories and explain their choices. Then as a group narrow your selection down to 2-3 MSC stories and document your reasons for selecting them. When deciding who to invite to your workshop, you might consider who the primary evaluation audience is for your M&E (ie: your staff, funders, delivery partners) and get a spread of these groups.

- **Feedback and communicate the results** – the MSC stories selected should be communicated as part of your evaluation results.

Why selection process is key to MSC

- It ensures people really read the stories
- It's a technique to get people to enter into a deeper level of dialogue
- Though people might not necessarily like to prioritise one story over another, it's not about the choice -- it's about the dialogue, and about surfacing values that are important to your community engagement.

How to select

The selection process invariably begins with reading some or all of the stories either out loud or individually. You should preference reading the stories aloud, as it brings the stories to life, but the effectiveness and practicality of this may depend on the context. If the stories have already been sorted into different categories, then all the stories from one category are considered together. Various facilitated and un-facilitated processes can be used to help groups choose the most significant story. A similar question to the collection process is used by those who read the stories: "From among all these significant changes, what do you think was the most significant change of all?" AND "Why do you think this is significant?"

Guidelines for collecting MSC stories

Ethics

Attention must be paid to the ethics of collecting stories from individuals. When an interview is conducted or a story is written down, the person sharing their experience must understand how the story will be used and note whether they are happy for their 'story' to be used in that way. If you are collecting the story from another person you should assure them that the information they give is confidential: that is, their 'name' won't be attached to the information and made public unless they give permission for their name and identifying comments to be included. Whatever is collected in an interview process is confidential. Unless you have permission from the interviewee, you must not discuss what you heard with any other informants or outsiders.

Example interview guide

Background

My name is ___________; I am from _______________ and I am working for ___________. I am hoping to talk with you about your experiences with our community engagement and about any changes that may have resulted from your involvement in it. We are interested in your views, both positive and negative. If you agree, I will ask you 3 or 4 questions and record your answers. I will go over what I have written at the end to make sure you are happy with it.

We hope to use the stories and information collected from your interviews for a number of purposes including:

- to help us understand what you think is good and not so good about the industry
- to make improvements to our industry and our community engagement
- to tell people what has been achieved.

Questions

In this section of the interview, we are going to focus on how the Australian seafood industry is perceived by the Australian community, and how these perceptions have changed over time.

1. Tell me a little about yourself and your perception of the Australian seafood industry

____

____

____

____

2. Please list any changes to the perception of Australian fisheries that you feel have resulted from engagement with the industry - they can be big or small, about you or about others.

____

____

____

____

____

3. We have been talking about a number of changes (refer to list above), from your point of view, which do you think is the *MOST* important change. Please try to describe this change in the form of a story *(if you are using a tape recorder turn it on here).*

4. What was the perception held at the beginning, before the change occurred? What was the cause of this?

5. What happened to change these perceptions? Can you tell the story of how it unfolded and how this perception changed?

6. What happened next? What is your current perception of the Australian seafood industry?

7. Why did you choose this change in particular? E.g. **Why was it significant for you**?

Confidentiality

We might like to share you story for learning and reporting. Do you (the storyteller):

- want to have your name on the story (tick one) Yes ❒ No ❒
- consent to us using your story for publication (tick one) Yes ❒ No ❒

Learning & Impact Log

Purpose	**To collect learnings and instances of impact as they are observed by seafood industry businesses, organisations and associations.**
When?	• After each major activity • Whenever you see an impact or learn a lesson about engaging with community
Resources	• 15 minutes required after each major engagement activity • 5 minutes required after you learn a lesson or observe an impact
Rating	

Impact at a high level can be measured through the annual community perceptions surveys which are administered by the FRDC and Seafood Industry Australia (SIA). On an industry-level these are complemented by short stories and instances of impact which are observed on a day-to-day basis by members of seafood industry businesses, organisations and associations, as they undertake community engagement activities. The focus of these logs is on storytelling rather than quantitative data.

Reflecting upon experience and recording the ‘lessons-learned’ is important for continuous improvement. Recording these lessons in a log will support better community engagement in the future and prevent good ideas being forgotten. Information can be collected either by **setting up a shared document** (like the template below); or **setting up a special email account** for your business, organisation or association. Then, staff can quickly send emails to this account from the field, office, or the road whenever they see something that could be a potential impact or lesson-learnt. Examples include noting what someone has said – or taking a quick photo, or meeting minutes etc. Later these emails are manually collated by a delegated person into a central document.

What should be included?

Examples of the types of ‘impact stories’ which should be included are:

- *Stories where community members’ perceptions of the Australia’s seafood industry improve*: For example, a community member who accuses the industry of overfishing changes their position after hearing a balanced response.
- *Instances of press and community reducing their vilification of the Australian seafood industry*: For example, a journalist publishes a story where they consult with a seafood producer and industry association rather than just an NGO. Links to articles and press releases should be included where possible.

Examples of the types of lessons-learnt that should be included are:

- *Observations and lessons learned from direct engagement with community and other stakeholders*: For example, a seafood industry association simplifies their messaging and language used after hearing feedback from community members that their sustainability messaging was too complex.
- *Lessons learned from observing how others engage with the community:* For example, a seafood association sees that an interstate organisation has had success with a new approach to community engagement and decides to meet with them to learn more about it and then trials it.

Templates

Impact log – template

Date	Who recorded log?	How did it come about?	Who was involved?	Impact	Any evidence available (docs/links)

Learning log – template

Date	Who recorded log?	What was the lesson learned?	How have we changed our practice as a result?	Any evidence available (docs/links)

Self-assessment Tool

Purpose	**To assess your community engagement processes against best-practice community engagement principles.**
When?	• Annually
Resources	To answer some of the questions you will need to draw on monitoring data of things such as: • online engagement data • log of media articles
Rating	

Guide to using the self-assessment tool

The self-assessment tool is designed to help you assess your organisation's community engagement processes against the principles of best-practice community engagement. The self-assessment tool was adapted from the *FRDC report - Determinates of socially-supported wild-catch fisheries and aquaculture in Australia.* The tool is designed for use at the operation-level (individual, business, sector, industry). The tool goes through a series of statements and asks you to tick whether you 'always', 'sometimes', 'not really', or 'don't know' whether you are achieving the statement. These ratings are based on a traffic light system that helps you to evaluate your current performance and prioritise actions for improving your engagement processes.

To use this tool, we suggest:

- Meet with other people in your organisation and rank your business or organisation against each of the statements.
- Draw on existing evidence to help you make your business or organisation's rating and provide a short statement explaining your rating.
- Once you have rated your business or organisation's processes against each statement, choose the most important criteria that you want to improve on and outline priority actions you will take to do so.
- Look back at your assessment results periodically and check-in on the priority actions that you nominated.
- Meet again 6 months later or annually, to re-assess your business or organisation against each statement. Compare your new results to your first self-assessment, set new priorities for improvement.

Note: With most self-assessment tools - when you're early in the process, people tend to 'over-rank' their performance (rank themselves higher than they are actually doing). Often this means that the next time you revisit your self-assessment, you might 'down-grade' yourself. Doing this is ok, it's an important part of the learning process.

Self-assessment tool

Criteria: Walking the talk – getting ready to engage

Indicator statements	Always	Some-times	Not really	Don't know
We have identified common ground, and this forms a key part of our engagement				
We do what we say we will do (we keep our promises)				
We take responsibility for our mistakes				
We respond to stakeholder concerns positively				
When we are visible in our community (i.e. our operations and practices can be seen), it is viewed as positive				
We have evidence of sustainable practice (e.g. certification, scientific reports, third party endorsement)				
We have evidence of responsible practice (e.g. code of practice, charters, voluntary measures).				
We live in and/or are active in the community (e.g. involved in Rotary, community clubs, community project, running local festivals)				
We employ local people				
We sell our seafood locally and our products are differentiated				

How do we rate our overall performance against walking the talk?

Great	
Ok	
Needs improvement	

Why did we give this rating? What evidence do we have?

Eg: We have committed to a voluntary code of practice. We sell X% of our products locally. A recent example of us taking responsibility for our mistakes was…. We have worked with Y group to positively address their concerns about our industry.

How can we continue our good work? How can we improve in areas that need improvement?

Criteria: Communicating balanced messages about the industry

Indicator statements	Always	Some-times	Not really	Don't know
We are proactive rather than reactive in our communications				
We have a clear and consistent message about our operation and practices				
We use several engagement channels				
We communicate with a range of audiences				
We hold regular community meetings				
We listen to our stakeholders by means of two-way open conversations				
We have a clear and consistent positive message about our operation and practices				
We frame our operations and practices in terms of what is important to people (e.g. family, health, community well-being)				
We communicate about how we are managed and regulated (including the sustainability of our practices)				
We communicate the evidence that we are generating benefits (to the environment, to society, stakeholder groups or individuals)				

How do we rate our overall performance against effective communication?

Great	
Ok	
Needs improvement	

Why did we give this rating? What evidence do we have?

Eg: We often engage with the press, we are using multiple online channels to communicate with audiences. We have a clear stakeholder engagement plan which we are implementing. We are regularly engaging online about our work. We are participating in community events.

How can we continue our good work? How can we improve in areas that need improvement?

Criteria: Building relationships

Indicator statements	Always	Some-times	Not really	Don't know
We know who our stakeholder groups are				
We work with stakeholder groups on common issues and projects				
We emphasise the human aspect (the people and what they do and care about) of our operation and practices				
We are working towards collaboration with stakeholders (eg: beyond simple information provision and attendance at compulsory meetings)				
We have external champions for our operation that are linked to different stakeholder groups				
We have alliances in place to build a campaign when needed				
We have strong alliances and a network of engaged supporters who will actively advocate for us				

How do we rate our overall performance against building relationships?

Great	
Ok	
Needs improvement	

Why did we give this rating? What evidence do we have?

Eg: We have undertaken a stakeholder analysis. We are co-delivering projects with other stakeholders. We have an engagement plan. We have strong external champions that support our operation. We have a strong online following.

How can we continue our good work? How can we improve in areas that need improvement?

Criteria: Resourcing ourselves for success

Indicator statements	Always	Some-times	Not really	Don't know
We have the financial resources available to address the determinates of societal support				
We have an agreed Community Engagement Plan/Strategy that we update regularly (at least annual updates)				
We have the skills and capabilities available to address the determinates of societal support				
We have the networks in place to build social acceptance and a social license to operate				

How do we rate our overall performance against resourcing ourselves for success?

Great	
Ok	
Needs improvement	

Why did we give this rating? What evidence do we have?

Eg: We have a clear budget for community engagement including online engagement. Our staff have undertaken professional development to better engage with the community. We have developed a community engagement strategy. We have the relationships we need with key influencers.

How can we continue our good work? How can we improve in areas that need improvement?

Criteria: Coordinating across industry

Indicator statements	**Always**	**Some-times**	**Not really**	**Don't know**
We have mechanisms in place to address inter-industry conflict				
We do not let inter-industry conflict play out in the public arena				
We stand together with a united voice				
We put competition aside and work together for the benefit of the whole operation/sector/industry				

How do we rate our overall performance against coordinating across industry?

Great	
Ok	
Needs improvement	

Why did we give this rating? What evidence do we have?

Eg: We are part of a broader industry association. We attend industry meetings and conferences. We talk to other operations regularly about how we are engaging with community.

How can we continue our good work? How can we improve in areas that need improvement?

Reflection Workshop

FRDC

Purpose	**A reflection workshop provides an opportunity to bring relevant stakeholders together to interpret the evaluation evidence and discuss conclusions and recommendations.**
When?	• When organisations want to evaluate their community engagement activities
Resources	• 1 - 2 days to prepare for the workshop • 4-hour workshop attended by relevant people included in the evaluation • 4 hours after the workshop to record the workshop output
Rating	

A reflection workshop is a space for participants to review the evaluation data and co-develop conclusions as a group. This is beneficial because it allows everyone to dive deep into the data and gain an understanding of the results; it reduces or removes the burden of reporting; and it provides a space for constructive, informed discussions. The report is not written beforehand, and the evidence is not presented in PowerPoint - it is stuck to the walls of the workshop room (on separate pieces of paper or printed in A3), to allow participants to read, interpret, and discuss the information in groups.

Theory behind the workshop

The reflection workshop process moves through three stages of evaluative thinking based on the "What? So what? Now what?" reflective framework model that was developed by Terry Borton in 1970[1].

- **What happened?** A process to assemble an evidence base
- **So what?** A process to interpret and judge the evidence
- **What now?** A process to make action plans/recommendations about what we are going to do

Define your objectives

Before you undertake a reflections workshop, it is important to get clear on what you are hoping to achieve in your session. How you run the workshop will reflect the focus you choose. Your objectives may vary but are likely to include:

- **Reporting and communication**: to synthesise data, analysis, findings and management responses required to develop a report for donors or an external audience. If you are not focusing on reporting, you might still want to generate a narrative related to the performance of your engagement
- **Improvement**: to identify and reach agreement on the management responses for your engagement

1 Borton, T. (1970). *Reach, Touch and Teach: Student concerns and process education*. New York: McGraw-Hill.

- **Contextualising**: to generate a better understanding of the context, trends, risks and associated issues with your engagement.
- **Experiential**: to build ownership of the analysis, findings and management responses across the project team
- **Quality assurance**: to create a safe space where the quality assurance of evidence can be undertaken collectively

How it works

Planning and preparation

The planning for a reflection workshop is an important part of the process. The main preparation steps are detailed below.

- **Scoping** with key decision-makers to build agreement on:
  - the objectives, scope of the engagement activities or strategy that you will consider
  - timeframe for the workshop (eg: often associated with reporting timeframes and conducted 2-4 weeks in advance of reporting deadlines).
  - participants who will attend the reflection workshop
  - the logistics (location/venue, space of the room, audio-video (AV) requirements, lunches, invitation etc.)
- **Agenda** to be shared with the participants, highlighting their level of engagement expected in the workshop.
- **Engagement of key participants** in the workshop is critical to doing a comprehensive review of the M&E results. The organiser/facilitator should send out the **invitation** a few weeks prior to the reflection workshop and check-in with participants as necessary. Suggested participants for the reflection workshop include:
  - internal or external facilitator/s to facilitate the reflection workshop process
  - community engagement implementers –key staff, volunteers, coordinator/s, and contact person/s responsible for M&E data collection and reporting, any key partners
- **Key evidence inputs required for a reflection workshop**, which are generally crowdsourced from the team in advance and populated into an evidence table. In this case, your evidence will be whatever information you have collected using the toolkit and any other relevant information. This information is ‘evidence’ because it is judgement-free, there should be no interpretation of what the data means or whether it is ‘good’ or ‘bad’. Further guidance can be found here[2].
- **Synthesise the evidence.** Before the workshop, someone must collect all the data and summarise the results against each key evaluation question and sub-question (we have included

[2] https://www.betterevaluation.org/en/evaluation-options/orid

an example evidence table to help you do this). Print off this summary of evidence (on separate pages for each question if possible).

Conducting the workshop

The workshop itself is largely divided into three parts, detailed in the table below.

Agenda item	Description
What happened? Review and interpret evidence	• All the evidence should be stuck onto the walls or printed in handouts. Evidence should be organised by Key Evaluation Question (KEQ). • Participants divide into groups. Each group will: • Review and interpret all the evidence on their wall • Use post-it notes to comment on each page of evidence • Use coloured dots to rate the strength of each page of evidence (green= strong evidence, yellow = moderate evidence, red = weak evidence) • Groups should then swap and repeat the exercise. If you are doing this in a small group, you can go through the questions sequentially.
So what? Discuss conclusions as a group	As a plenary, discuss the conclusions from each wall and how the Key Evaluation Questions (KEQs) would be answered based on this evidence (for example: based on the evidence here, have we been successful in increasing community support for the Australian seafood industry?)
What now? Co-develop recommendations	As a plenary, discuss recommendations for community engagement moving forward.

Note: You can add further exercises or reconfigure these workshop activities, to fit your needs.

Capturing outputs

Discussion and outputs from the reflections workshop can be recorded in an evidence table (see Example of an evidence table), which contains all of the evidence, interpretations, and findings for each Key Evaluation Question. This evidence table can then be used to develop an evaluation report.

Example of an evidence table

Key evaluation question (KEQ)	Sub-questions	Evidence to support (what happened?)[3]	Findings (so what?)[4]	Recommendations (what now?)
KEQ 1: Effectiveness (What has our community engagement achieved?)	Sub-question 1.1	•	Based on the evidence, it looks like…	We will work on…
	Sub-question 1.2	•		
	Sub-question 1.3	•		
	Sub-question 1.2	•		
KEQ 2: Process (Are we doing the right things?)	Sub-question 2.2			
	Sub-question 2.2			
	Sub-question 2.3			
KEQ 3: Learning (What are we learning about community engagement and what are we doing differently as a result?)	Sub-question 3.1			
KEQ 4: Impact (What impact is our community engagement having?)	Sub-question 4.1			
KEQ 5: Economic (To what degree did the outcomes justify the cost of community engagement?)	Sub-question 5.1			
	Sub-question 5.2			

[3] Evidence can be provided with different levels of strength/rigour, and thus have different implications on the findings. For example, anecdotal evidence or key informant interviews can be included as opinions; expert panels can be included with a higher level of rigour to validate information; large-scale surveys can be assigned the greatest strength of evidence. The evidence provided should be a composite of all available and relevant information.

[4] Findings are a consolidated analysis of the evidence to draw conclusions. This can be cross referenced through experts, advisory groups or technical reference groups as required.

Communicating Evaluation Findings

Purpose	**To collect learnings and instances of impact as they are observed by seafood industry businesses, organisations and associations.**
When?	• In line with your existing reporting or communication timeframes
Resources	• Time required depends on level of resourcing
Rating	

Reporting the evaluation findings

We understand that different seafood industry operators have different reporting structures. Whether or not you choose to report on your M&E is up to you. However, we generally find that reporting can help to bring together all the evidence generated through M&E and clarify what improvements can be made. Our advice is to keep any reporting as light-touch as possible and where possible, use existing reporting systems. For example, if your organisation produces an annual report, you might want to use your M&E to inform the section on community engagement.

If you would like to write up the evaluation findings in a separate report, below is an example contents page of an evaluation report:

- Executive summary (including any recommendations)
- Introduction:
    - Purpose and scope of the evaluation
    - Evaluation methodology
    - Limitations of the evaluation
- Evaluation findings (these are normally structured by KEQ, where an evaluative judgement is made at the KEQ level of progress made, and evidence is listed under each sub-question)
- Conclusion (including any recommendations)

Communicating Evaluation Findings

FRDC

Communicating the evaluation findings

Regardless of whether you formally report the evaluation findings, it is best-practice to communicate the evaluation findings to key stakeholders and evaluation participants (wherever possible). Communication methods relevant to the different evaluation audiences are suggested in Table 7 below.

Table 7 Communication methods for the different evaluation audiences

Audience	Potential communication methods
Primary audiences – people making decisions based on the M&E findings	
Seafood industry associations Seafood sector organisations OceanWatch and other delivery partners Project funders (where relevant)	• Evaluation report • Provide evaluation findings in the Annual report • Presentation of evaluation findings to key stakeholders •
Secondary audiences – people who might be interested in the M&E findings	

Fishers / Producers
 	
FRDC and other research organisations
 	
Natural Resource managers (including fisheries and resource managers)
 	
Government and politicians
 	
NGOs
	• A summary of relevant evaluation findings reported in existing communication activities such as:
	  • Newsletters
	  • On your organisation's or association's website or social media page(s)