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# Communication and Engagement Framework

## Australia China Environment Development Program (ACEDP)

DRAFT FOR CIRCULATION

16 MARCH 2009

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## ABOUT THIS REPORT

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### Commonly Used Acronyms

ACEDP –Australia China Environment Development Program

CCICED –China Council for International Cooperation on Environment and Development

C and E –Communication and Engagement

EAT –Environment Advisory Team

HLRT –Joint Australia-China High Level Roundtable.

M and E –Monitoring and Evaluation

QAA –Quality Assurance Advisor

The joint owners of the ACEDP are the Australian Agency for International Development (AusAID) and the Chinese Ministry of Commerce (MOFCOM).

The National level Chinese Core partner agencies are the National development and Reform Commission (NDRC), the Ministry of Environment Protection (MEP), the Ministry of Water Resources (MWR), and the State Forestry Administration (SFA).

The National level Australian core partner agencies are the Commonwealth Scientific and Industrial Research Organisation (CSIRO), the Australian Government Department of Agriculture, Fisheries and Forestry (DAFF), the Australian Government Department of the Environment, Water, Heritage and the Arts (DEWHA), the Australian Government Murray Darling Basin Authority (MDBA), and the Australian Government National Water Commission (NWC).

### [Report prepared for](#)

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# ACEDP COMMUNICATION AND ENGAGEMENT FRAMEWORK

## *Introduction*

In 2009 the focus of the Australian China Environment Development Program (ACEDP) shifts to the implementation of its various technical activities while continuing efforts to establish high level policy dialogue between and among the Australian and Chinese core partners.

To date, ACEDP communication activity has centred on developing materials including bi-lingual information fliers, reports, website and a newsletter. In terms of engagement, ACEDP has managed thirteen joint Australian-Chinese expert missions and undertaken a number of workshops, scoping studies and study tours.

The C and E foundation is in place.

This framework will outline the scope and challenge for future ACEDP communication and engagement activity. The accompanying action plan will nominate a program of activity that is clearly aligned to achieving the program objectives. It will specify the priority with which the activities should be undertaken. Importantly it will also identify who has responsibility for completing the nominated task.

In assembling this C and E framework we have incorporated the outcomes of the EAT's policy landscape review and the strategic directions agreed at the second High level round table (HLRT 11) in 2008.

Wikipedia defines communication as ‘the transfer of meaning between persons and groups’. “Engagement” occurs when stakeholders “believe” in the purpose and value of a program or activity and are prepared to make their best effort to ensure it succeeds.

Put simply, engagement is a product of successful communication.

The purpose of this ACEDP C and E framework and activity plan is -

‘To outline the scope of the ACEDP Communication and Engagement challenge and clearly describe the associated value adding activities that will be undertaken to contribute to the achievement of the program’s objectives”.

ACEDP C and E activity will support the strategic decisions taken by the PCO, the program owners and core partners. For example if raising the profile of a particular activity is suggested, the program’s C and E capacity should make it happen. If a ministerial visit is deemed appropriate, the C and E capacity should help facilitate the outcome.

ACEDP already has monitoring and evaluation (M and E) and quality assurance (QA) programs. It’s important for the success and accountability of the C and E program to be included as part of the M and E framework and that it be assessed by the quality assurance advisor.

It’s important to emphasise that Communication and Engagement is a process not an event. It is not solely the activity of updating the website, writing content for the website, or organising media activity nor is it the sole responsibility of the person or persons with responsibility for those tasks.

While those activities are important enablers for the program communication and engagement, the responsibility for effective communication reaches belongs to all program participants. In order to operate effectively in “partnership” in an increasingly

“networked” operating environment, communication and engagement has to be the responsibility of everyone involved in the program. Everyone involved needs to use the C and E framework channels and mechanisms to contribute so as to ensure that we gather and disseminate the right information and build the relationships that will help us to achieve the very clear and specific objectives of the ACEDP. In program discussions in May 2008, core partners agreed that C and E activity, like M and E, was a “cross cutting issue”.

A fundamental commitment to effective communication and engagement must reside at the centre of all individual and program activity. The C and E framework will define and establish the protocols and mechanisms to encourage and facilitate communication and engagement but it will remain the responsibility of stakeholders and partners to inform that process in such a way that we are successful in reaching our goals.

All communication and engagement activity outlined in this plan is clearly linked to specific program objectives.

ACEDP is a “flexible” program that will adjust to meet the needs of a changing policy environment. This framework is not set in stone and can be adapted to meet emerging priorities.

Part of ACEDP’s program risk is associated with communication and engagement challenges. The 6 monthly progress report to June 30, 2008 identifies a potential risk in not operating an effective communication network. In this program there are multiple stakeholders located in different towns, cities and regions in two vastly different countries. In the audiences we have identified there is a range of knowledge, skill, motivation and interest. There are the challenges of culture, language and perception.

The challenge for our communication and engagement is to meet these complicating factors with simplicity and ensure the intended meaning of our two way communication is successfully translated, understood and acted upon.

For all the program participants, it will be important to agree on key messages and a “story” that captures the ambition of the program and can easily be explained to and understood by all audiences. It will equally be important to agree on the priority of program C and E activity to ensure we direct our resources to the audiences and areas that will have the greatest direct impact on achieving our program objectives.

It will also be crucial in planning and executing our communication and engagement activity that we consider ways to build “personal” relationships between program participants. These personal connections, as much as the professional imperatives, will be the foundation of sustainable partnerships. While technical and professional co-operation is essential, developing friendships is an important cornerstone to achieving the goal of “sustainable partnerships”.

Communication and Engagement also has a key role to play in the management of expectations. Everyone in the program be they core partners or a part of the extended stakeholder network has expectations of ACEDP. It’s important we understand those expectations and communicate to ensure those expectations are realistic and met wherever possible.

AusAID’s China Australia country program strategy 2006-2010 identifies the desire of both the Australian and Chinese Governments to develop a new approach to development co-operation.

“An approach that moves away from poverty reduction activities towards the “sharing of ideas, high level capacity building and policy engagement”.

The ACEDP is a program that meets that challenge.

The goal of ACEDP is to support China’s policies for a better environment

The purpose of ACEDP is to improve environmental protection and natural resource management (in particular) to balance the needs of environment and human development in China.

Water resource management is a key focus of ACEDP reflecting the shared priorities of both governments. Australia is in a good position to assist China with its numerous water challenges through its recognised world expertise in water resources management.

The program aim is to develop enduring partnerships between Chinese and Australian Government agencies, institutions and individuals engaged in the development and implementation of national environmental policy through high level policy dialogue, capacity building and collaboration on discreet activities.

The joint owners of the ACEDP are the Australian Agency for International Development (AusAID) and the Chinese Ministry of Commerce (MOFCOM).

The National level Chinese Core partner agencies are the National development and Reform Commission (NDRC), the Ministry of Environment Protection (MEP), the Ministry of Water Resources (MWR), and the State Forestry Administration (SFA).

The National level Australian core partner agencies are the Commonwealth Scientific and Industrial Research Organisation (CSIRO), the Department of Agriculture, Fisheries and Forestry (DAFF), the Department of Environment, Water, Heritage and the Arts (DeWHA), the Murray Darling Basin Commission (MDBC), the National Water Commission (NWC).

An independent Environmental Advisory Team (EAT), comprising internationally renowned experts will provide high level appraisal, review functions and ensure all program activities are consistent with the ACEDP objectives.

The program will aim to provide a unique level of access and engagement for executive level Australian and Chinese Government officials and remain flexible throughout the program lifetime so as to respond to emerging environmental policy priorities.

AusAID has committed up to \$24.6million in the 5 year program.

## *Our vision for ACEDP Communication and Engagement*

To be acknowledged by all program participants as a key contributor to the program's ultimate success through establishing a clear understanding of what ACEDP was and what it was trying to achieve, for driving connectedness across all areas and participants in the program and for the imaginative and creative ideas and activity that were implemented efficiently and effectively.

## *C and E Principles*

In order to achieve our vision we commit to the following core C and E principles.

### Simplicity

We will communicate and engage in a simple, clear and thoughtful way. We will remove all ambiguity from our communication and engagement and endeavour to be understood by all parties at all times.

### Collaboration

To meet the challenges of communication and engagement in a “networked environment” across multiple projects, in multiple locations, at multiple levels, we commit to working together and sharing information and knowledge at all times.

### Creativity

We commit to finding new and effective ways to capture the attention of our audiences to ensure they have a clear understanding of the purpose of the ACEDP program, and maintain an interest in being involved in the activities.

### Patience

We will accept the constraints imposed by working in countries that are culturally very diverse and we will commit to focusing on the things we control and that are directed at achieving our program objectives.

## *Framework Objectives*

The purpose of this framework is:

1. To outline the scale and scope of the ACEDP Communication and Engagement challenge.
2. To inform decisions about the appropriate Communication and Engagement activity to be undertaken.
3. To inform management decisions about potential C and E program activities and priorities and their potential impact on human and budget resources.

## ACEDP program Objectives

1. To demonstrate methods and applications of improved environmental governance in China and enhance environmental policy dialogue between Australia and China.
2. To assist with the practical application of Integrated River Basin Management principles in China
3. To provide strategic direction to the Environment program and effective co-ordination and efficient management of the program.

## Strategic Communication and Engagement objectives

This C and E framework aligns all communication activity with a specific strategic C and E objectives which in turn aligned to one of the three program objectives.

This will ensure high levels of accountability for each of the activity and ensure they are directed to toward achieving the program objectives.

## Associated Strategic Communication and Engagement objectives - Program Objective 1

1. Support EAT activity to encourage high level policy dialogue through the policy and program networks.
2. Cooperate with AusAID to raise the profile of ACEDP in Australia with key audiences
3. Raise the profile of ACEDP in China with key audiences
4. Ensure outcome of program network activity is captured to enhance high level policy dialogue objectives
5. Explore the potential of suitable information technologies to overcome physical and other barriers to effective C and E in support of policy network.

## Associated Strategic Communication and Engagement Objectives – Program objective 2

1. Leverage the “stories” of the 9 approved projects to drive communication and engagement activity
2. Encourage “ program network” communication and engagement activity
3. Engage the individual and collective donor networks involved in the 9 projects.

## Associated Strategic Communication and Engagement objectives – Program Objective 3.

1. Ensure all program participants are aware of their responsibility to contribute to communication and engagement
2. Ensure PCO provides adequate and timely C and E support and information to each of the program partners and stakeholders.
3. Ensure that the goal and message of establishing “enduring sustainable partnerships between Australian and Chinese Agencies and individuals” is given due prominence throughout the life of the program

The 2009 action plan will specify the recommended activity to be undertaken in pursuit of the accomplishment of the strategic communication and engagement objectives.

## *ACEDP story*

Assisting China to manage its water resources more sustainably is a key part of Australia's bi-lateral commitment to China.

The three areas of AusAID's focus in China are governance, health and the environment.

China's rapid industrialisation and urbanisation has created serious challenges for the sustainable management of its precious water resources.

Australia is a world leader in the efficient and equitable management of water resources.

The ACEDP is a 5 year program of practical assistance that matches some of China's immediate water management challenges with Australia's world recognized knowledge and expertise.

Australia is in a position to work in partnership with China to not only deal with some of the present challenges but also to develop the legislative and regulatory frameworks for managing water resources and adopting market based principles that encourage the efficient allocation and use of water.

ACEDP brings together the major national government agencies in Australia and China with responsibility for water resource management.

The Chinese core partners are the National Development and Reform Commission (NDRC), The Ministry of Environmental Protection (MEP), The Ministry of Water Resources (MWR) and the State Forestry Administration (SFA).

The Australian core partners are the Commonwealth Scientific and Industrial Research Organisation (CSIRO), The Department of Agriculture, Fisheries and Forestry (DAFF), The Department of Environment, Water, Heritage and the Arts (DEWHA), The Murray Darling Basin Commission (MDBC) and the National Water Commission.

The core partners have agreed to undertake 9 key activities' that will deal with issues such as water pollution, water ecology, governance, wetlands, water sharing, public participation, water rights and trading and the management of large irrigation districts.

AusAID has committed up to 24.6 million in the ACEDP project.

The project will run until 2011.

Note:

- These are the key elements of the overarching story which clearly explains what ACEDP is and what the program is trying to achieve. Further elements of the story can be developed depending on the audience we are communicating with and the outcome we are seeking to achieve.

## *Key Messages*

It is in Australia's national interest to share its knowledge of water resource management in partnership with China so they can effectively deal with number of key water management challenges.

China's rapid economic growth has led to high levels of pollution, ecological degradation and water shortages.

China is increasingly aware of the need to balance the environment with economic growth.

Managing water resources more effectively is a high priority for the Chinese Government.

Australia is an acknowledged world leader in water resource management.

ACEDP is a program of practical assistance (9 key activities) with the aim of supporting and improving policy development in China in the area of environmental protection and natural resources management.

ACEDP facilitates engagement between Australian and Chinese agencies, institutions and individuals engaged in national environmental policy development and implementation through high level policy dialogue, capacity building and collaboration on discreet activities.

One key aim of ACEDP is to establish enduring partnerships between Australian and Chinese agencies involved in policy development on environment, strengthened policy development processes on environmental management and the successful implementation of pilot activities using good environmental governance and practices.

China has a number of critical water resource management challenges and Australia has the capacity and expertise to help.

The ACEDP is not only about dealing with some immediate challenges on the ground but also to help the Chinese develop a more robust policy and governance framework that will assist the Chinese to manage their water resources sustainably.

The ACEDP aims to facilitate enduring partnerships between Australian and Chinese agencies, institutions and individuals engaged in national environmental policy development and implementation through a combination of high level policy dialogue, capacity building measures and collaboration on discreet activities that demonstrate good environmental governance.

Note:

- These key messages can be used in a range of communication and engagement activity. Other key messages can be developed depending on the audience we are communicating with and the outcome we are seeking to achieve.

## *Audiences*

The identification and segmentation of audiences is important. We need to know who are the people we are seeking to influence and inform and why. We need to know where they are located, how many there are and how they are likely to receive our communication.

For all audiences, the essential story of ACEDP remains the same. But for each audience there may be a need to vary the emphasis of the content or message depending on their interest or understanding of the program.

With the wide variety of audiences involved in ACEDP, it will be important to be thoughtful about the needs and understanding of the audience with which we are seeking to engage. The channel of communication for each audience will also be influenced by a number of factors including size, location and other factors. To ensure the most effective investment of resources, audience segmentation strategy provides an opportunity to identify the highest priority segments where the resources allocated will have the highest impact.

## AUSTRALIA

### Departmental Program Partners

Audience	Location	Number	Desired Outcome	Priority
Departmental Program Partners	Canberra	20	Change Behaviour	High

### *Overview*

For the program to succeed, ACEDP must engage the core partners in Australia.

To date, while all core partners have expressed their enthusiasm, the program is yet to identify the issues and mechanisms that will sustain their interest and commitment. We must be able to clearly identify and promote C and E activity that will create meaningful engagement among and between the Australian domestic agencies and their Chinese counterparts.

By the end of 2009 we must be able to demonstrate evidence of high level policy dialogue and evidence that we are on the path to building “sustainable” partnerships. Capturing the attention and interest of the core partners will come as a result of identifying the activity and building support for that activity among the program partners related audiences (Parliamentary offices, research bodies, industry groups). Within the program partner departments we also need to reach out, jointly with AusAID to their communication areas to establish understanding of ACEDP in these areas. We need to use the internal and external communication channels available through these areas to publicise and promote the work the partner agency is doing in the ACEDP.

We need also to program activity that helps to build personal relationships between people in Australia and people in China.

### *Desired outcome – Change Behaviour*

That each of the program partners actively supports ACEDP and recognises it as an opportunity to establish meaningful, productive professional as well as personal relationships. That each partner agency and members of their staff are prepared to increase their commitment and continue to engage with other Australian, Chinese or other counterpart they have met through ACEDP.

### *Communication and Engagement Channels*

Face to face meetings, e newsletters, briefings, printed materials, media articles and interviews, seminars, events, staff exchanges, study tours, scoping studies, collaborative research, twinning arrangements.

[Prime Ministerial and Ministerial level \(AusAID, Department of Foreign Affairs and Trade and the minister's of other program partners\)](#)

Audience	Location	Number	Desired Outcome	Priority
Prime Minister's office and the Ministerial offices of Departmental Program Partners	Parliament House Canberra	20	Ensure Understanding	Low-Medium

### *Overview*

Developing awareness of ACEDP in the Prime Ministerial and ministerial offices is important support for two main reasons. The Prime Minister and his ministers are ultimately responsible for ACEDP and are accountable to the Australian people. Ministerial support is also important in driving departmental support.

Water is also a major aid focus for the Rudd Government having committed \$300 million in various water projects in the 2008/2009 budget while the bi-lateral relationship with China is a priority for the Government and keenly followed by the media and other opinion leaders.

We need to be realistic about the priority they will give ACEDP. They are all very busy people and the size and scale of the investment in ACEDP means it is hardly likely to be high on their list of priority. That said it will be important that the key advisers in these offices have an understanding of ACEDP, its purpose and progress. Creating a level of understanding will also assist the departments in their discussions with the Minister's office.

### *Desired outcome - Ensure Understanding*

With the ultimate responsibility to the Australian people for their investment in the ACEDP program it is important that the Prime Minister and ministers (Foreign Affairs and International Aid, Core partner ministers) and their key advisers are at least aware of the program, its objectives and activities.

Our engagement with the ministerial offices would need to be timely, appropriate and to the point. We would need to keep our contributions relevant, short and only engage when we have something to say.

Our communication and engagement with them should be framed to reflect how our program is demonstrating Rudd Government policy and priority.

*All ACEDP engagement with ministerial offices would need to be undertaken in association with AusAID Canberra and the other departmental core partners. No approach would be made without their prior knowledge, involvement or approval.*

## *Communication and Engagement Channels*

Face to Face briefings, e-newsletter, website, printed newsletter, media and events.

### Australian Parliament

Audience	Location	Number	Desired Outcome	Priority
Australian Parliament	Canberra and across Australia	200	Inform	Low - Medium

### *Overview*

Beyond the Ministerial wing, it's important other parliamentarians be informed of ACEDP's ambition and progress. As the elected representatives of the Australian people, MP's and Senators need to be educated about how the taxpayer's aid money is being invested and for what purpose. With this audience, it's particularly important that ACEDP be able to demonstrate the impact it is having. There are a number of MP's and committees with a keen interest in the issues covered by ACEDP (aid, China, environment, water). There may be an opportunity for ACEDP to host a seminar in Parliament to demonstrate the work of the program and its partners. Any such work would be initiated and executed in close collaboration with AusAID.

There might also be opportunities to involve MP's in the recognition of Australians who work on the ACEDP program in China. Aus Aid has a program that recognises those efforts of Australians who work on aid programs in local communities' with certificates of appreciation. There would be an opportunity to involve MP's in those ceremonies.

The Australian Parliament also undertakes overseas study tours. Where practicable, we should endeavour to have ACEDP activities' included in their itineraries.

### *Desired outcome - Inform*

That Australian Parliamentarians, particularly those with a strong interest in aid, water, China, and the environment understand and support the ACEDP.

### *Communication and Engagement Channels*

Face to face meetings, e-newsletter, briefings, website, media articles and interviews, printed materials, events.

## AusAID Canberra

Audience	Location	Number	Desired Outcome	Priority
AusAID	Canberra	15	Ensure Understanding	High

### *Overview*

As the domestic owner of the program, AusAID is a key audience for ACEDP C and E. The main channel of communication for ACEDP back to Canberra will be managed through AusAID Beijing but it will be important as an adjunct to that channel that ACEDP C and E build its own links particularly with the media and corporate communication team.

As previously stated, all communication and engagement with the Australian Parliament and Minister's offices will need to be approved by Aus Aid as will all media releases and activity.

Any promotion of the program undertaken in the media, either in China or Australia, needs to be approved by AusAID Corporate communication in Canberra. It's important they be well informed of the program and its progress. It will also be important that they have confidence that the ACEDP C and E will operate to the highest technical, practical and ethical standards. The AusAID media and corporate communication team is a key stakeholder for the program.

Through building links with the AusAID Corporate Communications team will also have the opportunity to build greater profile for the program by being featured in AusAID's domestic efforts to promoting Australia's aid program (Roadshows, seminars, education programs, case studies, publications, website etc).

## *Desired outcome – Ensure Understanding*

That ACEDP builds a reputation with AusAID in Canberra for excellence in all areas of its operation. Specifically for ACEDP C and E, that it be seen by AusAID corporate communication in Canberra as an effective program that operated with the highest technical, practical and ethical standards. That ACEDP C and E was a pleasure to deal with, caused them no heartache and indeed was a reliable supplier of positive news.

## *Communication and Engagement Channels*

Face to face meetings, e newsletters, briefings, printed materials, media, events.

### Extended ACEDP stakeholder group

Audience	Location	Number	Desired Outcome	Priority
Extended ACEDP stakeholder group	Australia	300 +	Ensure understanding	Medium

## *Overview*

This broad audience captures other related Federal Government departments such as the Department of Climate Change, Municipal, State and Territory Governments, the Donor community, research institutes, universities, academics, Australian representatives of multi-lateral organizations, Australian offices of Program network members, Australia/China interest groups, NGO's, opinion leaders, business and the general community.

ACEDP has engaged with various members of this audience. Initially in the scoping of ACEDP, communication was opened with a range of potentially interested parties. During the Policy Landscape Review, members of the same audience were engaged again by ACEDP.

Building partnerships between Australian and Chinese agencies beyond the core program partners is an aim of the ACEDP. It is important to keep these stakeholders be identified and kept informed of ACEDP and its progress. Much of the work on the ground in China will be undertaken with the assistance and support of Australian companies, agencies and the donor network outside the core partner group.

Beyond ensuring they have an understanding of the program and its progress, each of these stakeholders has communication channels for ACEDP may be able to use to promote its activity and ambition. They are also important potential partners to be kept informed of our activity. For example, ACFID, The Australian Council for International Development is the member based organisation for the NGO's. They have a close engagement with the Minister's office and AusAID. If they are kept across the detail they could become potentially strong allies.

The program owners and core partners will determine the degree to which the media in Australia should be engaged.

There is also likely to be times during the program that this large audience needs to be further segmented to meet a particular program need. For example, there may be an activity agreed that targets the Water research areas of the major universities.

By reaching out to this extended stakeholder network group we will also be contributing to one of the strategic objectives of the Australian China Country plan 06-10 which is to "expand the base of Australian Stakeholders in China's sustainable and balanced development".

### *Desired outcome – Ensure understanding*

That ACEDP C and E clearly identified the members of this extended stakeholder audience, understood their needs and effectively managed their expectations. That ACEDP was able to create a "genuine" awareness and involvement of and with the program. That they feel they were kept well informed at all times of ongoing program activity, that their contributions (if they indeed made one) were appropriately

managed and recognised. That they feel they had made a genuine contribution to the program’s success and that they are encouraged to keep alive the partnerships and professional friendships that they had built up over the life of the program.

### *Communication and Engagement Channels*

Face to face meetings, e newsletters, briefings, printed materials, media, study tours, scoping studies, staff exchanges, training work, collaborative research.

#### Media – Specialist aid and water media, political media, general media

Audience	Location	Number	Desired Outcome	Priority
Media – Specialist aid and water media, political media, general media	Australia	500+	Ensure Understanding	Medium

### *Overview*

In order to communicate the ambition and success of the program to the Australian people, we need to engage the media. We need to assemble updated lists of the media we want to be in contact with and prepare the appropriate materials that will enable ACEDP to engage with the media professionally.

The three core objectives of the program don’t suggest that there will be a large effort needed with the media but with public monies’ being expended in what could be seen in some areas as a “controversial” engagement (e.g. Why are we giving money to China?, They’re rich), we need to be prepared.

Without the support of the Australian public, there is no aid program. We need to ensure that with our program owners, partners and stakeholders that we present the

ACEDP story in such a way that it is understood by the Australian people. We need to use the voices and the stories of the people on the ground through whose lives we have been able to make a difference to promote the benefits of ACEDP. The media, both mainstream and specialist, will be a key conduit for us to promote the various activities and personalities of ACEDP.

It will be a key with this audience that we are able to demonstrate the change we are making. Find the stories that bring the program to life.

The level of media coverage in Australia will be directed by the program owners and Aus Aid in Canberra.

As our over arching story outlines, ACEDP is a positive initiative. Building strong relationships with Chinese through sharing our knowledge and skill in partnership to help meet some of their major environmental challenges is worthy of promotion.

Study tours, staff exchanges, training workshops, twinning arrangements (potentially Murray Darling Basin with Yellow River) are positive news stories that will have an audience be it on a local, regional or national basis.

The key is to be prepared and to ensure that all key stakeholders are aware of the potential activity and the story we are going to tell.

### *Desired outcome- Ensure understanding*

The media profile for the ACEDP in Australia will be determined by the program owners. That ACEDP achieves the profile that the program owners want to achieve in Australia. That the core facts and themes of the ACEDP story are well established and well understood and that people generally accept why we are working with the Chinese in the area of water and the environment. It's also important that media coverage presents a profile that reflects well both AusAID and the Rudd Labor Government.

## *Communication and Engagement Channels*

Media releases, newsletters, study tours, interviews, events, ministerial involvement, Conferences, visits, the contributions of individual ACEDP program members will all be opportunities for us to create a profile within the Australian community.

## CHINA

### MOFCOM

Audience	Location	Number	Desired Outcome	Priority
MOFCOM	China	5	Ensure Understanding	High

#### *Overview*

As the Chinese program owner it's important that MOFCOM use their influence to encourage the Chinese program partners and other China based stakeholders to understand the key elements of the ACEDP story and be engaged at all times in working toward the specific program objectives.

AusAID Beijing and PCO will have the key role in communicating with and engaging MOFCOM.

There are already well established channels of communication and protocols that govern the engagement between MOFCOM, AusAID Beijing, PCO and Chinese core partners.

MOFCOM can also play a key role in supporting ACEDP's high level policy ambitions. They can be a key influencer in ensuring this element of the program is given due attention throughout the life of the program and the issues and personalities critical to making that happen are identified and acted upon.

## *Desired outcome - Change Behaviour*

That ACEDP be viewed by MOFCOM as a successful, well run program that not only helped to alleviate some immediate water resource management problems in China, but more significantly contributed to productive high level policy dialogue that has resulted in a stronger legislative and regulatory framework for the management of water resources in China. That ACEDP has also been the catalyst for a range of productive and sustainable professional and personal relationships between not only the Australian and Chinese core partner agencies but between the Chinese agencies.

## *Channels of Communication and Engagement*

Face to face communication, established communication and engagement forums including the retreat, high level round table, informal discussion, newsletters, study tours, seminars, training workshops.

## Chinese Core Partner Agencies

Audience	Location	Number	Desired Outcome	Priority
Chinese Core Partner agencies	China	200	Ensure Understanding	High

## *Overview*

This is the key audience in China. ACEDP has made a positive start in identifying the key issues and activities of interest to each of the four partner agencies. It's important that the formal and informal communication between the PCO, EAT and the program partners continue to strengthen between ACEDP and the core agencies. Building confidence and trust with these key stakeholders will be crucial to the program's success.

A key aim of our engagement and communication will be to extend our involvement with these agencies beyond the international co-operation arms of each of the

departments (SFA excepted). To achieve high level policy dialogue we need to “jump the fence” and engage with ministry policy makers.

It will also be important for ACEDP to reach out to the communication/propaganda areas of each of the core partners in order to raise the profile of ACEDP within each of the ministries. Where practicable ACEDP needs to participate in and use the internal communication channels and events of our Chinese program partners. By having information on the ACEDP published in the internal newspapers and other journals and contributing to their key events, we can help to raise awareness of ACEDP that in turn should assist our approach to establishing high level policy discussion.

ACEDP will also have to make some assessments as to how far it engages in some of the partner activity. For example, NDRC are planning a public education program for the Lake Tai Basin water resources study. The program owners, core partners, and manager will need to decide what involvement the ACEDP C and E team should have in assisting such a program.

As core partners these agencies are engaged in the ACEDP activities. A key aim of the program is to create stronger links between the Chinese Agencies. Specific activity will be directed toward achieving that program objective.

Another opportunity for ACEDP is to facilitate the building of links between the research institutes associated with the Chinese Government agencies and Australian research institutes.

### *Desired outcome – Ensure Understanding*

That each of the core partners recognises ACEDP as a success that has contributed to building capacity, achieving meaningful high level policy change and that they have come to know and trust their Australian and Chinese counterparts in such a way as to have laid a foundation for further improvements in the management of water in China. To ensure personal and professional partnerships with the International,

policy and communication branches of the departments are established and all parties wish to continue to maintain them.

### Program network partners

Audience	Location	Number	Desired Outcome	Priority
Program network partners. (e.g. Companies' and Consultants)	China	40	Ensure understanding	High

### *Overview*

This audience has the responsibility to carry out the discreet technical and complementary activities. Their performance will directly contribute to the reputation of ACEDP.

They have responsibility to not only successfully and efficiently complete the work on their individual activities but they also will need to work with other program core partners to share their learnings with the PCO and EAT to ensure the outcomes of their activities are able to be elevated to high level policy dialogue.

Through their role they will have specific insights into the issues and personalities they are dealing with which could be important to the high level policy dialogue

They will also be in some cases the 'public face" of the ACEDP in the various local areas in China, in which they operate through their engagement with local audiences.

It will be important that each of the program network partners knows and understands the ACEDP story and is able to communicate it with the audiences they engage with.

Given the pivotal role they will play and the need to establish regular contact with the PCO and each other, one of the specific recommendations is to establish a communication and engagement network and protocol that will compel them to engage and discuss.

Beyond regular telephone hookups, face to face meetings, and workshops we should explore what WEB 2.0 technologies may exist to help build a sense of “community” between them.

We also believe it is important that during the “inception” workshops that their responsibility to communicate and engage be raised as a key issue.

### *Desired Outcomes - Ensure understanding*

Through early engagement and explanation, that all program network partners understand and commit to excellence in communication and engagement. That each of them is clear from the outset about their roles and responsibility to pass on important information and to build strong professional and personal reputations that will assist the project to achieve its outcomes. That they actively collaborated with other program network partners, the PCO, core partners and members of the extended stakeholder networks in Australia and China on key learning areas. That they become a key contributor to the overall success of the ACEDP program.

### *Communication and Engagement Channels*

Workshops, Face to face meetings, monthly meetings with PCO, contributions to conferences, communication materials (newsletters, information updates), events, and seminars.

## Development Partners China

Audience	Location	Number	Desired Outcome	Priority
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Development partners China (Research institutes linked to Program partners, municipal and provincial governments, donor network, NGOs)	China	Hundreds	Inform	Low-Medium
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### *Overview*

There will be a vast number of related parties who will be involved in the 9 activities and also the related policy discussion. We will have to identify which of these “development partners” will yield us the greatest support in helping us to achieve our program objectives. It will also be important to manage the expectations of this group through simple, clear, unambiguous communication ACEDP and what it is trying to achieve.

It will also be important that the activities’ adopt an inclusive attitude and welcome the involvement of related parties to encourage their ownership of the program.

Within China there are a range of donors who are operating in the ‘water” space working on similar projects to the ACEDP.

It is important that we reach out to this group to inform them of our activity. In January 2008, ACEDP participated in the EU initiated donor water round table. ACEDP now has the contact details of all people involved in that program and should make the effort to include them on its distribution list.

We need to draw on the experience of bi-lateral and multi lateral organisations to inform our activities and assist us in achieving our program aims. Our aim is to achieve best practice in environmental and water resource management and there is likely to be a good deal we can draw on.

Members of this audience are also involved in their own activity in China some with the same goal of stimulating high level policy dialogue with the Chinese Government. There may be opportunities where ACEDP can work with these partners in a collaborative effort to promote a particular idea or initiative.

### *Desired outcome - Inform*

That development partners come to know, respect and trust the contribution ACEDP has made to the alleviation of some of their issues. That we will have successfully engaged this community of interest through our various communication efforts. That lasting and sustainable relationships are in place that will be of mutual benefit.

### Policy makers at a national level in the Chinese

#### Government

Audience	Location	Number	Desired Outcome	Priority
Policy makers at a national level in the Chinese Government (Influential local Government officials who can have an impact on policy and governance )	China	20	Inform	High

### *Overview*

China's development of its 12<sup>th</sup> Five year development plan (2011-2015) creates significant opportunity for ACEDP to have an impact on Chinese policy in terms of water resource management.

It is crucial to the successful outcome of the program that ACEDP be able to demonstrate how it was able to make a difference to Chinese government policy.

The people who will drive that change are the individual policy makers who are located within the various Chinese government ministries. It is important that this audience be prioritised and its key participants be and identified individually.

EAT has some clear views on who these people are and where they reside in the Government and ministry structure. We need to understand their priorities, pressures and gain a clear understanding of how they would like us to engage with them.

Policy networks are a key initiative proposed to assist with the high level policy dialogue. This audience will be a key player in the formation and successful operation of the policy networks.

### *Desired outcome*

That policy makers appreciate the way we engage and communicate with them and that ACEDP be seen as a positive force for change in the governance structure in China.

### Extended ACEDP Stakeholder group –China

Audience	Location	Number	Desired Outcome	Priority
Extended Stakeholder Group	China	200 +	Inform	Low-Medium

### *Overview*

Like Australia, this is a broad audience that catches the many and varies groups in the community that will be involved and interested in the work of the ACEDP. It includes municipal, provincial government officials, academics, China based Australia/China groups such as the Australian/China Chamber of Commerce, Australian China Business Council, the Australia China Alumni association, opinion leaders, the general community and any other group with a defined interest in the program.

In contrast to the Australian extended ACEDP stakeholder network group we have taken the multi-lateral, NGO's, and similar groups and included them in a specific "Development partners" audience for China. That's because the involvement of those groups in China in water projects and the greater likelihood they will engage with ACEDP.

The role of the local authorities in China will be particularly pertinent to some program activities.

The need to segment this audience on occasion is likely

### *Desired Outcome - Inform*

It is important that outside the immediate circle of partners (policy, program, development partners) that we make some effort to engage with those who may retain an interest in the program and its input.

In terms of the High level policy dialogue, it's unclear which issues will emerge as those that will have the best chance to be elevated and considered. Also there are likely to be influencers who are not immediately apparent that we may have missed in our initial engagement.

We need to cast out net as wide as possible and encourage those with an interest to register and stay engaged.

### *Communication and Engagement Channels*

Conferences, media releases, seminars, study tours, research,

Chinese Media – specialist water media, environment, political, general and local

Audience	Location	Number	Desired Outcome	Priority
Chinese Media	China	500+	Ensure understanding	Low

*Overview*

As in Australia, the media is an important conduit to the general community and also influential with a number of the other audiences nominated in this framework.

In China, the media, particularly at the local and provincial level where the specific activities are taking place, will have an interest in the projects.

The specialist water media, often associated with the core partners agencies as mentioned, need to be engaged and for the ACEDP activity and efforts to promote high level policy dialogue promoted.

At a more general national level, there could be interest but given the effort required to engage and sustain with that part of the audience, we don't recommend that too many resources be directed to that activity. That would change if there was a ministerial or Prime Ministerial visit where the ACEDP program could be used as an example of the strong level of bi-lateral co-operation on the environment between Australia and China.

Again, the program owners, manager and core partners will provide direction to the C and E activity as to what sort of profile and effort they want to direct to the media effort.

### *Desired outcomes - Ensure understanding*

If the program owners and partners decide to drive awareness of the ACEDP in China then our aim will be to ensure that the simple elements of the story are well understood and that the Chinese people in the local, regional and national audience understand that Australia is helping out.

That ACEDP is professional at all times in its engagement with the media and has the adequate resources (photos, case studies, talent etc) in place to deal with media requests if and when they arise.

### *Communication and Engagement Channels*

Media releases, conferences, seminars, study tours, media articles and interviews, events.

## MONITORING AND EVALUATION

This Communication and Engagement framework and its accompanying action plan has been designed to mirror the objectives of the program.

Each of the strategic communication and engagement objectives is tied to a program objectives. Each of the activities recommended in the accompanying activity plan is aligned with one of the strategic communication and engagement objectives.

Our understanding is that further amendments are to be made to the Monitoring and Evaluation framework early in 2009.

We believe it will be important to agree on the measures for monitoring and evaluation at this point and have C and E included in that framework.

Our ambition is that we measure impact, not just activities. We want to be able to see the changes in behaviours and outcomes that we are targeting.

A survey undertaken in late 2007 has been completed. Its results are a useful benchmark and it may be repeated towards the end of 2009 to judge whether the C and E framework and associated activity have improved.

It will be important that in the Monitoring and evaluation framework that we seek to establish not only benchmarks but also some Key result areas, performance indicators and specific targets.

A combination of the Monitoring and Evaluation framework along with the assessment of the quality assurance advisor should assist in measuring the effectiveness of the C and E program.

In assembling the M and E component of the C and E framework for ACEDP it would be useful to compare other AusAID M and E programs for C and E including the HIV Aids and Governance projects in China and the Qinghai Forestry Resources management project. What M and E measures are and were used to the effectiveness of program C and E?

We should be looking to monitor the inputs (funds resources, information, planning, training, policies), C and E processes (the machinery that enables the work of the C and E program to be completed), and the Outputs (the activity that is completed).

An assessment of all three at the end of 2009 should provide a robust a view on the effectiveness of the C and E outcomes.

Extending the M and E framework to include Communication and engagement measures should assist participants in the all ACEDP networks to prioritise and monitor their communication and engagement activities.

Communication and Engagement framework and activity plan should also be submitted for “cluster evaluation” on a yearly basis.

## POST PROGRAM LEGACY

Through the role of the monitoring and evaluation framework and the quality assurance advisor there will be ample evidence of the program's effectiveness.

There are a number of measures in place that will give a strong indication as to whether or not ACEDP has succeeded in achieving its program objectives.

Less tangible will be the assessment of "establishing enduring sustainable partnerships" between Australian and Chinese agencies and individuals that will go on beyond the life of the program.

The Communication and Engagement framework and activity has nominated this goal as one of its strategic communication and engagement objectives. In doing so we would hope that the issue is elevated to a matter of importance that is given due prominence throughout the life of the program. By keeping it front of mind with all the program participants and making some effort to measure how it is progressing throughout the life of the program, we will have made some contribution to making it a reality.

Other specific program legacies should include the frameworks and approaches that have demonstrably contributed to improved arrangements in the regulatory and governance frameworks. Achievements that ACEDP can clearly demonstrate how it made an "impact" will be important as will the successful completion of programs.

## APPENDIX

AusAID's communication section is currently updating its media and communication guidelines.

The "rule of thumb" provided verbally by the acting AusAID media manager is that:

"If any announcement that has not previously been made by the Minister for Foreign Affairs and Trade or the Parliamentary Secretary for International Development Assistance and is likely to be of interest to media in Australia, the program should refer to the AusAID communication section in Canberra for guidance".

In terms of media requests of a more general nature that are not related to specific program or project outcome announcements, we view it as best that all matters relating to the media be referred to the AusAID communications section for guidance.

For example, if a study tour is coming to Australia, prior to departure, it would be appropriate to assess the level of likely media interest and then discuss the potential media engagement with the AusAID communications section. They will then be in a position to indicate what level of engagement is appropriate.

In terms of engagement with Australian ministerial offices (AusAID and Core partners), representatives of ACEDP should make no approach without the prior approval of the appointed ACEDP program contact in AusAID or the core partner department.