Society Inside

European Center for Not-for-Profit Law

FRAMEWORK FOR MEANINGFUL ENGAGEMENT 2.0

October 2025

ABOUT THE FRAMEWORK

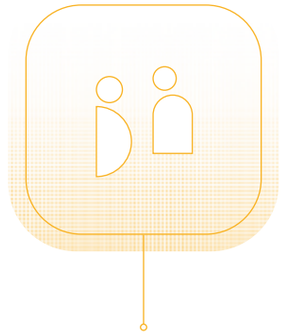
Who is it for?

We created this practical Framework to help anyone designing products or services using artificial intelligence (AI), machine learning or algorithm-based data analytics to involve their stakeholders in that process.

You may be a small or large business, a civil society organisation, government department or civic institution of any type who wants to understand how to engage with stakeholders at timely points in software development process using AI. This could be as part of your broader human rights due diligence responsibility, AI human rights impact assessment, ethical assessment, risk assessment or compliance with similar processes and frameworks.

Who developed it?

It is an output of the Action Coalition on Civic Engagement for AI, part of a Danish Ministry of Foreign Affairs Tech for Democracy Initiative, delivered by The European Center for Not-for-Profit Law Stichting (ECNL) and SocietyInside. The need for such a Framework was a finding of a separate project run by the European Center for Not-for-Profit Law Stichting (ECNL) and Mozilla Foundation with the aspiration of Making Trustworthy AI real (TAI).

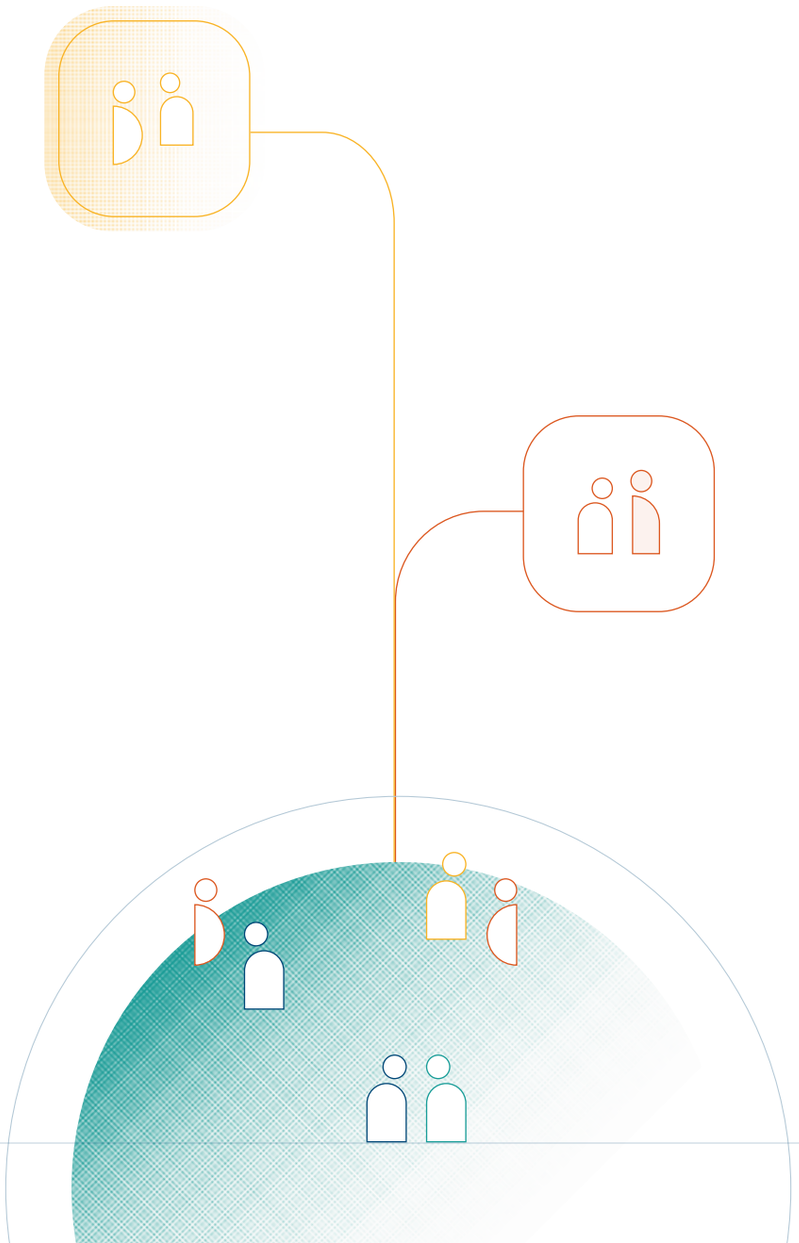


How was it developed?

The Framework is the result of a co-creation and consultation process involving over 300 individuals and groups from civil society, business and public service across the globe. It was revised in 2025 to incorporate technical components and make the framework relevant to emerging systems such as large language models.

he project started in 2021, when participants in the process initially discussed the problems and barriers to engagement, and sought to capture broad ideals, existing knowledge and lessons from lived experiences from AI and elsewhere. This was supplemented by desk research (in part crowdsourced from participants) by ECNL and SocietyInside. Engagement is not a new field and there are many examples of good practice in policy, healthcare, industry, academia and civil society to draw from. The distillation of this knowledge was presented for further deliberation with stakeholders from 2022 to 2025, with the ultimate goal to inspire organisations to consider human rights as the starting point for their risk and impact assessment.

In 2025, ECNL's Tech Ethics Policy Fellow, Amari Porter, revised the framework under the supervision of Marlena Wisniak. They conducted interviews with experts on stakeholder engagement in AI and reviewed emerging research at the intersection of computer science, data science, and tech policy to refine the recommendations and make them more actionable for AI developers and technologists.



Whilst this project is focused on meaningful engagement with AI, we have consulted others involved in engagement processes across other technologies, together with engagement specialists who work in multiple sectors. We understand that there is keen interest in the Framework for a variety of different technologies and contexts.

Between 2023-2024, ECNL piloted the framework with the social media platform Discord. The pilot focused on a critical application: how the company's Safety Machine Learning (ML) team builds algorithmic models for content flagging, user education, and moderation of abusive and harassment content online, with a focus on teens. The goal was clear yet challenging - test whether the FME could enhance Discord's stakeholder engagement processes while providing practical insights for the broader tech industry. For more information, read ECNL's and Discord's initial learnings.

We also partnered with the City of Amsterdam in 2023–2024 as they were developing "scan bikes," an image recognition service for public spaces. By piloting the FME, Amsterdam incorporated citizen input into product design and development. With ECNL's support, they facilitated the creation and implementation of a comprehensive public engagement plan, including goals, stakeholders, methods, and budget. Read more about the pilot.

The starting point for the Framework

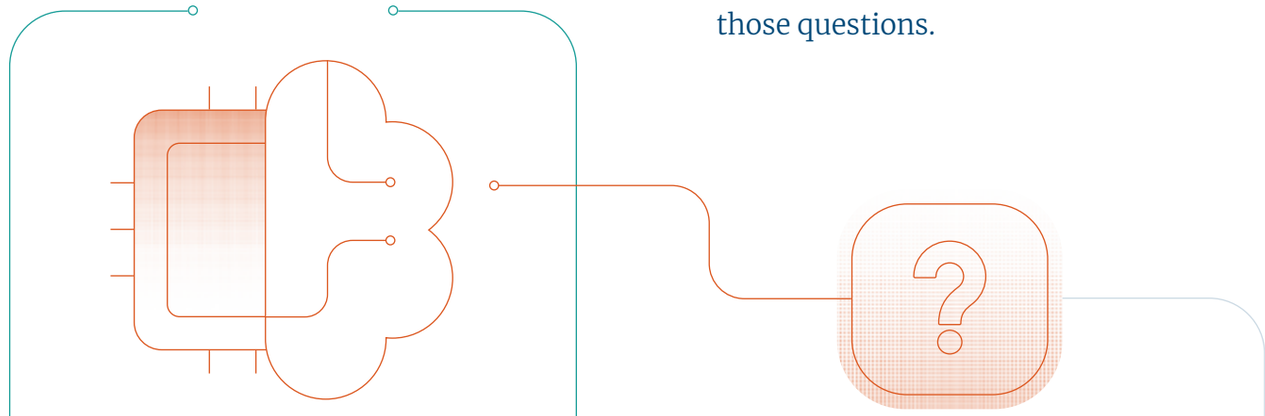
Our work builds on the UN Guiding Principles on Business on Human Rights (UNGPs) which establish a global expectation of business conduct, with the goal of effectively embedding respect for rights and dignity for all people.

It is particularly relevant for products and services using artificial intelligence, because, as various stakeholders in our consultation told us, there is still not enough practical guidance on how to involve stakeholders in the design, development and deployment of AI systems. This is despite the numerous ethical guidelines, codes and "tech for good" commitments, as well as national and international obligations and laws enshrining the importance of involving stakeholders in AI development.

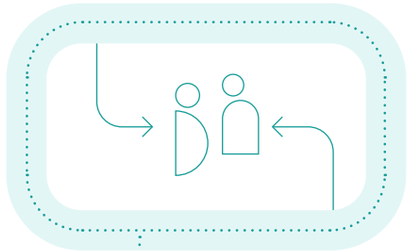
Both convenors and potential participants asked for clear answers to three essential questions:

1. What makes engagement 'meaningful'?
2. What does a trustworthy engagement process look like?
3. How to distinguish the meaningful from the meaningless?

This Framework attempts to answer those questions.



Our aspirations for the Framework



For convenors

Our aspiration is that those seeking to involve stakeholders feel more confident about its purpose, process and outcomes and therefore are more motivated to involve them and take their contributions seriously.

For participants

Our aspiration is that CSOs and individuals feel, and are, better equipped and empowered to shape and contribute constructively to engagement with public sector, businesses, civic institutions and multi-stakeholder initiatives.

For all

Our aim is to design a Framework which is motivating and accessible without the process seeming either so onerous that no-one wants even to start, or too ‘lite’ to be impactful. We want to ensure the tools are empowering and constructive to support co-creation and positive collaboration rather than inflaming confrontation and entrenching existing positions.

ABOUT MEANINGFUL ENGAGEMENT OF STAKEHOLDERS

What does engagement mean?

Organisations engage with their stakeholders usually for one of three purposes – to listen, to collaborate or to communicate.

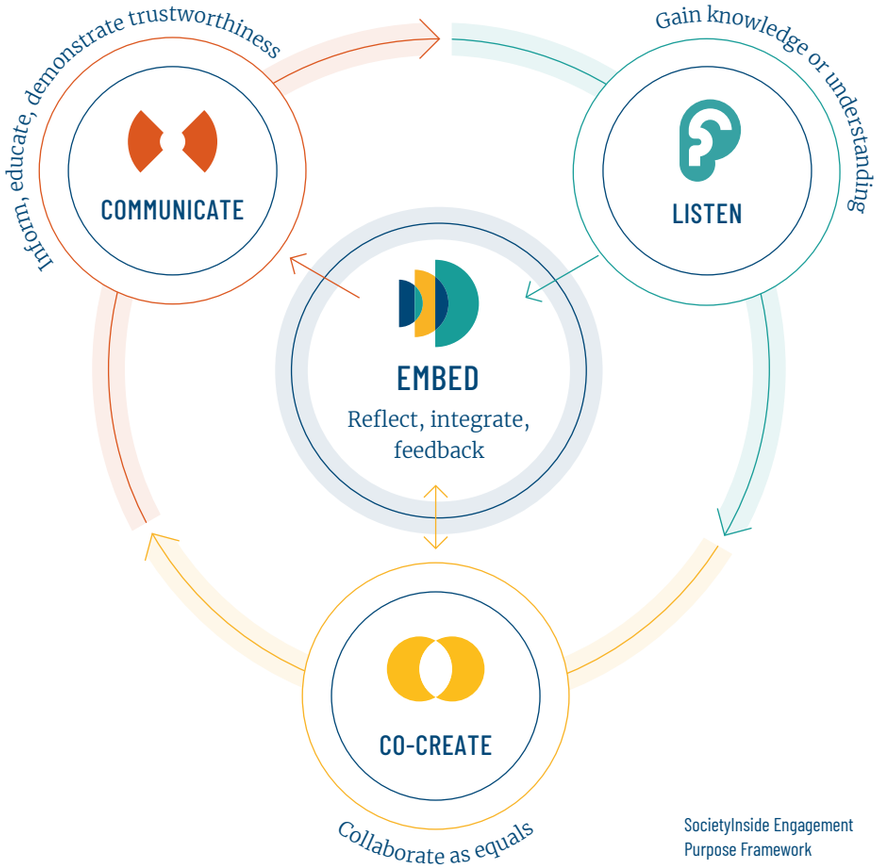
Listening and collaboration are done to gain new knowledge to help achieve a specific purpose and help the organisation do what it does better. Communication can be part of that too, but the focus there is usually to inform or persuade others.

Stakeholder engagement usually refers to listening and collaborative processes where stakeholders have a meaningful influence on the decision-making of the organisation.

In the context of human rights impact assessments of AI systems, stakeholder engagement is particularly effective:

A To understand potential problems or opportunities in which products or services using AI, machine learning or algorithm-based data analytics may potentially contribute to improvement, or where it might not.

B To identify specific potential positive or adverse impacts, implications, benefits and harms of these products or services on people's individual and collective human rights, especially marginalised and already vulnerable groups.



SocietyInside Engagement Purpose Framework

Who is a stakeholder?

‘Stakeholder’ is the name for anyone who is influenced by, or has influence on, your organisation, its people, products or services. This can be a wide range of individuals, groups and institutions, including potentially the general public and society as a whole.

It is important to understand which groups and individuals within those groups are a stakeholder for the purposes of your engagement project. This process is called Stakeholder Mapping.

What makes engagement with stakeholders meaningful?

The dictionary defines ‘meaningful’ as something “significant, important or purposeful”.

Our research identified 3 key elements which make engagement meaningful both for convenors and participants – these are a Shared Purpose, Trustworthy Process and Visible Impact.

THE FRAMEWORK FOR MEANINGFUL ENGAGEMENT 2.0 GUIDANCE FOR CONVENORS

The Framework assumes an organisation has identified a need to engage with its stakeholders but may need help to see what could be achieved, where to start, and how to do it. It encompasses planning, delivery, action and feedback, interpreted within the three elements of meaningful engagement.

Convenors and potential participants asked for clear answers to three essential questions:

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2. What does a trustworthy engagement process look like?
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This Framework attempts to answer those questions.

The three elements of Meaningful Engagement

This Framework for Meaningful Engagement has been developed around these three key elements.

The engagement has purpose and desired outcomes beyond the self-interest of the convening body – encompassing the specific interests of those potentially affected or an overall public interest purpose.

1

Potential participants can see that the process is designed to be inclusive, open, fair and respectful and is delivered with integrity and competence.

Where there are limitations or barriers to delivery or impact, the organsiation is open and honest about these.

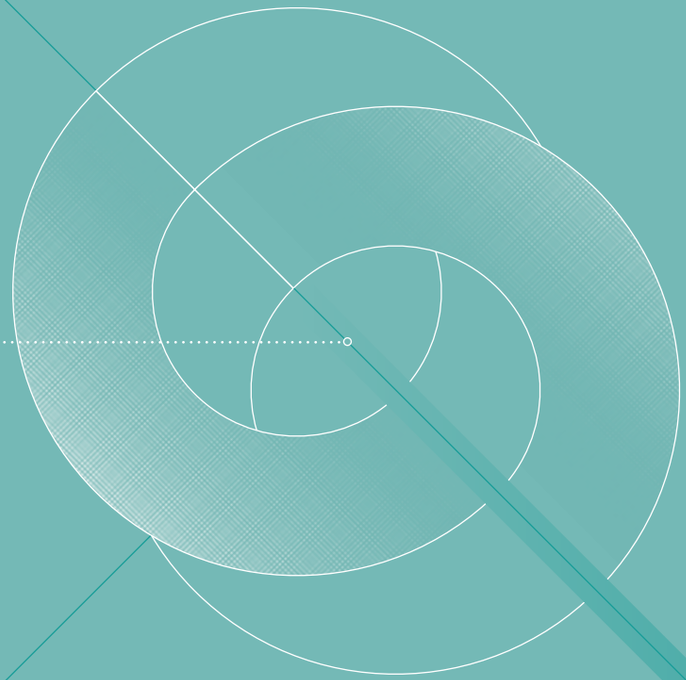
2

The involvement makes a significant contribution to decision-making, or makes changes to the governance of the organisation, product or service to align it with the public interest.

The convenor is open about where trade-offs or competing priorities mean impacts may be different to participants' aspirations.

3

1
Creating a shared purpose



Engagement must be considered meaningful by both the convening organisation and those participating. This starts with defining a Shared Purpose – one which goes beyond the pure self-interest of the convening body and encompasses the specific interests of affected stakeholders or an overall public interest.

While current engagement commonly takes the form of consultation– where participants are asked for their input without control over the outputs– we hope to shift towards a more empowering form of engagement. Here, stakeholders not only contribute their ideas, but also share ownership at all stages of the AI cycle, from design to deployment.

Why is a shared purpose important?

Having a clear purpose, which is also important to participants, is the basis for meaningful engagement. It is the anchoring intent through which others judge the potential for meaningfulness for themselves or the public interest.

Clarity of purpose is essential for identifying which stakeholders – both internal and external – should be involved, when to engage them, and through which methodologies. Purpose-setting belongs to the design stage of the AI lifecycle, where the problem statement is articulated and supported by data collection. This step provides the foundation for deciding on and planning desired outcomes.

For stakeholders, meaningful engagement requires more than consultation: it entails representation, the ability to refuse or dispute, opportunities to speak back to researchers, and a clear two-way communication channel. With this groundwork in place, implementation – such as incorporating reinforcement models or feedback loops – can proceed more seamlessly.

PILOT

The pilot with Discord reinforced that Step 1 of the FME – establishing shared purpose – is critical. Without genuine alignment on goals and values, even the best-designed engagement process will falter. Our shared commitment to protecting civic space while addressing real safety concerns provided the north star for difficult conversations and trade-off decisions.

We learned to rely on our corporate partner for cross-functional engagement while maintaining our independence. Discord's willingness to facilitate connections across different teams while respecting ECNL's autonomous voice proved essential for meaningful dialogue.

Some possible purposes for stakeholder engagement

To understand which human rights and other real-world problems are appropriate for your AI driven approach to address.

To get a more informed view on how its use may affect people and their human rights – including how certain groups may be disproportionately affected even though other users remain generally unaffected or are only positively affected.

To consider if and how society as a whole may be affected by the product use at scale.

To help reflect on the potential for misuse and its implications.

To understand the environmental implications for the product in use and mitigations necessary.

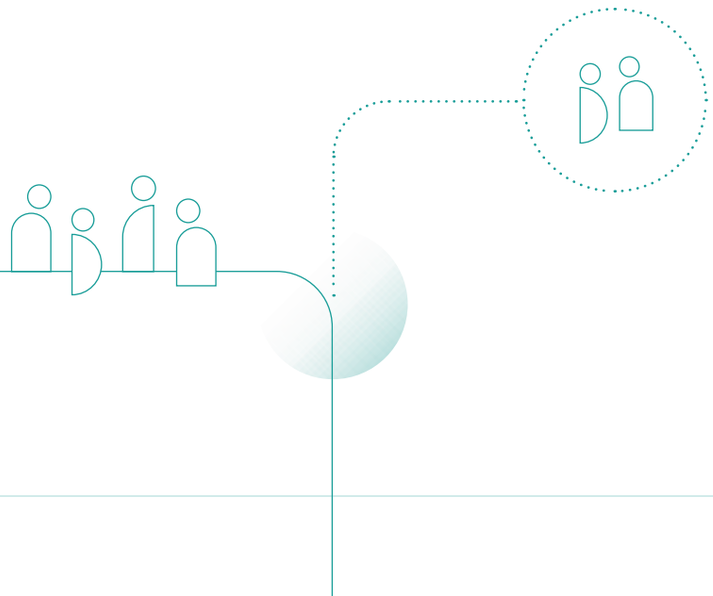
To collaborate with those with expertise and lived experience to ensure concerns and rights of those most affected, particularly already marginalised and vulnerable groups are addressed from the start.

To avoid reproducing existing systems of power inequality. Translating stakeholders' values into AI development often rests in the hands of researchers. Whether through mediators or participatory approaches such as deliberation, more refined methods are needed to ensure this translation process does not reinforce imbalance.

To effectively assess whether given these conditions it is therefore appropriate to go forward with the product or services and what governance or modifications may be needed if so.

To understand how to measure positive impacts and ensure early warnings of unforeseen negative impacts in advance.

Engaging internal and external stakeholders in defining purpose and outcomes



Secure internal buy-in for aligning on outcomes

Building a trustworthy process that engages key internal stakeholders from the outset allows for collaborative definition of purpose, outcomes, and commitments. Decision-makers often face practical constraints, such as limited resources, time pressures, or demands, so ideas should be broken down into actionable steps.

Find senior level champions

A board level champion is usually essential together with champions in key departments. For example you may wish to engage with product development, research, risk management, legal, finance, ethics, human rights, sustainability, communications, marketing, sales, human resources. Involving friendly outsiders, with different perspectives, is also very useful.

PILOT

The pilot with Discord was in large part successful because we had buy-in and support from the Chief Legal Officer and the Senior Director of Policy.

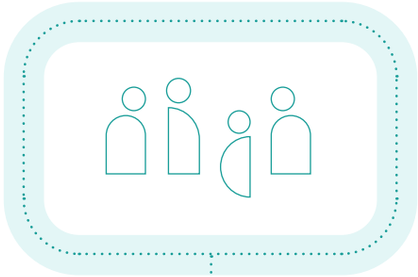
We also had active engagement from the Safety Machine Learning, product, and engineerings teams. We saw first-hand how much folks in these teams were excited about engaging with external stakeholders, and how valuable it was as they designed AI products. Working across multiple teams rather than only interacting with public policy or communications departments led to honest conversations about technical constraints and design trade-offs, while giving us direct opportunities to influence product design and development.

Encourage cross-functional collaboration within AI companies

Direct engagement with tech developers across teams and functions is critical. Many product and engineering workers would like to engage with external stakeholders, but are often prevented by siloed teams or cannot engage directly because it is exclusively the mandate of public policy teams. As such, they should have the mandate to engage with stakeholders directly, and be rewarded for participating in such engagements.

Convene an advisory board

An advisory panel of internal and external stakeholders is very valuable and is most effective if it is convened as early as possible. Even before the purpose is clear, so they can help articulate that. This may be particularly helpful in a complex area such as the human rights impacts of AI systems.



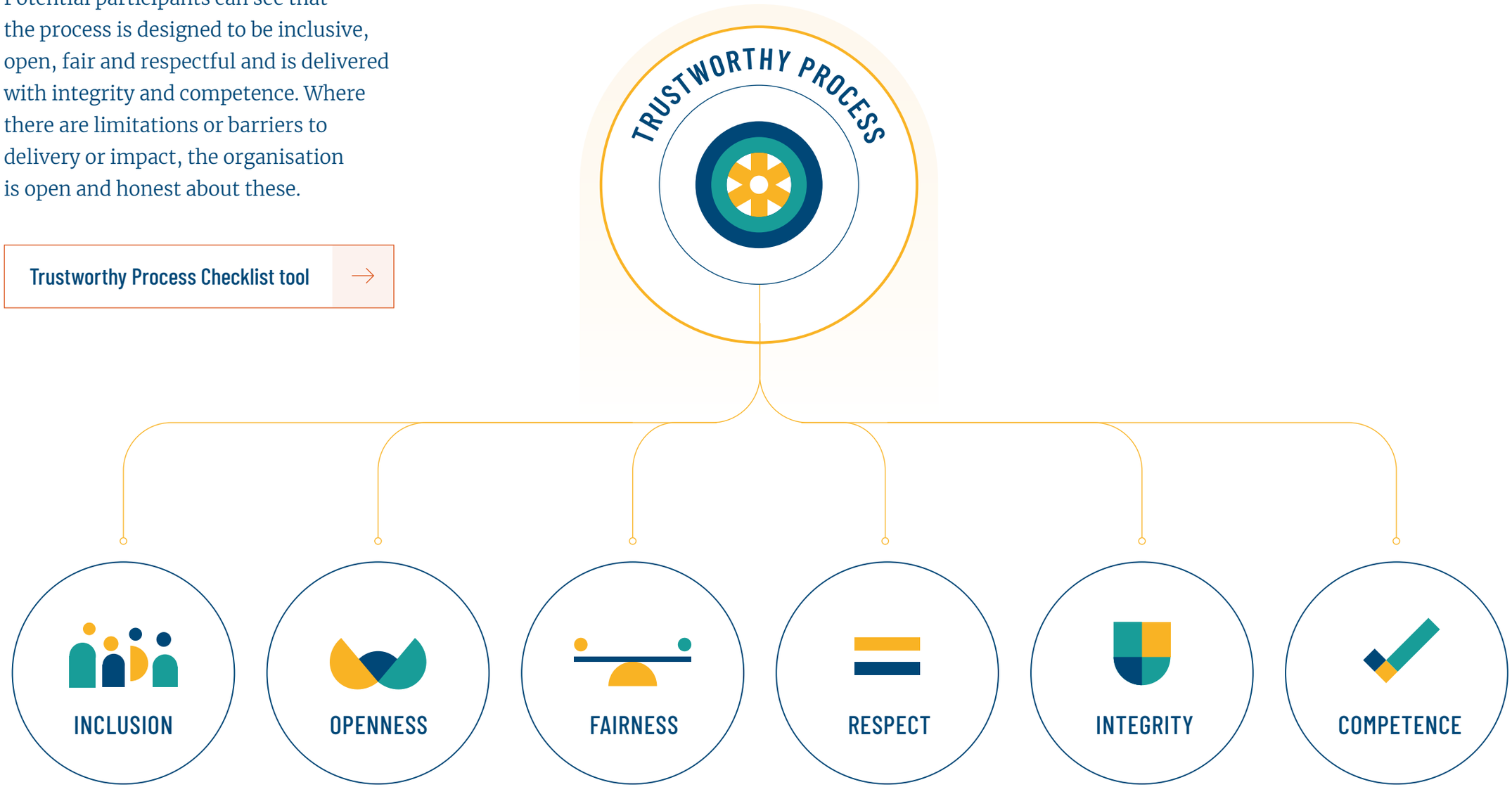
Involve external stakeholders

Where organisations have existing relationships with external stakeholders, such as civil society groups or affected communities, it is valuable to involve them early in defining purpose and desired outcomes. This includes not only brainstorming but also reviewing drafts or participation on advisory boards. These engagements should be regular, mandatory, and substantive, moving beyond box-ticking exercises.

2 Designing and delivering a trustworthy process

Potential participants can see that the process is designed to be inclusive, open, fair and respectful and is delivered with integrity and competence. Where there are limitations or barriers to delivery or impact, the organisation is open and honest about these.

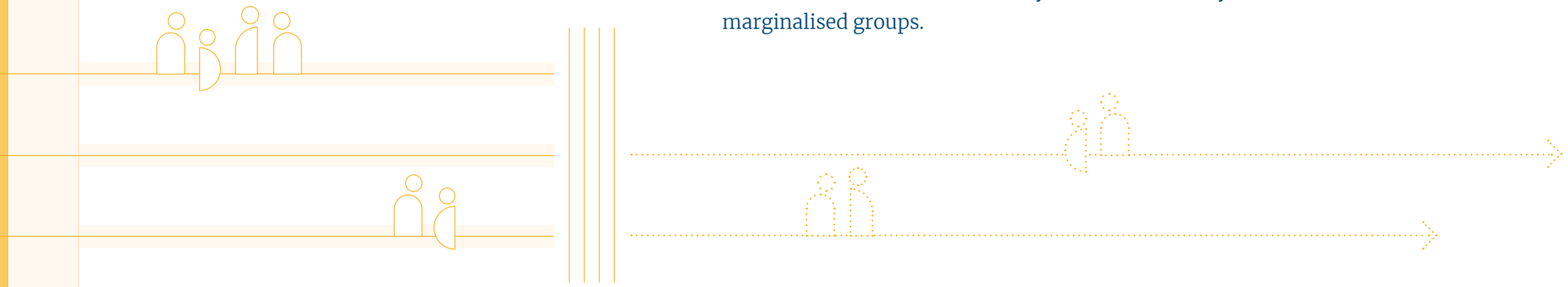
Trustworthy Process Checklist tool →



Step 1
Understanding and addressing worries about barriers and limitations

There is no such thing as a perfect engagement process or outcome. Each will have its barriers and limitations, some of which may not be obvious, or even foreseeable.

These might be constraints on overall purpose or outcomes, funding, resources, capacity, competence, knowledge, expertise or concerns about competitiveness issues. Or it may be that the trust of your potential participants has been lost for various historic reasons to do with your own or the sector's reputation, which may influence their inclination to contribute constructively. It is important to center the concerns and needs of historically and institutionally marginalised groups.



Honesty and openness are central to building trust in the process despite constraints. For example, if there are organisational or political limitations on certain courses of action, but you still need to understand what people want or need – say so in advance. Clarify what is and isn't possible before you start, any constraints on your ability to change decisions or products should be made clear and participants can then choose to engage or not.

But it is important to be clear about the commitments you are making. Be ambitious and genuinely open to change to ensure trust is not further eroded, either by misplaced expectation or timidity.

Consider also the possible constraints from the perspective of those you want to engage with – resources, psychological safety, concerns about their own expertise and positive or negative past experiences, for example. (See Trustworthy Process Checklist tool)

Identifying constraints early is very useful. It could be part of an internal 'triage' process, or even part of the trust building aspects of co-defining, with stakeholders, your purpose, the introductory session or even the invitation to engage. It can also help both parties identify problems and respond appropriately before a vague concern becomes a real problem.

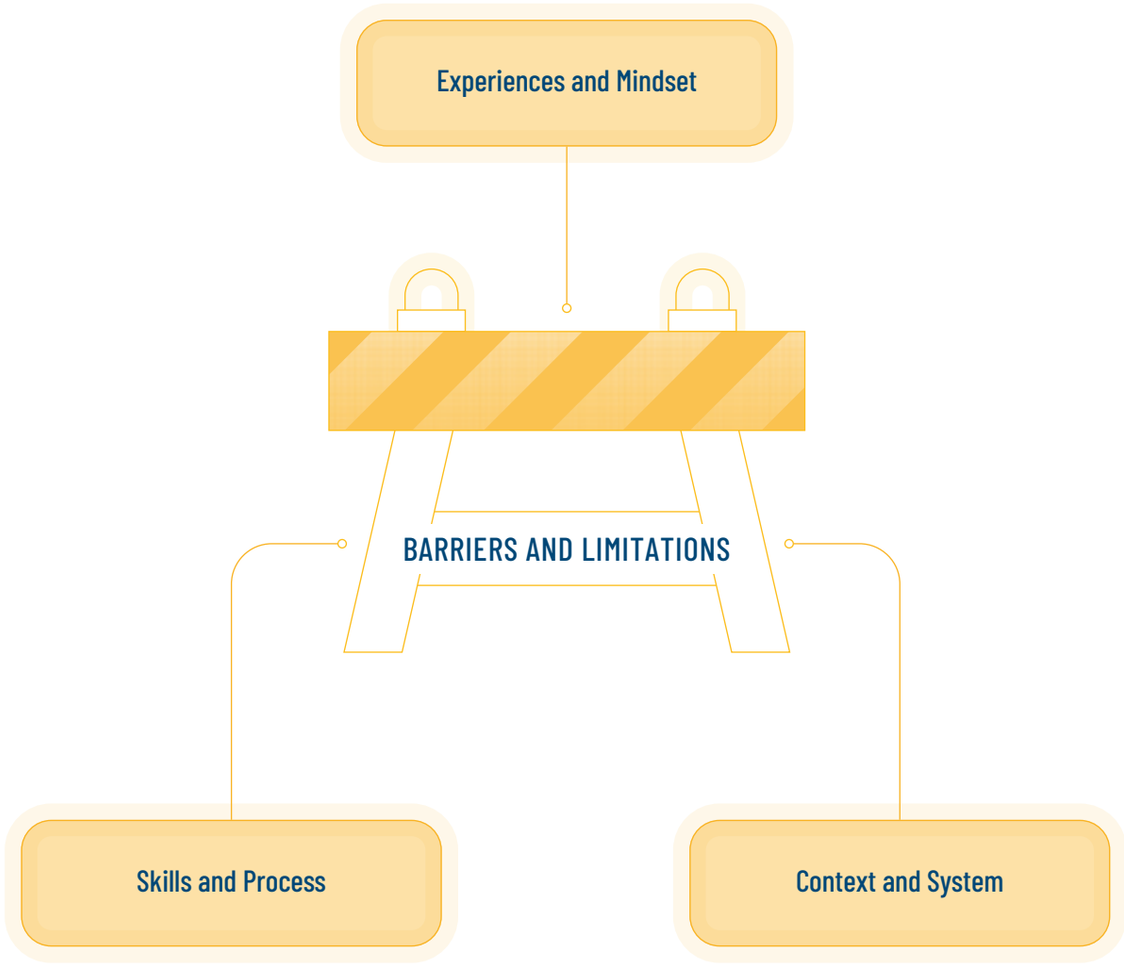
The Barriers and Limitations tool may help with this process.

TOOL

Barriers and Limitations

- Use these or other prompts for internal brainstorming on barriers and limitation;
- Remember this is not about blame or shaming others for the current situation, or past issues, it is about surfacing problems and concerns honestly as part of working towards a genuine meaningful outcome;
- Even involve stakeholders in making these explicit as part of the process;
- Use them to underpin process design elements and process and impact commitments.

Please see the next page for examples.



EXPERIENCES AND MINDSET

Stakeholders

- Why bother, nothing changes, this will be just another tick box exercise
- They usually make no effort beyond the technical to help us understand
- I never know what happens to my input, so is it worth it
- They have all the power, they think they don't need us

Developer

- They are not experts, they don't know enough to be relevant
- It will take twice as long, we don't have the time
- They don't understand us, it will just open a can of worms
- Whatever we do they just keep raising the bar

CONTEXT AND SYSTEM

Stakeholders

- We don't have the resources
- How do I manage my time and engagement with limited resources
- The business model gets in the way, it is pointless in this system
- There is no hard commitment to act on human rights harms so it won't be worth it

Developer

- We don't have the resources
- The pressure to get the product/ service out ASAP is serious and real
- If senior management don't want it, it will be a waste of time
- Suggested changes will be difficult to incorporate in light of the business model

SKILLS AND PROCESS

Stakeholders

- How can we be sure that this process will make a different to the things we care about and we won't just be ignored
- I don't know enough about Al/HR, I will just look foolish
- How can I tell a good engagement from a bad one?

Developer

- I don't know enough about Human Rights to not look foolish
- I don't even know where to start
- How can we be sure that they will take part in good faith and not try to derail or subvert the process?
- I don't know what to do with their input

Step 2
Deciding when to engage

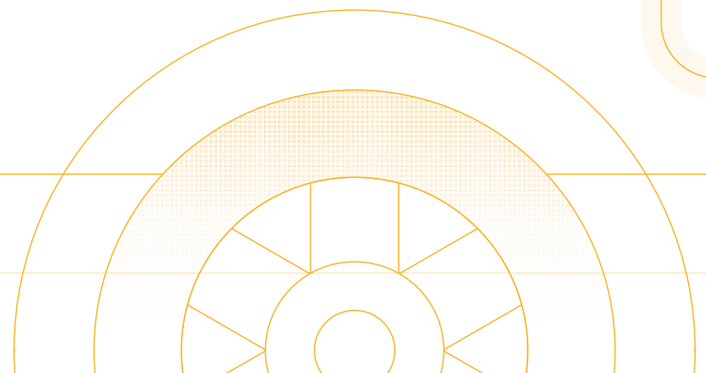
Engagement is often seen as one-off event, but it may work best as a dynamic, iterative process that can have several objectives, involve different target groups and use different methods at different times. Once you have identified your purpose and objectives, you will be much clearer about when to engage different stakeholders.

Objective

To ensure that you are seriously taking concerns of external stakeholders, especially those from marginalised groups, engagement should happen where contributions can be most influential. This is not just about UX, (user experience) – "do people understand how to use our product the way we intend" – but involving them in shaping the intent behind it as well as its design, implementation and most importantly the implications and impacts of it in use.

Action

Users can contribute their experiences, ideas, and critiques on a leveled platform with developers throughout the AI lifecycle. Before going through the design stage, it is crucial for developers to evaluate the true need for the system, especially with proper stakeholder research to ensure accurate and inclusive representation. They should refrain from resorting to techno-solutionism, the assumption that a solution to an issue is always technical.

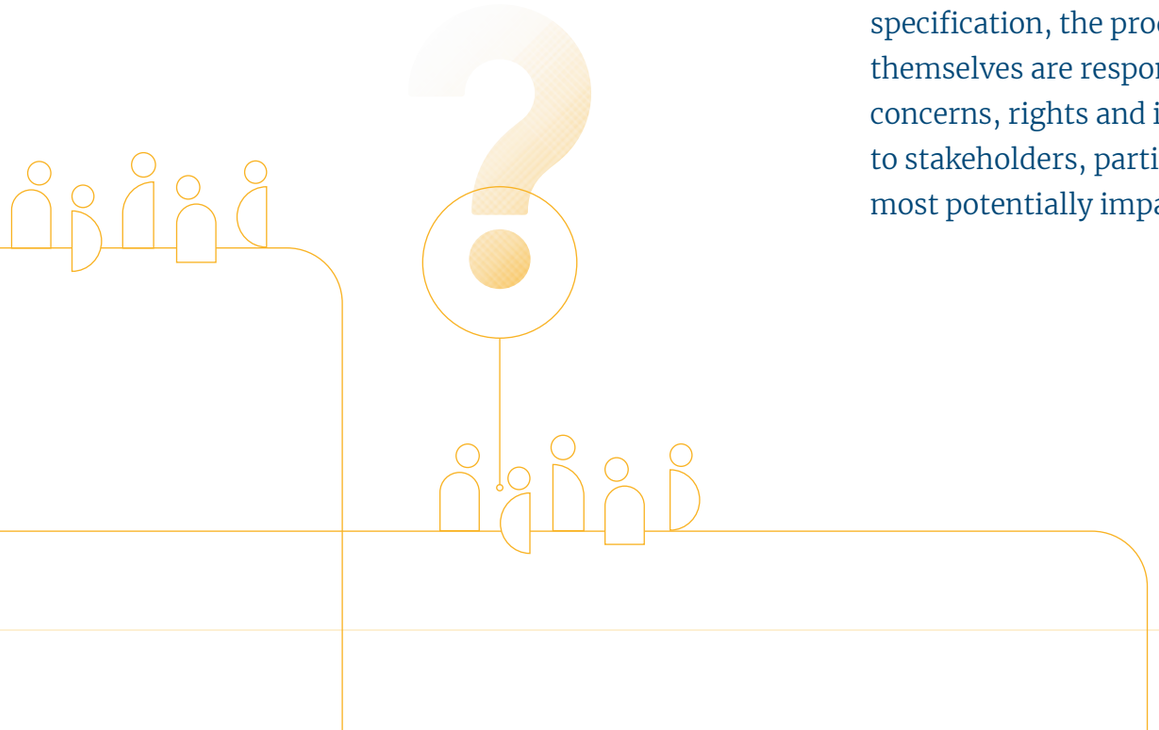


"A key challenge with stakeholder engagement on products and services at-scale is the speed of the product development process. One under-explored way companies can address this is by leveraging their existing user / UX research processes, where they are effectively already doing external stakeholder engagement at-scale."

Lindsey Andersen, Associate Director at Business for Social Responsibility (BSR)

At what points do stakeholders need to be involved for the engagement to be meaningful?

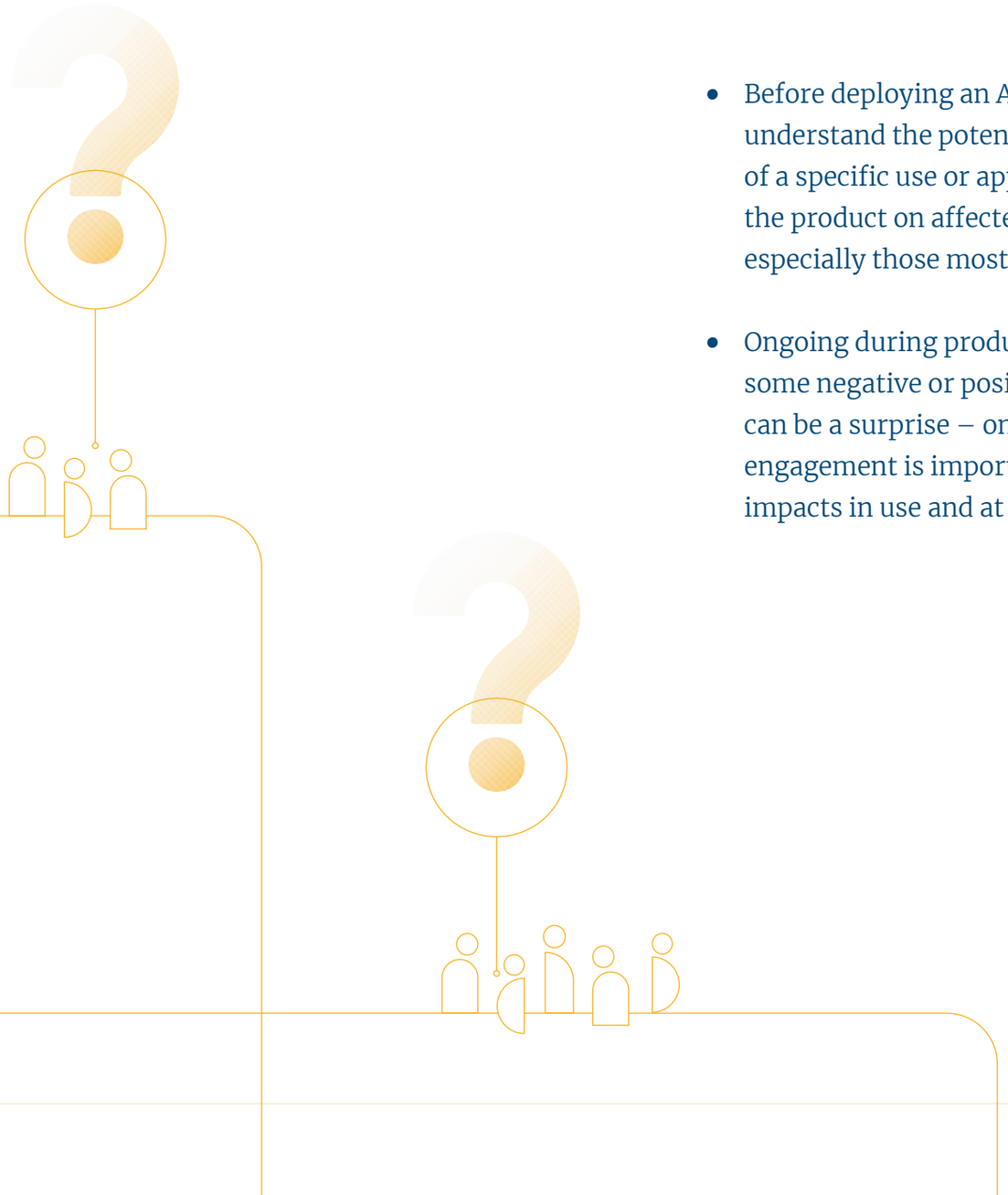
When to involve stakeholders tool →



It is equally important to sustain long-term engagement with stakeholders, in a manner that does not overburden individuals, but ensures true commitment to the goal(s) of the project/system.

- As part of internal discussions about product purpose and desired impact, often led by product managers?
- As a part of product design and specification, the products and services themselves are responsive to the concerns, rights and issues important to stakeholders, particularly those most potentially impacted.
- During dataset creation (including training and testing), stakeholders play a critical role in identifying and addressing risks of bias and non-representative data. They should be actively involved in defining what data is truly "necessary," guiding filtering and selection to ensure it reflects diverse perspectives and lived experiences. Without such input, algorithmic bias can emerge through proxy discrimination, where neutral-seeming variables correlate with sensitive attributes.

  For example, Passenger Name Record risk assessments that factor in distance from home to airport may indirectly expose racial, ethnic, or socio-economic backgrounds. Similarly, resume-screening tools that rely on zip codes, names, or education risk reinforcing systemic discrimination. Meaningful stakeholder participation helps prevent these harms and ensures data choices are transparent and accountable.



- Before deploying an AI system, to understand the potential implications of a specific use or application of the product on affected groups, especially those most at risk of harm.

- Ongoing during products in use – some negative or positive impacts can be a surprise – ongoing engagement is important to assess impacts in use and at scale.

USEFUL TIP

It can be helpful to correlate this with your product development roadmap. Consider the milestone stages of the AI system's lifecycle and when you can benefit the most from the external input.

"If a system is so complex that even those with total views into it are unable to describe its failures and successes, then accountability models might focus on whether the system is sufficiently understood – or understandable – to allow its deployment in different environments... or if the system should be built at all."

Seeing without knowing: Limitations of the transparency ideal and itas application to algorithmic accountability *by Mike Ananny and Kate Crawford*

TOOL

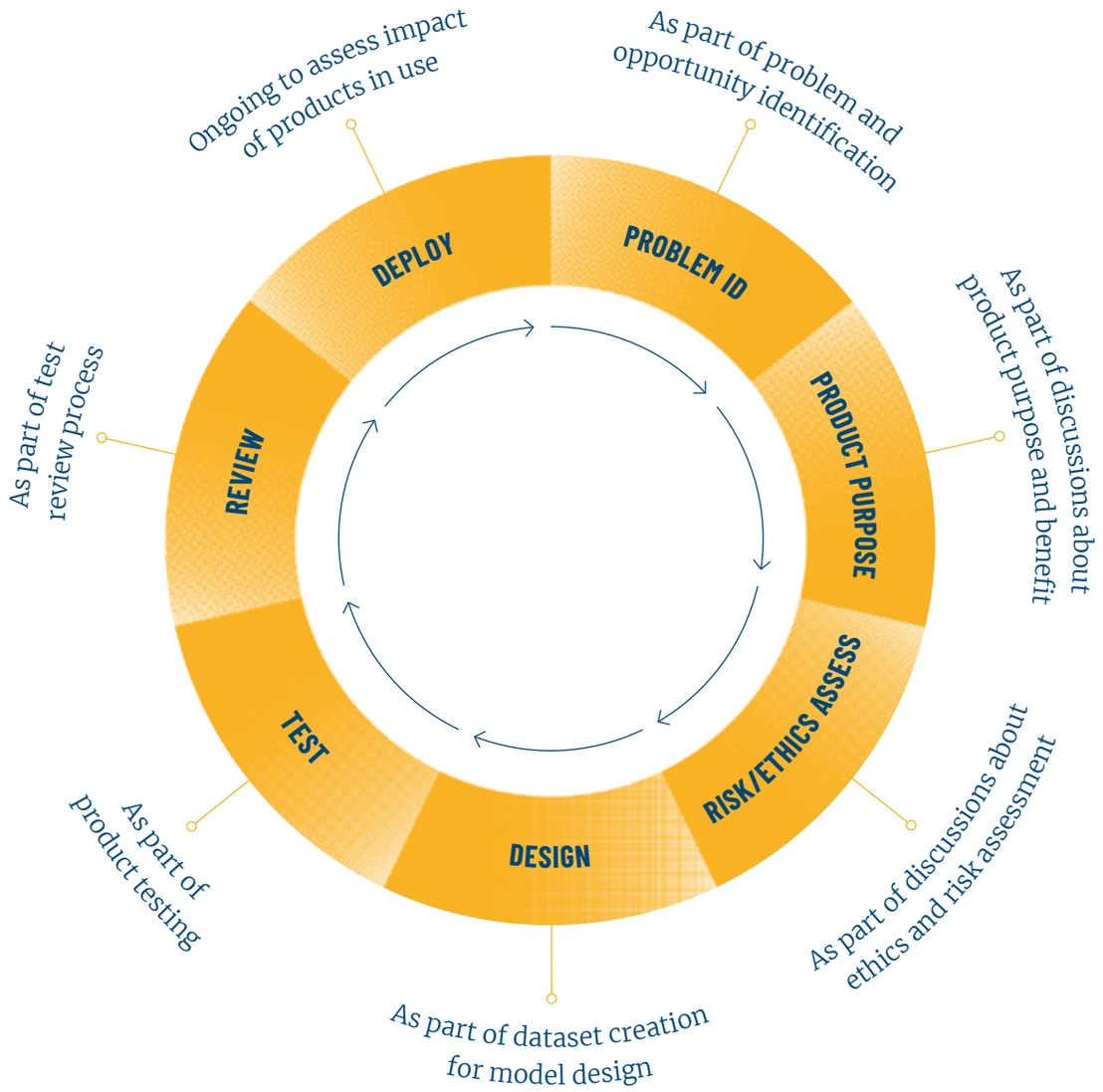
When to involve stakeholders in AI product development lifecycle?

PILOT

Perhaps our most important learning from the pilot with Discord was the transformative power of engaging stakeholders at the earliest stages of AI development. Starting during the ideation and design phase allowed ECNL's input to influence multiple product areas and embed best practices from the ground up. This approach stands in stark contrast to applying fixes after products are already built.

That said, engaging stakeholders so early comes with trade-offs. There is less concrete information to share about specific products and less clear direction, since the goal is to hear from affected communities about what kind of product could be helpful rather than harmful. Importantly, the engagement should continue throughout the product lifecycle, even as the formal partnership concludes.

This was also reflected in the Amsterdam pilot, where the city acknowledged that early and active involvement helps build trust. Citizens appreciated being able to participate in discussions and influence the development of the scan bike.



Step 3
Deciding who to engage

Six tests for Stakeholder Identification tool →

Tina Park, independent researcher, highlights the De|Center's Design from the Margins methodology, which prioritises the needs of those most marginalised within the tech development sphere. This approach shifts power towards communities and underscores the critical role marginalised stakeholders play in shaping meaningful engagement.

Deciding who to engage is usually called Stakeholder Mapping.

There are many ways of mapping the potential stakeholders you need to engage with – most often going down a list of shareholders, funders, users, customers, civil society organisations. But this can omit important stakeholders, such as affected communities and the general public, or society as a whole, who may or may not be users, who are often left out of the mix.

PILOT

Success begins with knowing whom to engage, yet mapping stakeholders is challenging, especially for AI companies that don't have any pre-existing relationships with civil society or affected communities. Partnering with a trusted organisation can help in this process, ensuring diversity in regional representation, demographic groups, lived experiences, and subject matter expertise. This was one of our key findings from the pilot with Discord, as the team emphasised that identifying stakeholders is a significant undertaking, and ECNL's ability to gather multistakeholder voices was a core strength of the engagement. While leveraging existing networks provided a strong foundation, we saw the critical importance of intentionally broadening our reach to include voices traditionally excluded from tech policy conversations.

To address this, we are exploring a mapping method that prioritises the most impacted stakeholders first and then works outward. This approach strengthens problem identification, stakeholder mapping, and issue prioritisation simultaneously. It includes both primary and secondary stakeholders – from organisational leadership, funders, and project owners to civil society organisations, marginalised groups, and communities, especially those in the Global Majority. Central to this framework is the empowerment of marginalised stakeholders and the responsiveness of developers.

Similar examples can be found in this useful resource.

B Cavello, Director of Emerging Technologies at the Aspen Institute, highlights the value of also engaging entities that are one step removed from the communities targeted or impacted by an AI system, in addition to engaging with those groups first. These "valuable intermediaries," such as grantees, community liaisons, or conference organisers, combine proximity to the community with sufficient technological literacy to understand potential impacts, serving as critical bridges between developers and the people affected.



TOOL

Stakeholder identification internal 'triage'

If you have identified in the Shared Purpose phase those internal groups who are essential to a meaningful outcome, engage with them to understand who may be important to them to engage with. Otherwise convene an Internal 'triage' brainstorm now of the relevant groups in your organisation, who may have the necessary expertise to identify stakeholders.

You could brainstorm potential stakeholders in many different ways. One useful approach could be to design prompts as the starting point for the brainstorm. As in other phases, prioritising members of marginalised groups should be the guiding principle.

For example, these may be useful, adapted from the 'Six Tests for Stakeholder Identification' tool from The Consultation Institute.

Test 1: Who is directly impacted?

Whose daily/weekly lives will change as a result of this product or service. And how? What may be the consequences?

Who cannot easily take steps to avoid being affected by this?

Who will have to change their behaviour as a result of this?

Who has been historically impacted from policing as an institution?

Test 2: Who is indirectly impacted?

Whose daily lives will change because others have been directly impacted by this?

Who will gain or lose because of changes resulting from this?

Who already faces the impacts of systemic discrimination?

Test 3: Who is potentially impacted?

In particular circumstances, who will have a different experience as a result of this decision?

Are there individuals or groups who will have to adjust their behaviour if particular conditions apply?

Who is already experiencing harm by structural injustice, in varying degrees?

Test 4: Whose help is needed to make it work?

Who may understand the likely impact of this decision on other stakeholders?

Are there vital individuals or groups in the delivery chain whose help is needed?

Who if they obstruct the development will have a negative impact and why would they?

Test 5: Who has expertise on the subject?

Who has studied the subject and published views on it?

Who has detailed know-how that is needed for effective delivery?

Has anyone been campaigning about issues associated with positive and negative impacts and rights which may be affected?

Are there individuals or groups who are knowledgeable on the subject? Are there others in related worlds who may be perceived as knowledgeable - eg social media influencers

Test 6: Who has experience relevant to his subject?

Are there individuals or organisations who have direct or related experience relating to impact?

Who would support or help the individuals or groups impacted?

TOOL

Impact and influence mapping tool

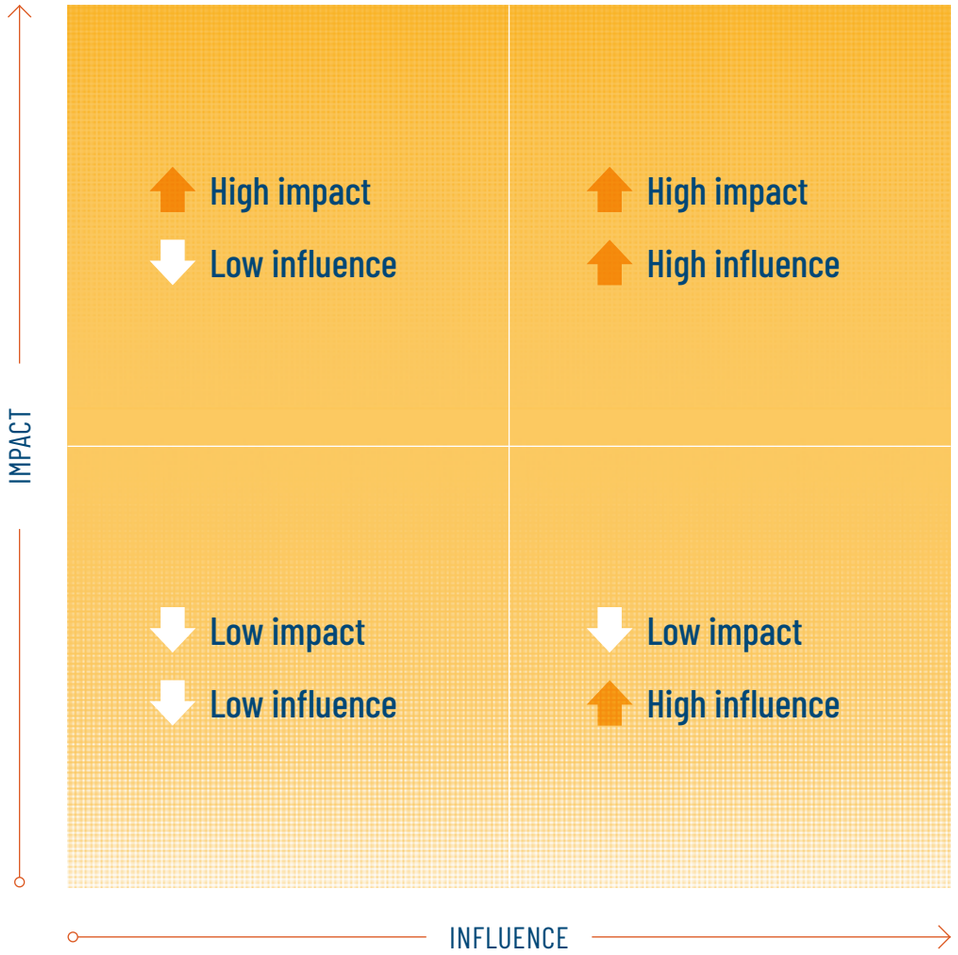
You will be mapping different stakeholders by their Impact and Influence on this 2 x 2 map. You could have one large one, or a series by category which are later amalgamated. For tips on using this tool, see next page.

High impact/high influence
Big Tech, major AI companies, policymakers, and leading AI research labs shape AI systems and have majority control over the use of these technologies.

High impact/low influence
Those fueling these companies from the supply chains like Uber drivers and Amazon package workers, lower-income neighborhoods under heavy policing, migrants subjected to risk assessment at border control and small-to-medium AI enterprises.

Low impact/high influence (less direct exposure)
Ethicists and researchers, advocacy organisations/CSOs, investors (VCs, wealth funds), and think tanks.

Low impact/low influence
Those working outside tech-centered spaces, and groups with lower levels of AI literacy [e.g. elderly communities].



How to use

- Use the prompts from the Internal Triage process to think of the individuals or groups who may be affected. Plot them on the Impact and Influence Map.
- Map the individuals and organisations who are important for each of the stakeholders you seek to reach.
- Focus on those you believe to be the most negatively and positive impacted, especially those from marginalised and vulnerable groups such as women or racialised persons. Don't forget that the general public may be impacted as well as specific groups.
- Consider also those connected to these groups who might represent them or facilitate their engagement.
- You have initially thought through many potential positive and negative impacts. Who can help validate these and understand them better, as well as uncover new ones you haven't thought of?
- Remember experience may be more important than expertise. So individuals with lived experience are also important, not only experts.
- Don't think of stakeholders as potential blockers or barriers to be persuaded by your engagement, but as potential collaborators, or individuals with intel you desperately need. Remember negative views are gold dust, they may help you head off problems before they become disasters.
- Proxies can be used to capture some stakeholder views. 'a Proxy' is a person or group of persons who can speak about the experiences faced by a particular group of people, but who are not actually these individuals or groups themselves. For example, proxies can include:
  - Representative organisations, which help a particular (and vulnerable) group;
  - Academics and researchers working on the particular topic;
  - Family members and carers;
  - More detail on considerations for including different types of proxies can be found here on page 22.
- Individual citizens may be engaged for the expertise they have – eg their experience or context (as above). But when is it important to involve the public in general, even giving them agency in the decision?
  - When the technology may affect a large proportion of citizens;
  - When fundamental rights or societal values are challenged but the public interest may be served in using the technology;
  - When the technology potentially changes overall policy directions, eg policing, healthcare, etc.;
  - When a public policy decision is being made which requires the consent of citizens;
  - When understanding about societal values are needed to define what is acceptable and what is not.

For more on experience vs expertise see here: 'Why lived experience is a strength'

"Designers tend to unconsciously default to imagined users whose experiences are similar to their own. This means that users are most often assumed to be members of the dominant, and hence "unmarked" group: in the United States, this means (cis)male, white, heterosexual, "able-bodied," literate, college educated, not a young child and not elderly, with broadband internet access, with a smartphone, and so on."

Design Practices: "Nothing about Us without Us" *by Sasha Costanza-Chock*

Step 4 Choosing engagement methods

A strong method for engagement analysis is the use of change logs or transparency dashboards to provide records of the product's development over time, upholding transparency with the public. These records help maintain transparency, track the development of a product and invite feedback. When choosing engagement methods, deep qualitative-based collaboration with trusted partners, such as civil society organisations, should be prioritised.

Linking purpose and methods

Research shows that people trust decisions when they can clearly see they have not been taken behind closed doors, but involving people like them, and with the inclusion of independent academic experts or civil society groups, critics and those standing up for marginalised groups rights and interests.

Engagement is particularly important when difficult decisions need to be taken, for example those in which competing rights or values can be in tension, or where tradeoffs are involved – such as deciding on whether to strengthen privacy or increase transparency – particularly those with serious implications for marginalised groups and wider society. By thinking creatively with affected communities, it often becomes clear that human rights are not in conflict, but instead interdependent and complement each other.

PILOT

In the Amsterdam pilot, the sessions revealed that existing communication channels were not always suitable for all citizens. Alternative tools such as WhatsApp and email were considered more user-friendly by some residents.

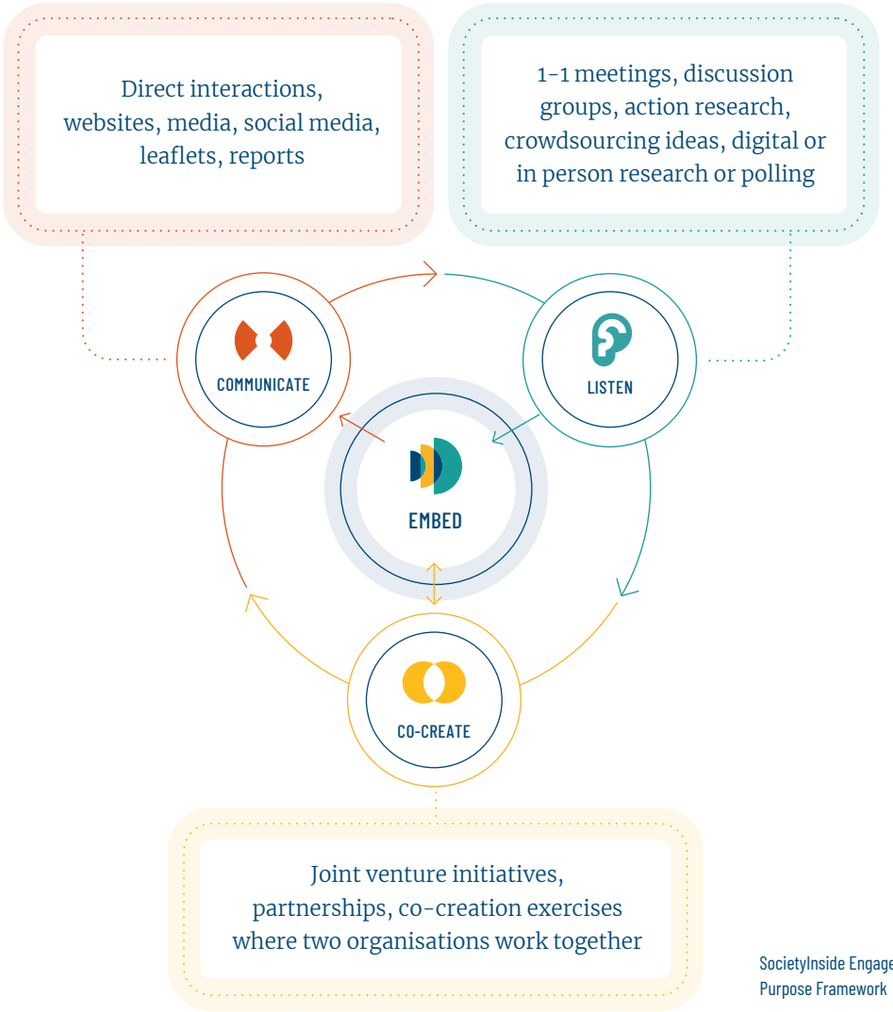
USEFUL TIP

'Nothing about us without us', to borrow a phrase from the accessibility community, could be a great phrase to bear in mind when considering who, when and how to engage.

Listening, collaboration and communication will use different methods, so when choosing methods, it is important to reflect back on the following:

- **A** The purpose of your engagement
- **B** Who you want to reach for what reason
- **C** How they can be best reached

Some methodology examples



SocietyInside Engagement Purpose Framework

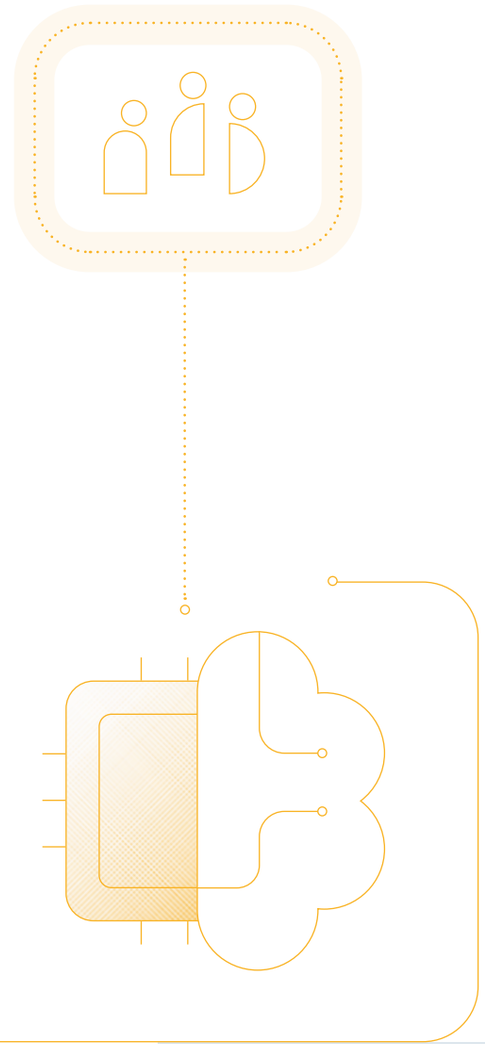
There are many methodologies of varying sophistication. Some will require specialist facilitation, others not, though in all cases experienced facilitators are important to ensure the smooth running of a competent process. In many cases facilitation by independent groups trusted by participants is recommended.

Co-creating the approach with some stakeholders, especially with those from marginalised groups, is particularly helpful so they can shape the consultation process and concerns about personal safety and privacy can be overcome together. Issues of power dynamics and accessibility to all stakeholders should be taken into account throughout the process.

The information given to participants in an engagement can itself be biassed and skew the outcome unfairly. Involving stakeholders in materials design can help ensure these too are seen as fair, respectful and trustworthy.

Next determine which method most closely matches your needs, yields your desired type of inputs, and is feasible given your timeline and resources.

A comprehensive catalogue of engagement methodologies, with ideas of purpose, numbers of participants, timing and cost levels can be found here on the website of UK public engagement specialist Involve.



AI companies can leverage machine learning techniques to enhance stakeholder engagement, particularly when working with large volumes of participant data.

AI companies can leverage machine learning techniques to enhance stakeholder engagement, particularly when working with large volumes of participant data. Methods such as sentiment analysis and clustering can reveal patterns of opinions or group similarities, while topic modeling helps distill open-ended survey responses or public feedback into clear themes. These approaches are especially useful for developers managing complex datasets, enabling insights into the perspectives of many users simultaneously. When stakeholder data – especially from marginalised groups – is used to train AI models, it must be high-quality, accurate, representative, and handled securely to protect participants' privacy. Data preprocessing is critical to transform raw feedback into reliable and safe inputs.

Key steps include:

- **Data cleaning:**
  identifying and correcting inconsistencies.
- **Data normalisation and feature scaling:**
  standardizing values to prevent bias from differing scales or outliers.
- **Handling imbalanced or categorical data:**
  ensuring models accurately reflect community sentiments without distortion or dilution.
- **Data security and privacy safeguards:**
  anonymizing or pseudonymizing data to prevent stakeholder identification and protect sensitive information.

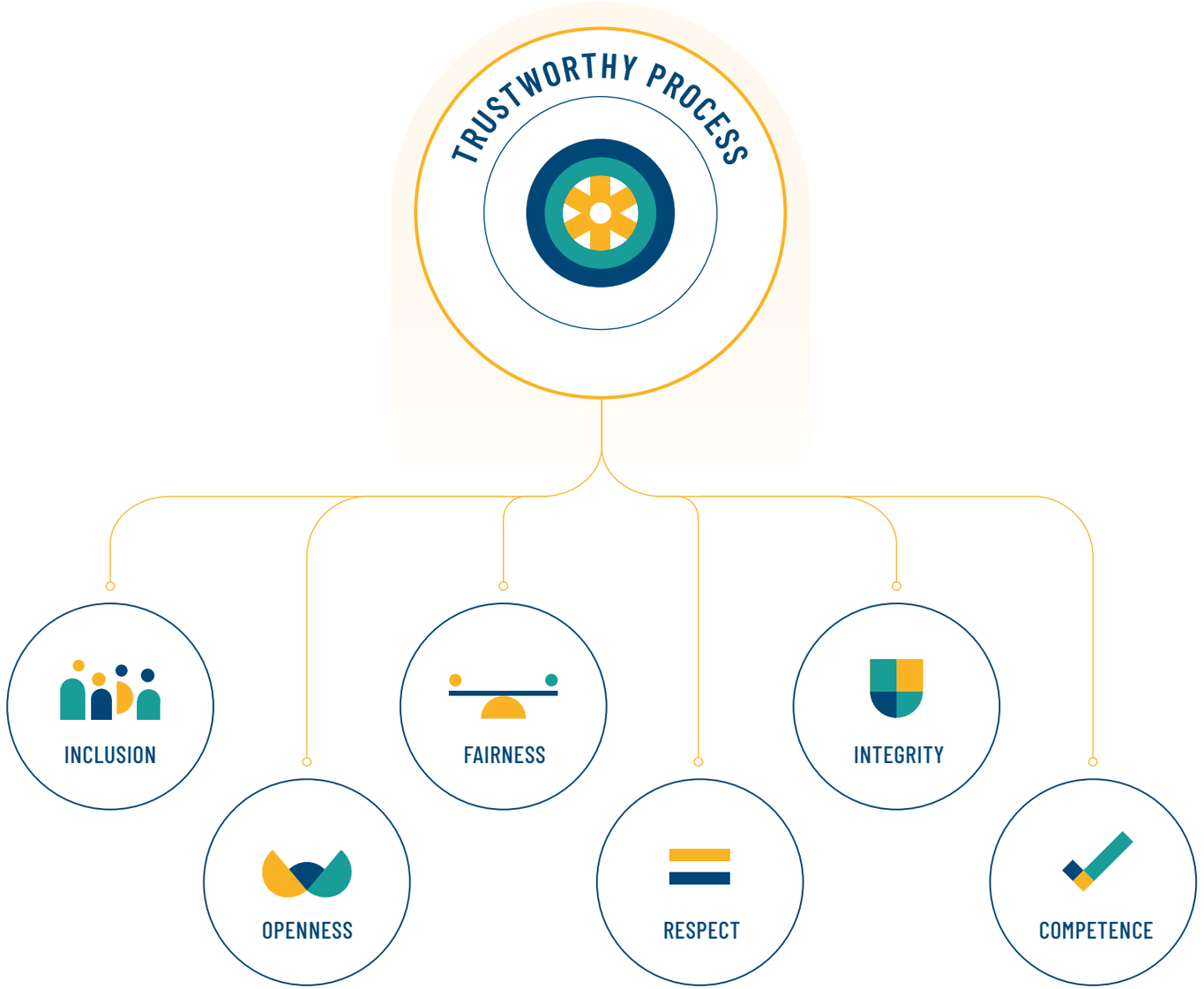
Careful preparation ensures that AI systems are trained on data that authentically represents the voices of engaged communities while safeguarding their privacy and security.

TOOL

Trustworthy Process Checklist tool

Fundamental to meaningful engagement is the design and delivery of a process that participants and evaluators can trust. SocietyInside's 5 year research programme into trust and governance identified the drivers of trust which are important for a trustworthy process. These are Intent (covered here by our Shared Purpose focus) Inclusion, Openness, Fairness, Respect, Integrity, and Competence.

We have used these to underpin all elements of the design and delivery of the process and have also created a checklist to cluster the aspirations, issues and concerns raised by our consultation process.



Inclusion

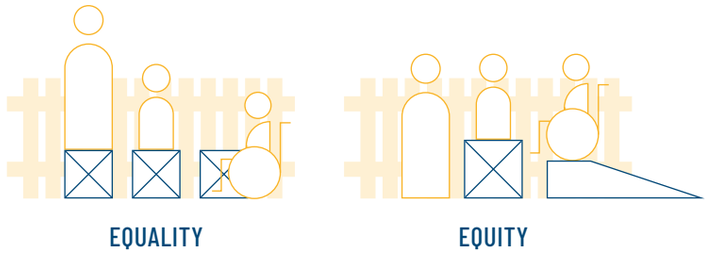
- [ ] Are we broad in our inclusion of stakeholders, particularly those who may be most negatively impacted and those already marginalised and vulnerable?
- [ ] Are we clear that experience, not just expertise is valuable and are we seeking out contributions of all types?
- [ ] Some perspectives may be more difficult than others to obtain. Are we ensuring we just don't give up on a perspective because individuals may be hard to reach?
- [ ] Are internal and external stakeholders included in our deliberations about meaning?
- [ ] Can we incorporate diversity audits, co-design methods, and enhanced recruitment strategies, leveraging the support of civil society organisations, to ensure meaningful representation of marginalised groups?
- [ ] Consider using additional techniques to balance datasets, such as over-sampling to generate synthetic data points for underrepresented groups (while acknowledging the limitations of synthetic data) and multi-task learning, which allows the model to simultaneously learn related tasks, such as sentiment analysis.

Openness

- [ ] Are we open and honest about the purpose and proposed outcomes of the project?
- [ ] Are we open in process design and communication about the limitations to the process or the capacity for the project to make change within the organisation?
- [ ] Do we have an open mind which is ready to listen and take seriously all perspectives, especially those which historically have had less power and influence?
- [ ] How are we ensuring the process is open, with enough information and knowledge sharing to inspire trust, whilst also ensuring safe sharing and psychological and physical safety of participants, especially those who historically have been most disenfranchised and at risk of harm? (In some countries even attending meetings about human rights may be physically risky.)
- [ ] Are we committed to being open about unanticipated problems which may occur during the process and open to collaboratively devising solutions?
- [ ] Are we making change logs, data sheets, and AI briefings accessible to stakeholders and/or the public to support transparency?
- [ ] Are there clear, shared milestones amongst stakeholders to track meaningful change?

Fairness and Equity

- [ ] Do we have a process of ensuring a fair share of voice in design and facilitation 'Weighting' participation to ensure fairness and equity of representation?
    - Equity-focused design goes a step further than inclusive design. It asks designers to focus on the needs of groups that have been underrepresented or ignored in the past or are particularly hard to reach. The goal of Equity-focused Design is to elevate the perspectives of individuals, groups or perspectives which have been excluded in the past.
    - Equity means providing a different level of opportunity and support for each person to achieve fair outcomes.



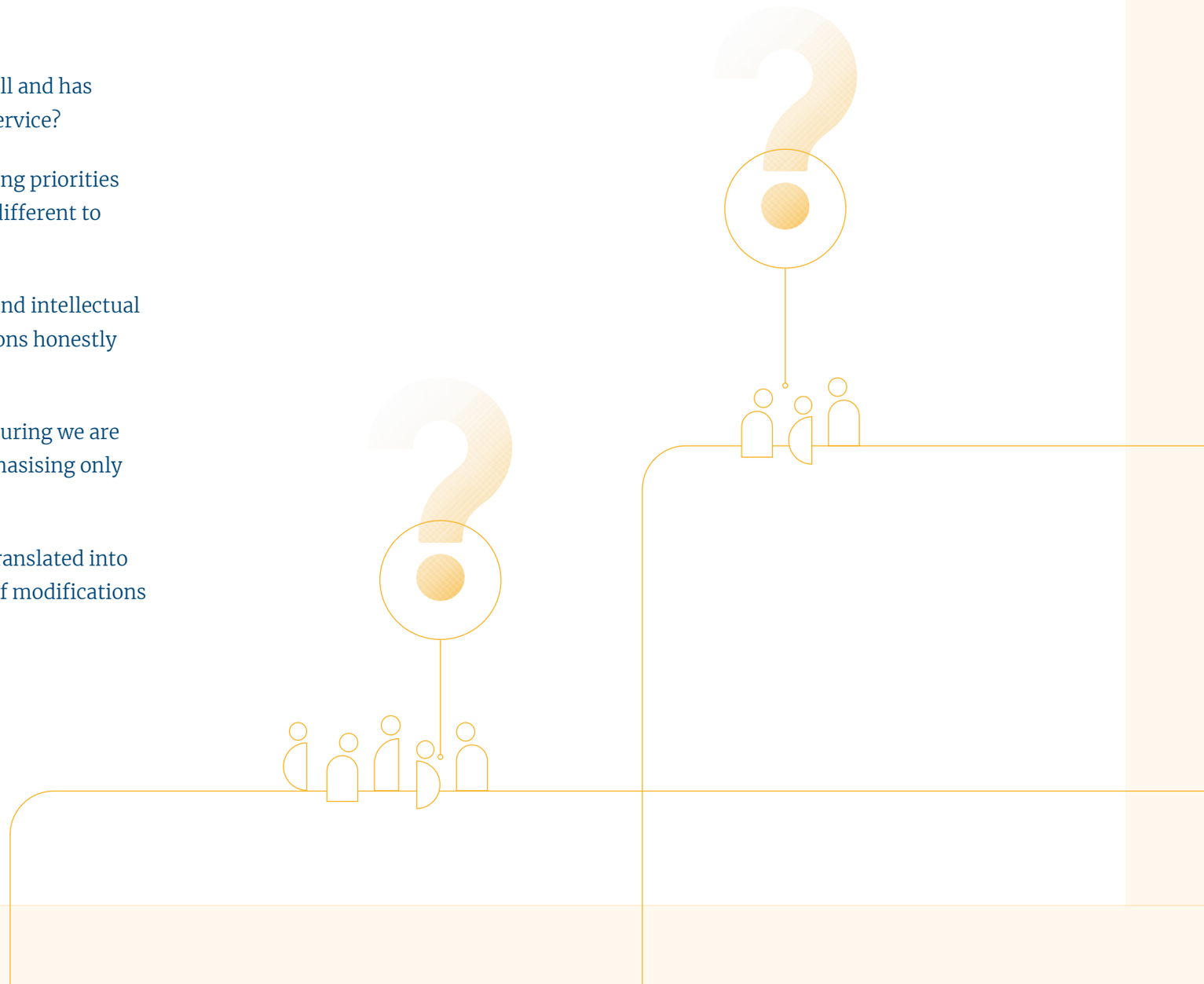
- [ ] Are we ensuring a fair share of voice in the process and ensuring that certain perspectives or voices do not dominate – both in choice of participants and meeting facilitation?
- [ ] Are the materials we provide unbiased and fair?
- [ ] Are risk assessments being conducted as a primary step during deployment and observation, with necessary adjustments made based on their findings?
- [ ] Are feedback mechanisms, such as aggregate voting, sorting, or sprints (fixed time period to work on specific task), being used effectively to ensure equitable design?

Respect

- [ ] Are we involving people early enough for their perspectives to make a meaningful difference to issues which matter to them, or the people or issues they represent?
- [ ] Are we respecting people's circumstances, by making the engagement at a time and place convenient for them, not just us? (This may also be about balancing the convenience for participants of online engagement with the perhaps higher quality of engagement which happens face-to-face.)
- [ ] Are we properly supporting and valuing people's participation, eg with financial compensation for their time, travel to the venue, offers of childcare etc? Are we including civil society groups as well as individual citizens in renumeration policies?
- [ ] Is our approach and our materials culturally sensitive to the setting, context and individuals we are involving?
- [ ] Are we ensuring appropriate language support, eg translation in all its forms, facilitation which is impartial in its approach – eg facilitators and participants can be biased in terms of their responsiveness to those who share their race or language. How do we adjust for that?
- [ ] Are we ensuring we cut out jargon and use clear, plain language and provide materials which are accessible, without being patronising?
- [ ] Are we supporting clear two-way channels of communication between developers and secondary stakeholders?
- [ ] Are we adjusting our models to be flexible with varying comfort levels of participation from stakeholders, and prioritizing cultural awareness during the engagement process?
- [ ] Are we able to effectively communicate product modifications to non-technical audiences so that everyone is equally aware?
- [ ] Are we making sure we are not equating transparency with accessibility? Moreso, is the information understandable and actionable to the non-technical side, or just 'present'?

Integrity

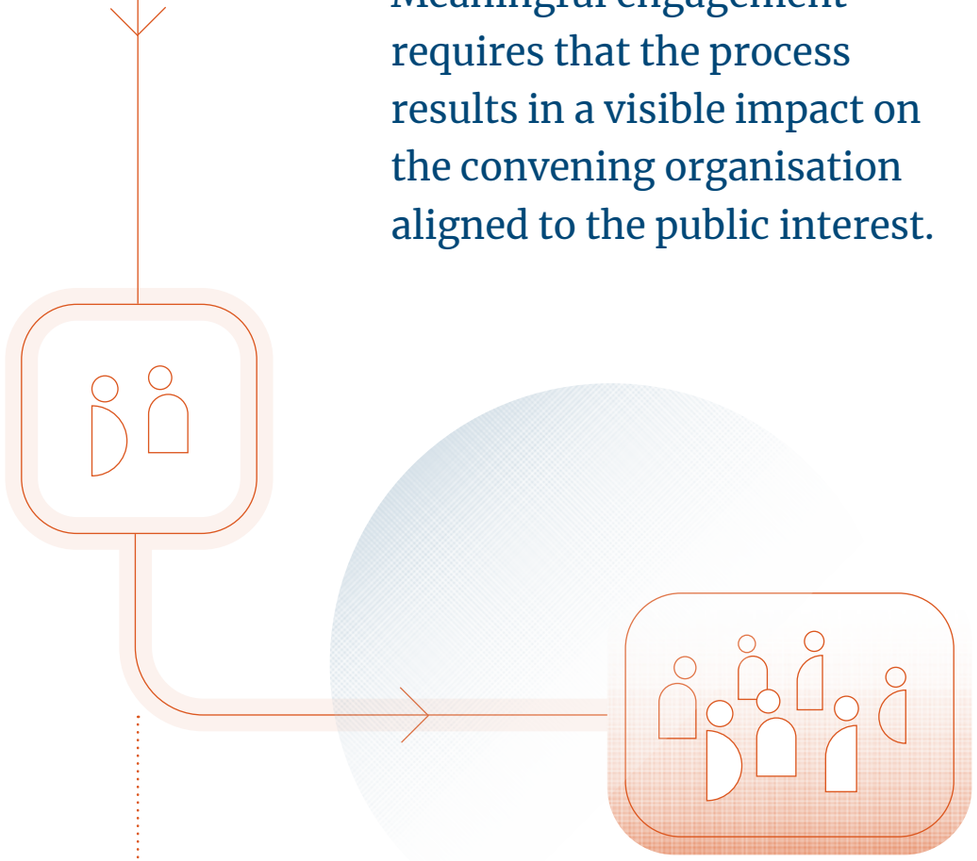
- [ ] Are we honest about how participants' feedback will and has contributed to changes in our project, product or service?
- [ ] Are we honest about where trade-offs and competing priorities mean that the impacts of the engagement may be different to participants' aspirations?
- [ ] Recognising limitations related to confidentiality and intellectual property/trade secrets, do we answer tricky questions honestly and openly?
- [ ] Are we unbiased in the design of our materials, ensuring we are not promoting simply our own perspective or emphasising only the positives of our potential approach?
- [ ] Are we ensuring transparency in how feedback is translated into action, for example through documented records of modifications and transparency dashboards?



Competence

- [ ] Do we have the resources and internal buy-in to deliver what we have proposed to participants?
- [ ] Do we have the necessary methodological design expertise? Do we know how to make our process interesting, culturally sensitive, involving and relevant, especially for non-experts in the area?
- [ ] Are we clear about what information and knowledge participants may need to have to contribute properly?
- [ ] Do we have the competence to listen and engage with those with diverse levels of expertise and values?
- [ ] Do we have competence in facilitation – would an independent facilitator be better to earn the trust of participants? Who might that be?
- [ ] What processes do we have in place to ensure participant privacy and physical and psychological safety? This is especially important for members of marginalised groups such as women and non-binary persons, racialised persons, migrants and refugees, as well as activists, political dissidents, and journalists. Useful resource includes consent forms for sensitive design.
- [ ] Do we have a process of evaluating success of the engagement by independent evaluators? Does this include evaluation by participants?
- [ ] Are we providing coherent and accessible tech literacy training for non-technical stakeholders? Can we leverage user interface (UI)/ and user experience (UX) mediators to bridge the gap between developers and non-expert participants?
- [ ] Are we conducting frequent, iterative workshops to sustain engagement, and diversifying offerings (for example, beginner coding lessons or prompt engineering training to guide large language models toward specific outcomes)?

3 Demonstrating visible impact



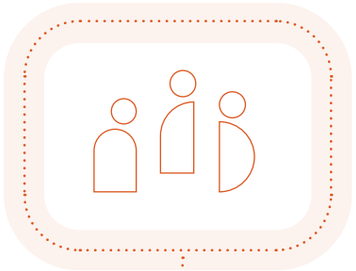
Meaningful engagement requires that the process results in a visible impact on the convening organisation aligned to the public interest.

It is made clear in process development how the proposed purpose is intended to contribute to changed decision-making, or changes to the governance of the organisation, product or service. The convenor is open about where trade-offs or competing priorities mean impacts may be different to participants' aspirations and any potential aspects of the public interest.

This is not a trivial task. We have divided it into five phases:

- **Phase 1** Setting up internal buy-in
- **Phase 2** Analysis of findings and evaluating effective response
- **Phase 3** Communication and engagement about impact
- **Phase 4** Reflecting and acting on stakeholder input
- **Phase 5** Evaluation

Phase 1 Setting up internal buy-in early



The stage of the process which defines the Shared Purpose is the best time to connect with internal stakeholders to get the buy-in of all the departments necessary to analyse and respond to the engagement findings, prioritise actions and resolve conflicts with other commitments.

Their receptiveness and buy-in will influence how you design, evaluate and present the findings to internal audiences. They may have to take action they are not expecting. For example, consultation can reveal that the key premise for AI development might be harmful, which would entail the need to pivot significantly from the originally agreed idea of the development. Therefore, it is critical to solicit the involvement of internal stakeholders at the earliest stage of the design process.

What is crucial is that you empathise with the people within the organisation who are likely to have to take action on findings. Much of this is hard, even when an organisation has a reasonably mature view of human rights or ethics within AI. Acknowledging this and being cognisant of it throughout the process increases the likelihood you can make change and actually engage with your stakeholders meaningfully to the benefit of all.

This phase is also important to consider decisions on who will respond to the stakeholders inputs and recommendations? What form will this take and when will it happen?

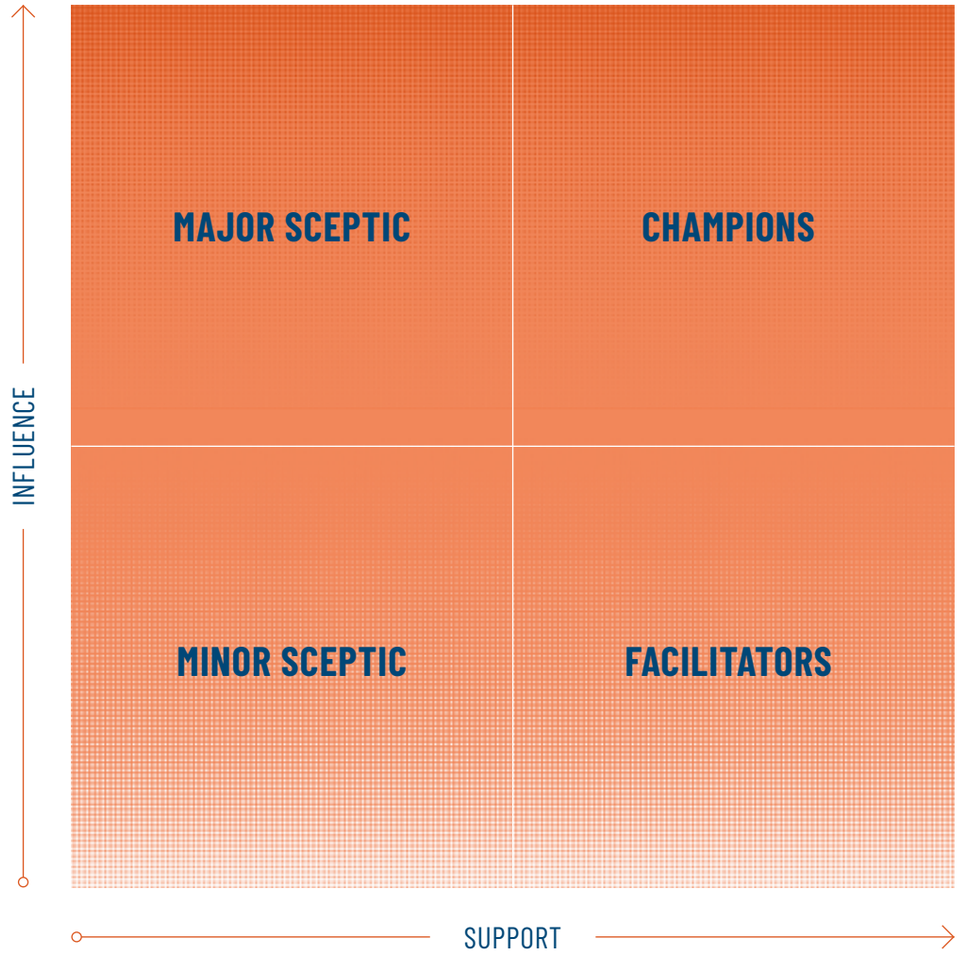
Internal stakeholder mapping tool →

TOOL

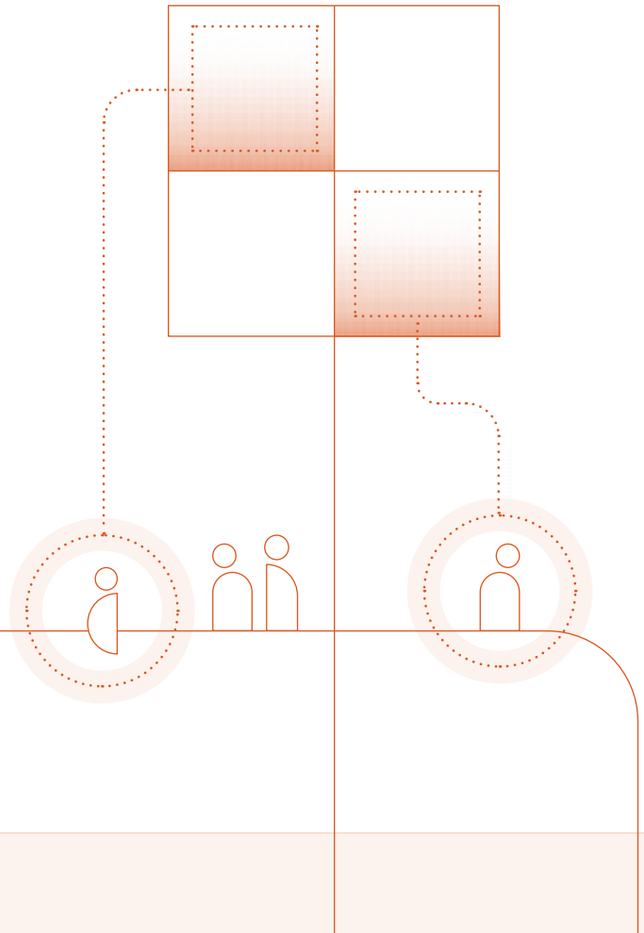
Internal stakeholder Influence and Support mapping tool

At the beginning of your project, mapping out your internal stakeholders and understanding their current context helps you to understand how you can help them and them you.

This might involve using an empathy mapping tool, such as the Influence and Support map opposite, which considers the influence the stakeholder is perceived to have within the organisation and their level of support stakeholders will have for the changes that come out of the engagement.



It could be stem from insights from the barriers tool in earlier section or used to inform that process and both together augment your understanding of internal dynamics amongst your stakeholders and their capacity to support the potential changes which will be needed.



It involves relating directly to the incentives and lived experience of the people who are tasked with solving specific problems and making the everyday decisions in designing, engineering and deploying machine learning and AI based products and services. You might consider the cross functional teams with UX designers, software developers, data scientists and product managers as well as legal, ethics, compliance and marketing teams.

Great care must be taken with populating this map in such a way that it is respectful of all individuals and their incentives, context and lived experience within the organisation. This exercise and any direct internal engagement must, as with any stakeholder engagement, listen to and take seriously all concerns and issues and respond openly and respectfully. You must also be open to the fact that they may be right and you not. Nobel Prize winning economist Daniel Kahneman gives the wise advice "don't try and persuade, understand the source of resistance and address that."

This gives you an indication of 4 change agent personas and helps you develop strategies and tactics for communication, planning, resourcing and facilitation needed to embed the needed changes, while also empathising and acknowledging people's organisational context.

Translating stakeholders' values into AI development often rests in the hands of researchers, engagement facilitators, and developers, which can reinforce power imbalances with non-technical and marginalised stakeholders. To address this, organisations can adopt methods that translate feedback into actionable changes more equitably, such as using UI/UX mediators or participatory approaches like deliberation theory, where small groups qualitatively weigh competing perspectives to ensure accurate comprehension and implementation.

A decolonizing approach can further shift power dynamics by involving community representatives as co-designers in the process rather than merely consultants, embedding their voices into decision-making and outcome design. For example, Weaving Liberation's decolonial approach to stakeholder engagement emphasises co-designing digital futures with marginalised communities, fostering trust, healing, and collective power through participatory processes and shared visions.

Major Sceptics

↑ High influence + ↓ Low support

These are people who hold significant influence in the organisation that have skepticism towards applying human rights in the context of AI powered products and services. During the initial phase of internal stakeholder research, you should aim to get an understanding of the cause of their skepticism. It can be because they hold different values or identify different priorities, lack of concrete evidence there are issues, or it can also be more related to the conflicts they see with the profit commitments of the business and reconciling business needs with the need to respect and follow through on commitments to human rights or the environment. In any case, identifying the cause of skepticism and resistance and mapping this out helps to understand and where necessary pre-empt and address the forces hindering positive change later.

Minor Sceptics

↓ Low influence + ↓ Low support

People internally that are identified as minor skeptics may not hold a great deal of overall influence in the organisation, but their skepticism may still have influence. This group should not be ignored, particularly if you find a large number of these people exist. In aggregate they can influence the organisation and can hinder change when their concerns have not been fully understood their perspectives heard and issues adequately reflected and addressed.

Champions

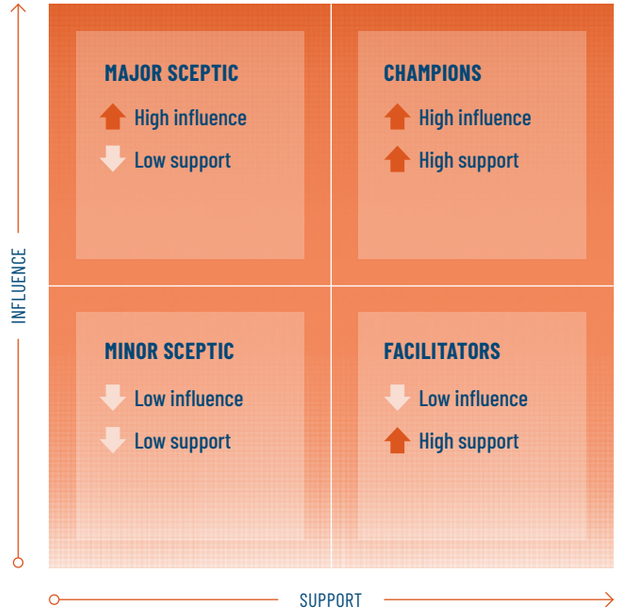
↑ High influence + ↑ High support

Champions openly communicate their support for doing this work. Identifying them at the beginning of the engagement project helps to later leverage their influence and bring about positive change throughout the process. They will usually be the ones to advocate at the start and also enrol others around them in any changes that might come.

Facilitators

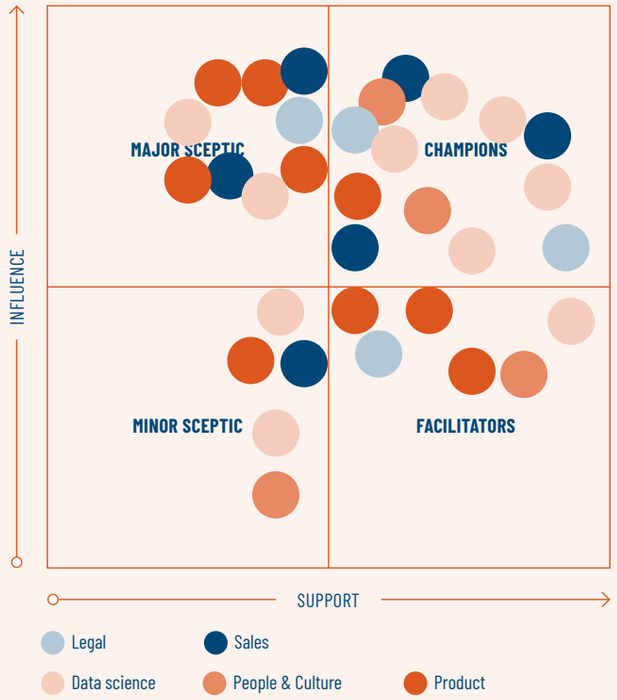
↓ Low influence + ↑ High support

People identified as facilitators may not hold much overall influence in the organisation but because they are in full support of the project they are strong change allies. Identifying them early and involving them as much as possible to advocate for this work is crucial, particularly if they are numerous.



USEFUL TIP

Using a visual tool can help map these out and colour code them based on functions as in the example image:



With this in place from the start, responding to engagement and any findings becomes easier. By obtaining a better understanding of their perspectives, listening and responding to their concerns, you are able to pre-empt resistance and formulate strategies to communicate and further engage stakeholders in catalysing positive change.

It is possible, even likely, that external stakeholder engagement will surface findings internal stakeholders will not want to hear. This can be because there will be significant financial or resource implications, it might mean more effort and work to remediate from already stretched teams and devoting resources to address it might be out of scope/budget. Or their jobs may be on the line because of issues uncovered by the engagement. So respect and psychological safety to openly work through scenarios like this up front is essential.

Asking people to change their behaviour, especially when this may conflict with their values, incentives and views of what is important, is a big ask. The evidence for change must be strong, well articulated and supported. This is not a trivial task.

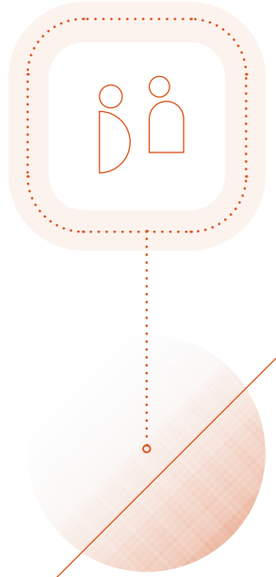
Tina Park also stresses that when data must be removed, whether at a stakeholder's request, due to a privacy breach, or for other reasons, mechanisms should be in place to fully disentangle it so that it leaves no lasting impact on the remaining dataset.

Providing evidence of commitments

Wherever possible outline clear commitments or pledges to resolve issues you've identified. A tool like Pledgeworks may be helpful and the involvement of internal stakeholders essential.

Involving external stakeholders can also be helpful and this cocreation process can be used to publicly signal commitments to change. When open and transparent representation of these pledges is made, it rallies internal stakeholders around the activities they believe are needed. These commitments can be shown on public facing parts of an organisations website and also incorporated into product and project management tools used internally. Embedding commitments teams have made in people's workflows and providing evidence internally and externally helps to demonstrate your organisation is worthy of public trust.

These tools and this process should also be shared with stakeholders as part of demonstrating a trustworthy process.



Phase 2
Analysing findings and evaluating response

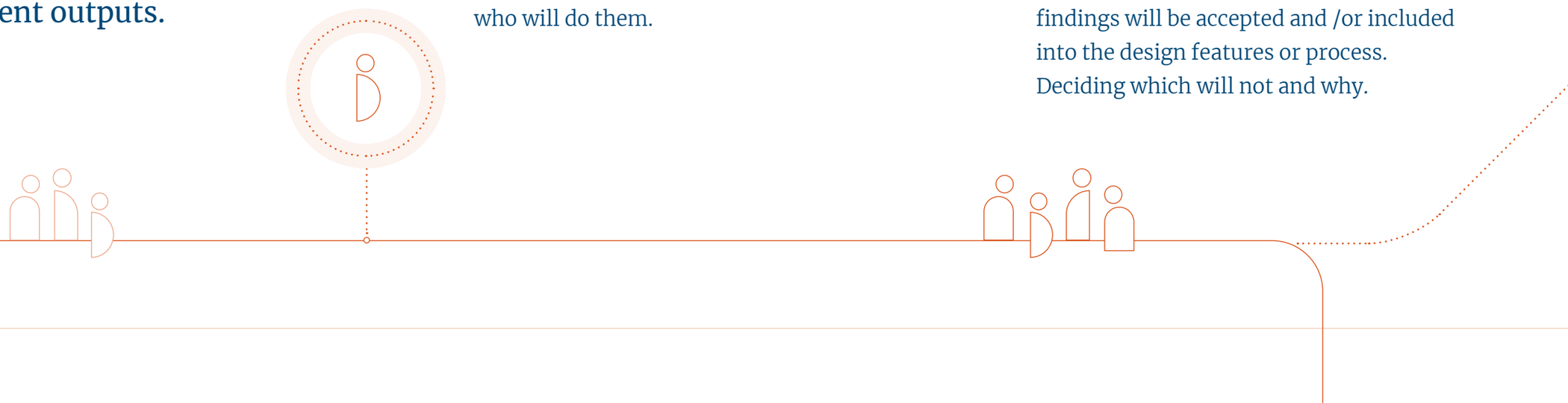
This internal mapping will also identify who will be involved in the analysis phase of the engagement outputs.

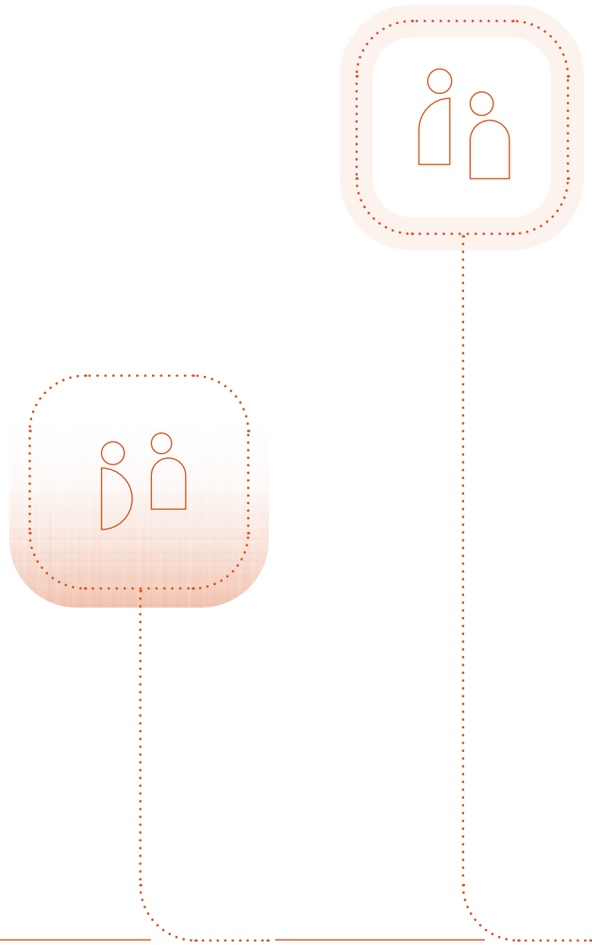
Understanding how stakeholder feedback is translated into product development is crucial and can be conceptualised as a cycle of feedback collection, data management, and product improvement. Feedback, e.g., comments, surveys, and reviews, is analysed and prioritised to inform bug fixes and feature enhancements. When changes are implemented, communicating them back to users ensures that their contributions are recognised and valued.

This will be a complex process and will require allocation of resources in a number of areas. The internal stakeholder mapping will be essential to identifying the types of analysis needed and who will do them.

For example you may:

- Analyse findings by different internal departments – product design, engineering, legal, ethics, etc.
- Analyse findings in terms of business model or other existing conflicts or tradeoffs.
- Analyse findings in relation to opportunity and risk / harms and the resulting actions and trade-offs.
- Evaluate which policy and design decisions on which issues or suggestions from the findings will be accepted and /or included into the design features or process. Deciding which will not and why.





- Deciding and being honest and open about the reasons for not accepting and/or including input or suggestions from the findings into the design features or process.
- Documenting these decisions about the use of engagement findings for internal and external Communication.
- Developing a communication and further engagement strategy and designing implementation.

When collating stakeholder responses, it is important to use methods that enhance accuracy while maintaining equity. Two common approaches are voting aggregation and sorting. In voting aggregation, participants evaluate model design options, and votes are combined to guide system modifications. However, this method can reinforce power imbalances if more influential groups overshadow marginalised voices, potentially misrepresenting majority interests. Sorting, which ranks responses by urgency or significance, allows for more nuanced feedback, but developers still control which inputs are implemented. Regardless of the method, data should be simplified for usability without being diluted or erased. Weighting and prioritisation processes should be designed collaboratively to ensure equitable representation of diverse stakeholders.

Phase 3 Communicating and engaging around impact

What makes engagement meaningful for participants is to know that their contribution has been taken seriously and their perspective has had an influence on the outcome of the initiative under discussion.

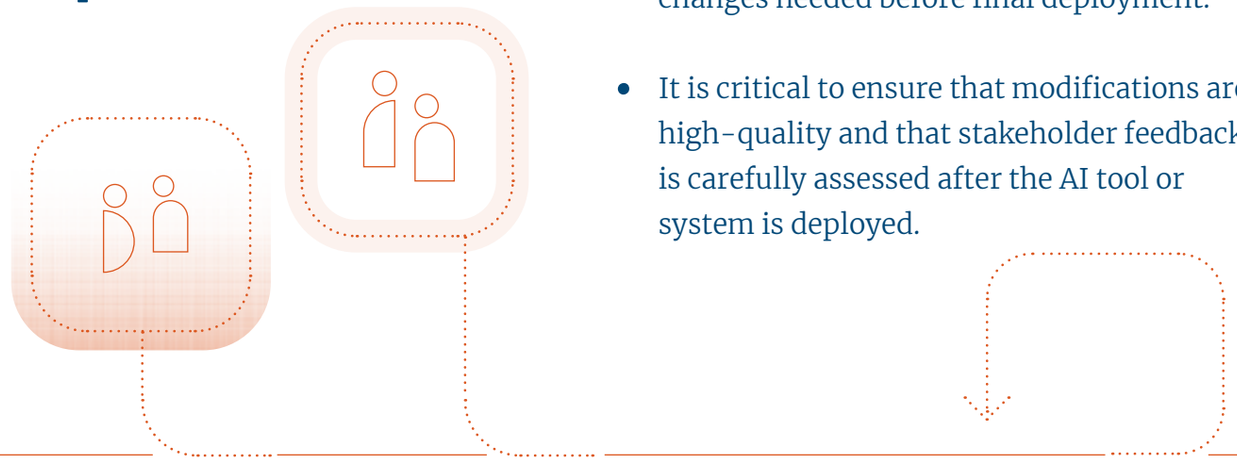
In particular that their participation has upheld the public interest and had a positive impact on those most likely to negatively affected by the product or service in use. Where trade-offs and competing priorities mean impacts are different to participants' hopes or expectations, the rationale is explained – e.g. when the product can't be modified to reflect recommendations from the stakeholder engagement because of competing priorities – the reasons for not acting on the recommendations will be explained.

Research shows that people don't expect their every view to be necessarily incorporated, but explanations as to why they are not incorporated are pivotal in building trust in the process and outcomes. When monitoring improvements and gathering feedback, developers should communicate clearly and provide enough detail for stakeholders to understand. Keeping thorough documentation of the model's development helps make the process transparent and meaningful for everyone involved.

In developing your communications plan you may consider these questions:

- How are you planning to give feedback to participants about the impact of their contribution on the project under discussion?
- Where this may be different to expectations, how are you communicating the trade-offs and priorities behind these decisions?
- How are you planning to record and disseminate internally their response to your decisions? How will that further influence your decision making?
- How are you planning to involve them further as your project evolves? How are you planning to give further feedback when product or services have been amended in the light of their engagement?

Phase 4 Reflecting and acting on stakeholder input



- After you communicate information about their input, stakeholders will have further views about your response and about the changes you made and didn't make.
- Their feedback at this stage may also provide new insights and illuminate new courses of action.
- It is advisable that a second phase of internal communication and reflection be conducted at this stage to inform any changes needed before final deployment.
- It is critical to ensure that modifications are high-quality and that stakeholder feedback is carefully assessed after the AI tool or system is deployed.

PILOT

At the end of our pilot, Discord expressed their commitment to incorporate the feedback received during the engagement directly into their products, as well as report on product changes. Our pilot was never intended as an audit of Discord's practices, but rather as an opportunity to test our FME in real-world conditions and revise it based on those insights. That said, we're committed to observing how the company integrates stakeholder feedback into its products as it moves through development and deployment phases. We will provide input to product development if requested, and support in communicating how stakeholder input has been integrated – both through public updates and direct engagement with project participants.

In the Amsterdam pilot, residents valued having clarity about the extent of their influence. An agile methodology, with frequent review sessions, proved effective for gathering input. This dynamic approach allowed the Computer Vision Team to quickly respond to residents' feedback, enabling the process to be transparent and flexible. This strengthened residents' confidence in the project.

Phase 5 Evaluation

Draft Evaluation tool →

Soomin Jun from Discord's AI/ML team emphasises the importance of product risk assessment. During model development, the use case, training data, and evaluation metrics are defined, and potential issues are analysed before deployment. One innovative approach is the use of Machine Learning Safety Media Classifiers, which can identify media that may violate company policies and allow for internal assessment – demonstrating how ML itself can support product evaluation.

Lindsey Andersen (BSR) highlights a key issue related to the feedback loop: "Civil society are often frustrated by the lack of feedback loops, which are important for meaningful engagement. Sometimes companies are unable to provide this because those leading the engagement are not part of the product team and are left out of the loop once the engagement is complete. Therefore, it's important to maintain strong internal feedback loops among the staff leading the engagement and the engineers and PMs developing the product, both to translate stakeholder feedback into actionable insights for product teams, and to track and report back how the feedback influenced the product."

PILOT

In the Amsterdam pilot, the design sessions yielded innovative ideas and were a valuable "user experience" exercise, directly influencing how the product was developed. For example, the citizen panel recommended adding visible indicators such as lights and recognisable stickers to bicycles, which the city ultimately incorporated into the product.

Possible evaluation questions

Meaningful engagement undertakes evaluation which includes evaluation by participants. Feedback forms are now ubiquitous and widely disliked – be creative about getting feedback from participants but keep it short. Ensure it can be anonymous, or not, if they desire it.

Consider:

- Did the engagement achieve its objectives for you and for the participants?
- What worked and what didn't for you and them about the process?
- What improvements can be made next time?
- What happens next with the project and is more collaboration, listening or communication necessary?
- What factors are essential for ensuring high-quality data and model training while maintaining transparency, security, and trust for participants throughout each stage of the AI lifecycle?

Communicate your evaluation honestly as part of demonstrating Visible Impact.

TOOL

Draft Evaluation Tool

The Framework can be used for evaluation in two ways:

- To help civil society to assess whether to collaborate in an engagement initiative in the first place;
- To evaluate its effectiveness and success retrospectively.

Inspired by B Cavello, in the complex and rapidly evolving space of AI and ethics, it is important to acknowledge and celebrate even small improvements made through the efforts of all stakeholders. This involves maintaining empathy across technical and non-technical groups and recognising collaborative work toward more equitable product design and responsible human-computer interaction. While criticism is necessary, we should resist the impulse to focus solely on shortcomings. By fostering an environment where critical evaluation and celebration coexist, we can encourage intentional contributions, adaptive improvements, and appreciation for the progress achieved.

Figure shows a possible mapping tool and process for evaluating success in a deliberative approach.

Appendix

Framework development process

1. Initial mapping
2. Identifying barriers and challenges to meaningful engagement
3. Consolidating input on understanding and addressing barriers part 1
4. Consolidating input on understanding and addressing barriers part 2
5. Live development canvas including references to others' work
6. Initial draft framework

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Need some support in taking this Framework from intent to action? **Reach out.**

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