

Stakeholders



**Stakeholder Engagement –
A key element for Trade Facilitation**

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Stakeholder Engagement - Challenges



What is a stakeholder?


Stakeholder Engagement – Challenges

- Institutions/Entities or Individuals that can be internal or external and that may:
 - Directly/Indirectly and Positively/Negatively
 - Affect or be affected by an initiative, change a project/programme

Stakeholder Engagement – Challenges



Stakeholder Engagement – Challenges



What challenges do you face
when engaging stakeholders?


Stakeholder Engagement – Challenges

- Potential challenges:
 - Trust required to create an atmosphere of constructive engagement
 - Need to change the mind-set and orientation of customs officers and business representatives
 - Need to encourage a sense of ownership and belief in the advantages to be gained – need to clearly define benefits
 - Lack of meaningful and dynamic feedback from Customs – leads to apathy and cynicism in private sector
 - Lack of dynamic feedback from private sector – it is not enough to give a policy suggestion or merely flag the problem.
 - Timing – insufficient time provided to the private sector for collaboration/consultation in areas such as policy development
 - A single overarching body may not be representative or have the necessary expertise to articulate the needs and concerns of all sectors
 - Insufficient human resources and infrastructure

Stakeholder Engagement – Challenges

- Potential sources of challenges:
 - Lack of political will
 - Lack of involvement by senior decision makers (customs and other stakeholders)
 - Lack of a shared vision and common agenda
 - Lack of clarity on roles and expectations
 - Lack of formal consultation mechanisms (regional, national and local levels).
 - Limited use of Information Communication Technology (ICT) and social media
 - Lack of necessary expertise and skills (Training)
 - Lack of sufficient resources

Benefits of effective stakeholder engagement

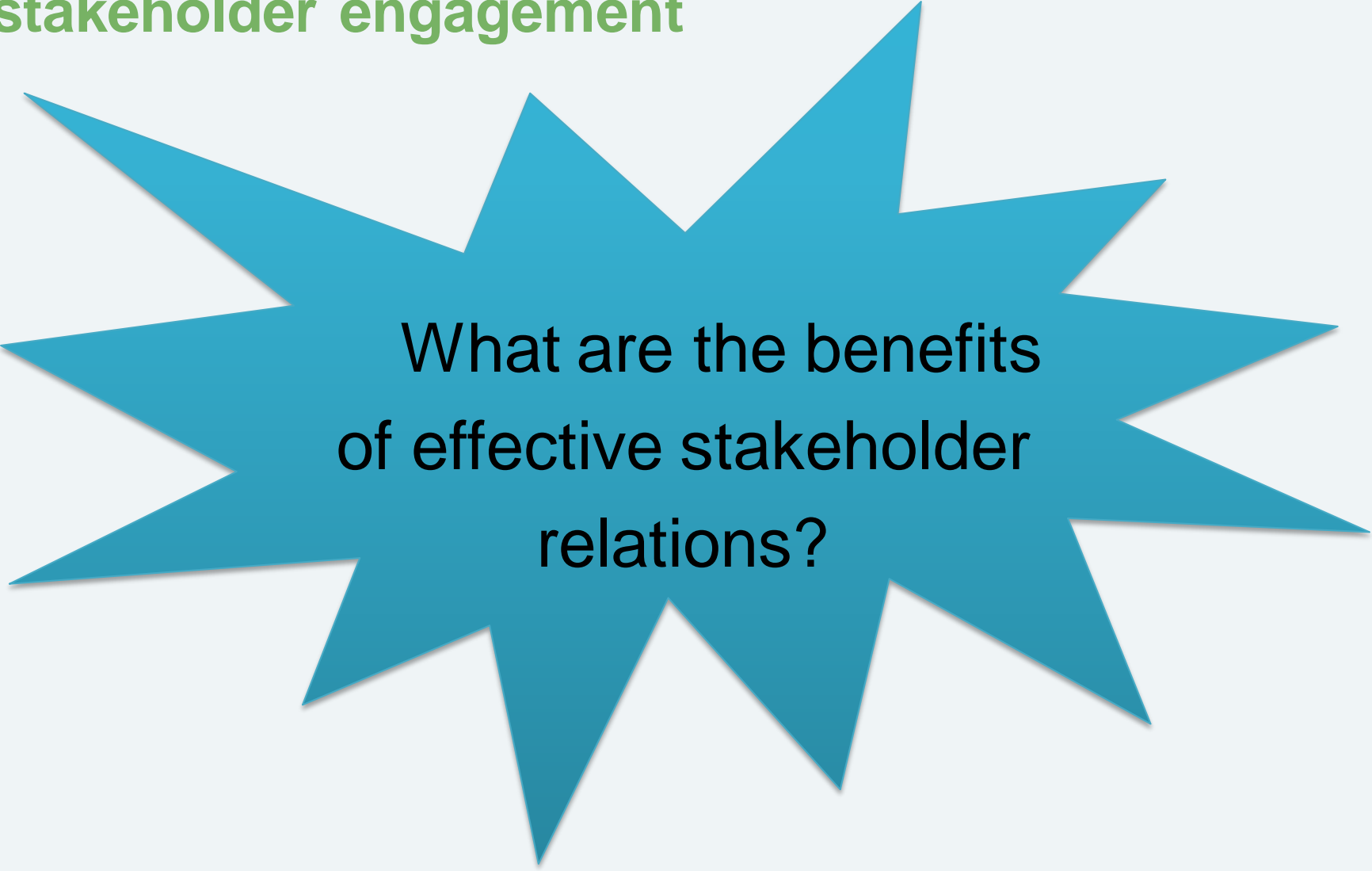


Why is it essential
to engage stakeholders?

Benefits of effective stakeholder engagement

- Enables mutual understanding and exchange, including enabling us to meet our mission
- Stakeholders will feel ownership of our business process if they are involved
- Stakeholders have legitimate interest in policy formulation, including support for modernization
- They are entitled to information that may affect them
- To convert stakeholders into long-term partners.

Benefits of effective stakeholder engagement



What are the benefits
of effective stakeholder
relations?

Benefits of effective stakeholder engagement

- Secure stakeholder buy-in and support for your initiative / modernization agenda
- Compliance with regulatory requirements is enhanced & intentional non-compliance reduced
- Stakeholder needs are incorporated in various delivery programs to make them more operational
- Less time spent on crisis-management and conflict resolution

Pre-consultation phase - 5 main steps

1. Identify the issue at hand for consultations

- What is the subject of consultation – how to define the scope and boundaries?

2. Stakeholder identification & clustering

- Who are your stakeholders, what do they have in common, how to group them and on basis of which criteria?

Pre-consultation phase - 5 main steps

3. Stakeholder mapping: interest & power

- What are their interests? Are interests conflicting or complementary? What power of influence do they have?

4. Strategic options for engagement

- What is your objective of engaging and your criteria for success, how to engage most effectively, what message do you need to communicate and to whom?

5. Preparing the engagement process

Stakeholder Identification and Analysis

1. Who are your stakeholders?
2. What is their interest?
3. What is their power or influence?
(How important are they? / What is their impact?)
4. How will you engage them?

Stakeholder Identification and Analysis



Exercise: Establishment of new AEO requirements

Who are your stakeholders?

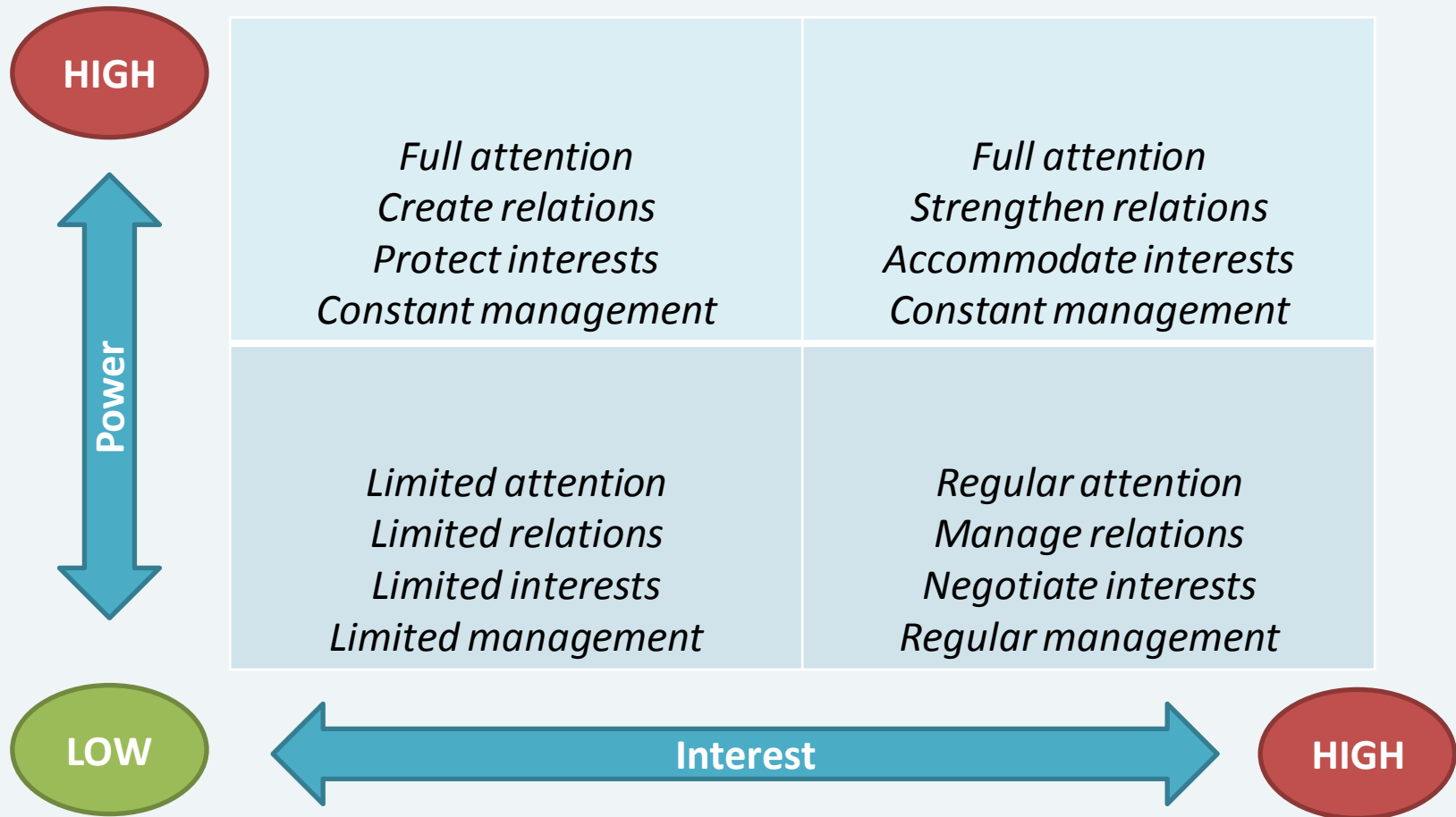
What is their Interest?

What is their Influence?

Stakeholder	Interest L/H	Details	Power L/H	Details
1. Importer Association	High	...	High	...
2. Clearing Agencies	High	Negative effect	Low	...
3. Border Police	Low	...	Low	...
4. Customs	High	...	High	...
5. Agriculture	Low	...	Low	...

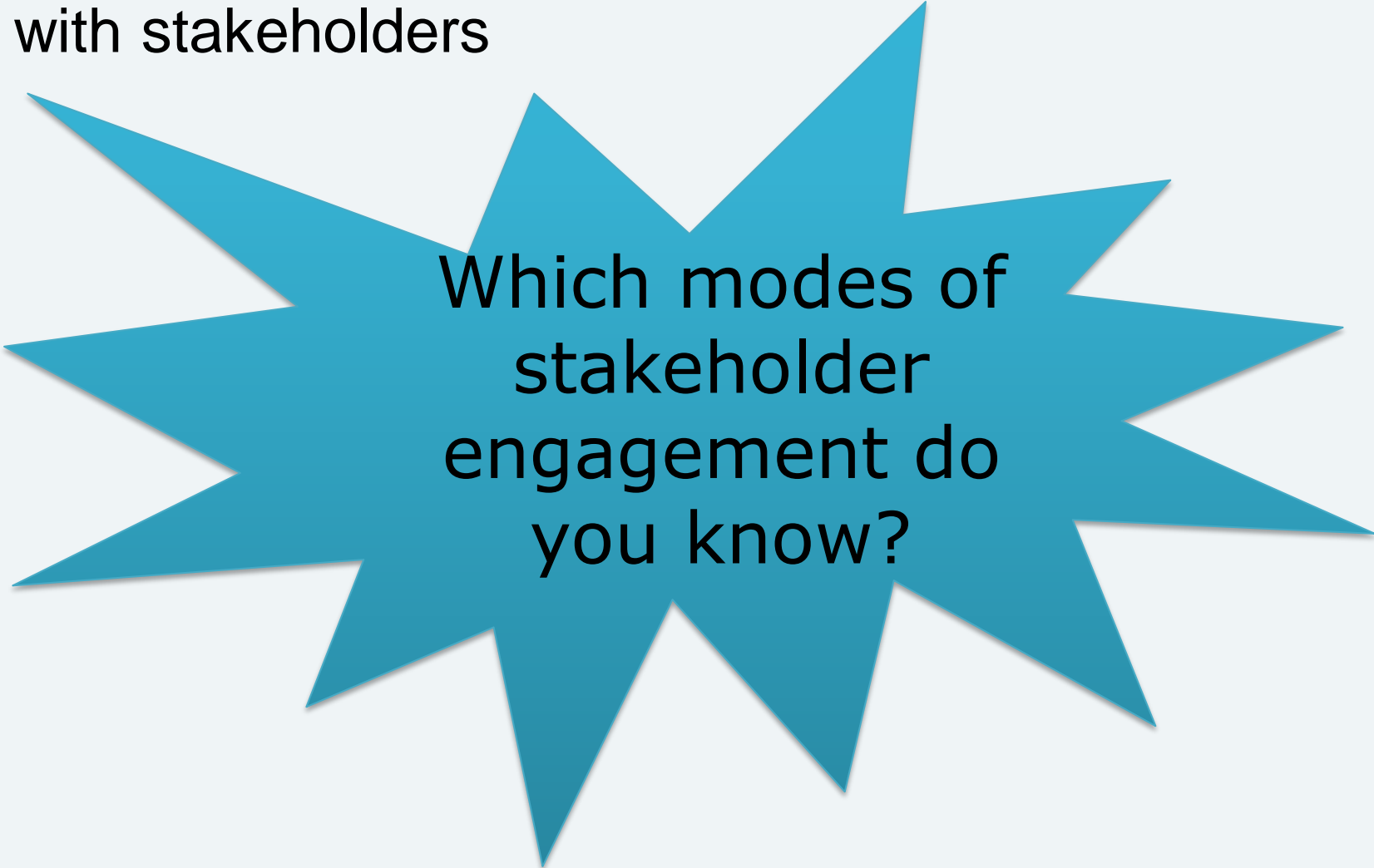
Modes of Engagement

– How will you engage them?



Modes of Engagement

- Modes of engagement define HOW we engage with stakeholders



Which modes of stakeholder engagement do you know?

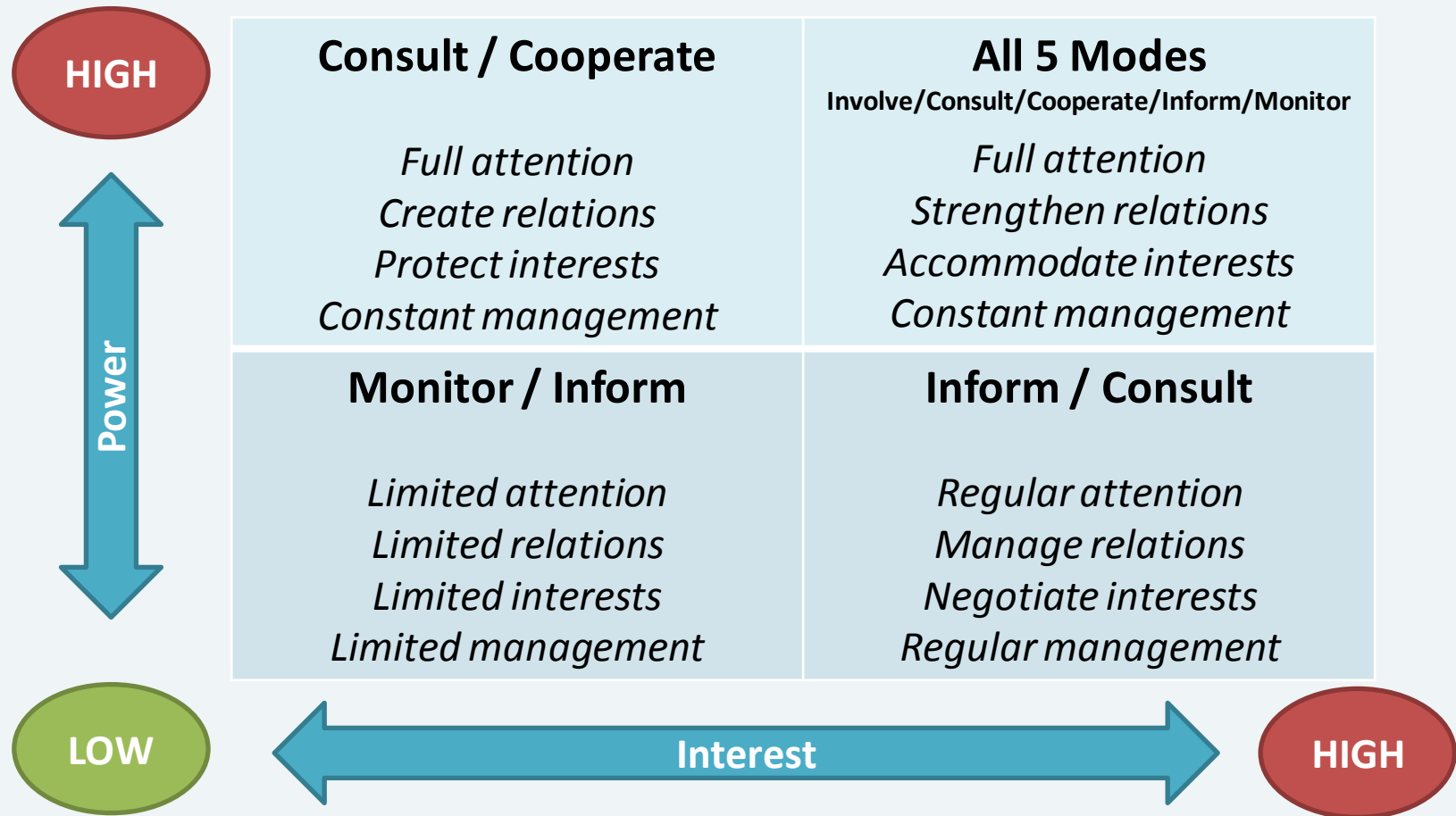
Modes of Engagement

5 main modes of stakeholder engagement:

- Informing
- Consulting (asking input from stakeholders)
- Involving (get stakeholders to participate)
- Collaborating (actively partner with stakeholders to consider options and make decisions)
- Empowering (place final decision making in the hands of the stakeholder)

Modes of Engagement

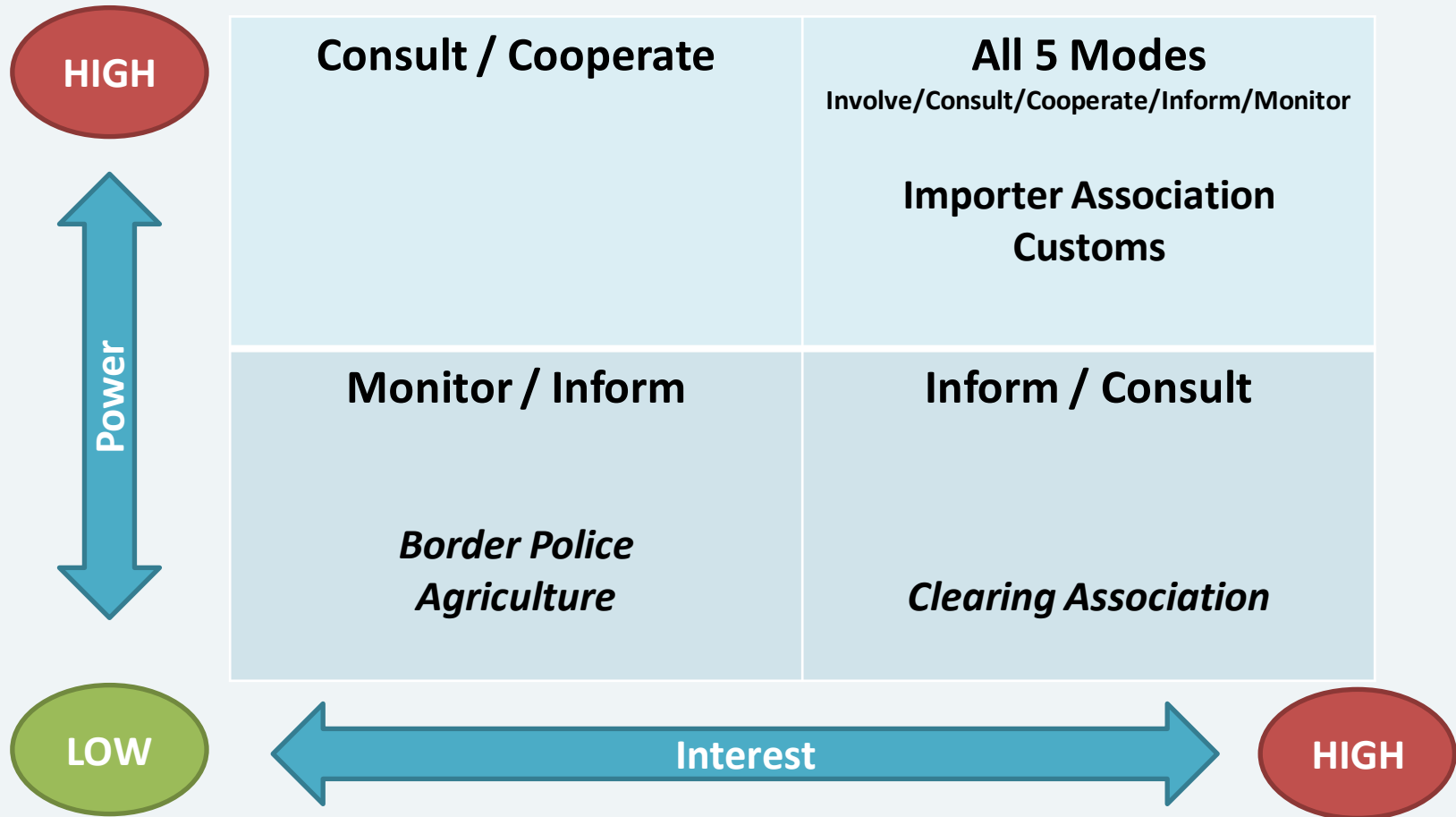
– How will you engage them?



Modes of Engagement



Exercise: Establishment of new AEO requirements



Mode 1- Informing

- Keep stakeholders informed about essential regulations, changes to legal frameworks, internal changes to administrations for improved services
- Examples:
 - Newsletters for specified recipients, Email communications for specified recipients, Public meetings to provide information; TV spots or news broadcasts
- Pros: Less time intensive, efficient, message can be well crafted in advance, may easily reach wide audience
- Cons: Passive one-way medium, excludes dialogue, public feedback limited, feels at times distant from clients

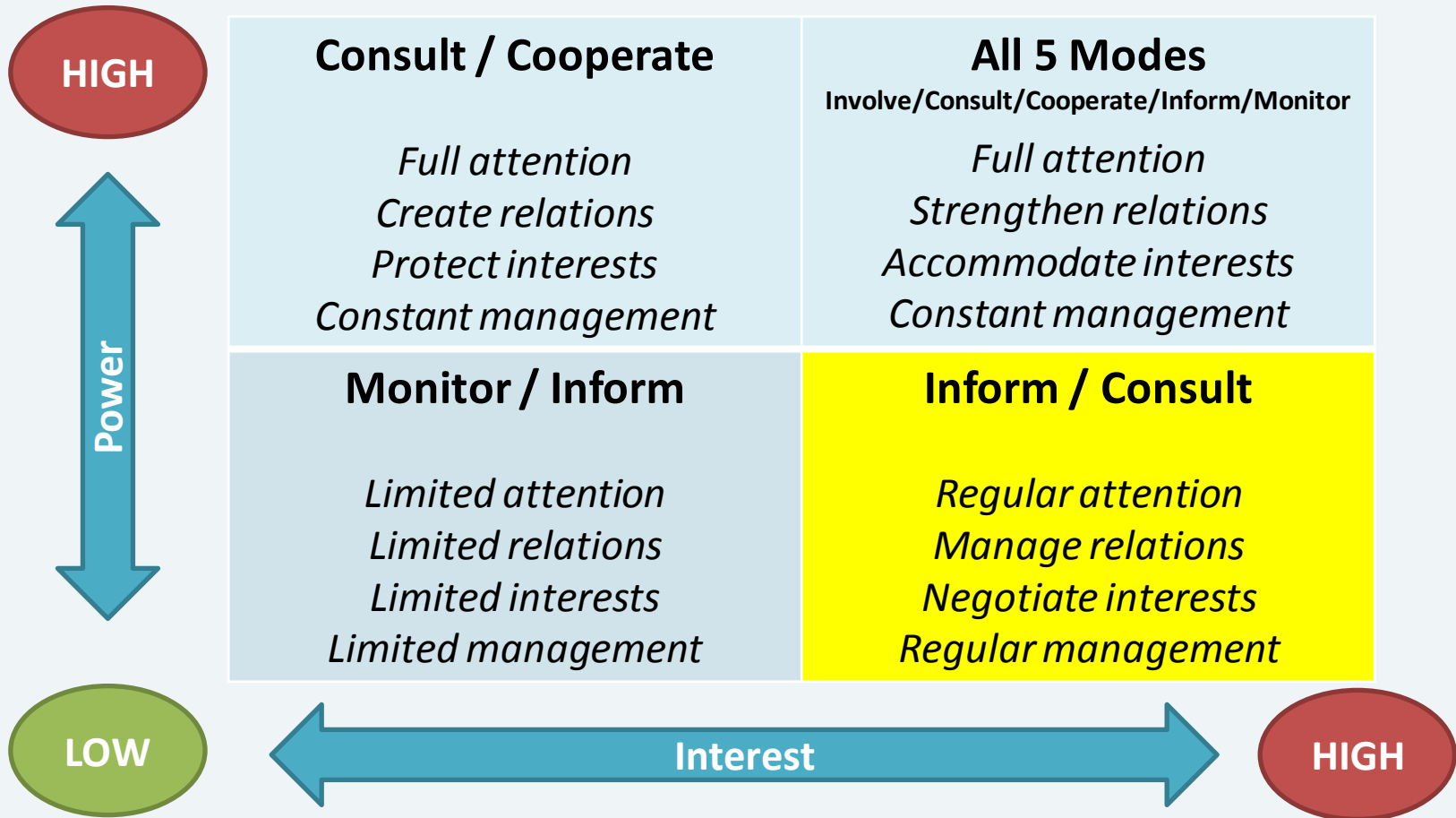
Mode 2- Consulting

- Ensure feedback and input from stakeholders, helps to “test the waters” especially around controversial issues. Two-way dialogue.
- Examples:
 - Sector-specific consultation meetings, National hearings...
- Pros: Creates dialogue, makes stakeholders feel heard, good for dealing with sensitive issues, likely to lead to more ownership
- Cons: May extend over long period, resistance from parties whose views were not included, difficult to balance open consultation with authority to make final decisions

Informing & Consulting



Exercise: Establishment of new AEO requirements



Mode 3- Involving

- Is often used in workshops, local working groups and increasingly through the use of web-based technologies
- Pros: helps ensure that stakeholders concerns and needs are consistently understood and considered
- Cons: At times lengthy, can become overly politicized, can block instead of facilitate decisions, may be perceived as “closed crowd” to stakeholders not taking part

Mode 4- Collaborating

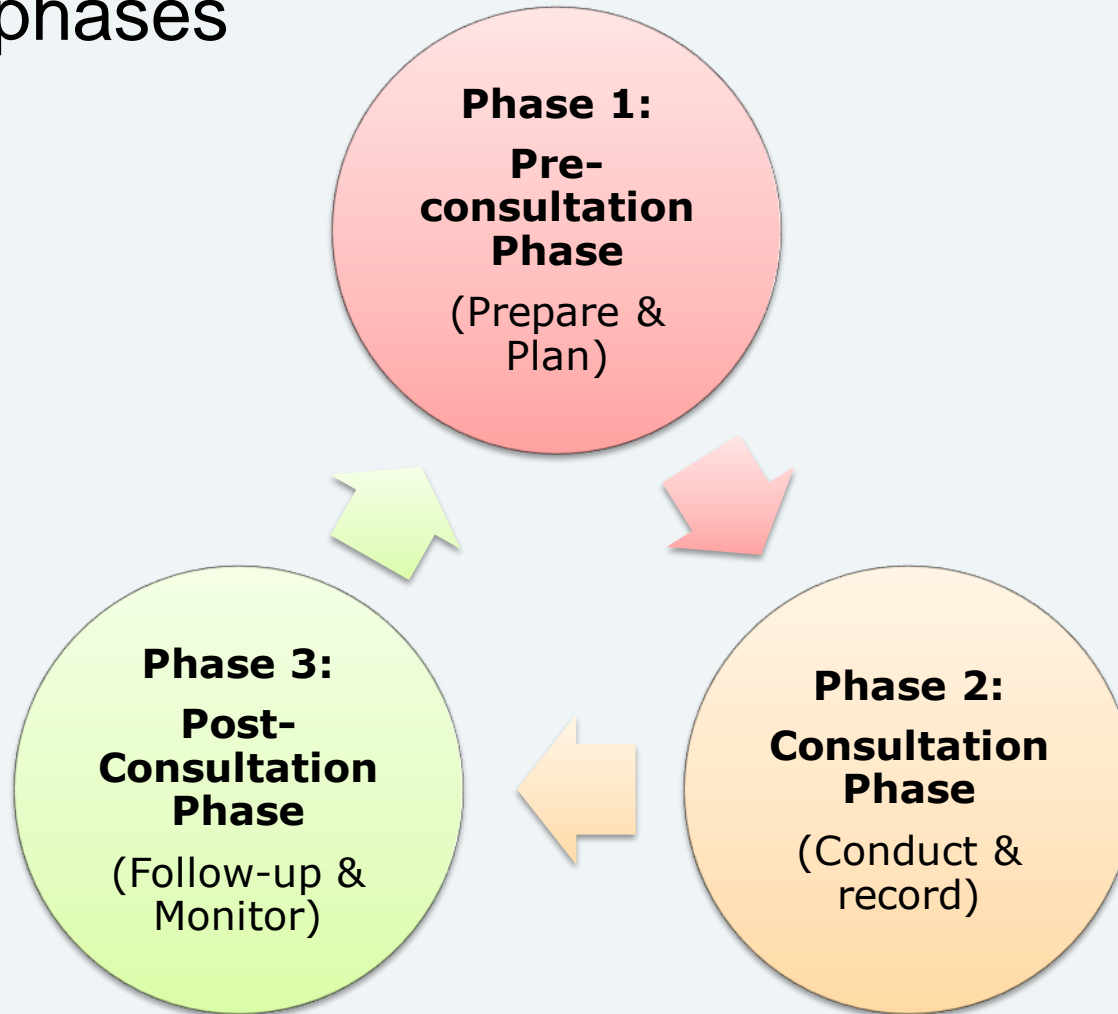
- Is often used with representative groups (Trade Associations, reference groups)
- Pros: Helps evaluate options, identify alternatives and make decisions on preferred solutions. Provides for strong ownership of solutions by stakeholders. Particularly useful during pilot projects.
- Cons: Sometimes time-consuming, may be perceived as “closed crowd” to stakeholders not taking part and open to accusations of self interest.

Mode 5- Empowering

- Used to find solutions where stakeholder is better positioned to identify it, or activities such as joint planning
- Pros: places final decision-making in the hands of the stakeholder and helps facilitate direct dialogue between stakeholders and government
- Cons: can be perceived as excluding those without access to technology and of being a cost-cutting measure designed to move the burden from the state to the individual/business community.

Cycle of Stakeholder Consultations

3 main phases



Key messages

- Prior to consultations there is a whole preparatory process, which is very important if you wish to reach some result at the consultation meeting
- Some stakeholders are of greater value than others, but all of them are important to maintain relations with
- It is important to understand the influence of the stakeholders to be able to favorably manage a relationship with them
- In multiple stakeholder environments you may end up in a dilemma where you cannot satisfy everybody

Case Study

NCTF in Cape Verde


- Support the formulation of Stakeholder Engagement Strategy
- Support establishment of dialogue platforms with key national and regional stakeholders
- Support establishment of structured consultation mechanisms with key stakeholders
- Expert advice to improve communication, consultation and negotiation skills

Case Study

- Cape Verde Customs Admin.:
 - Establishment of a Stakeholder Engagement Team
 - Adoption and official launch of the newly-formulated Stakeholder Engagement Strategy
 - On-going preparations for the set-up and operationalization of Consultative Committees in 2 key ports
 - Preparing the Administrations to effectively consult and negotiate with their stakeholders

Key Messages

- **Stakeholder Engagement is essential to address key issues**
- **Stakeholder Engagement requires to invest time and resources (human and financial)**
- **You must plan and prepare for effective engagement**
- **You must prepare yourself to consult stakeholders before holding consultations**
- **You need to share all relevant information/documents with stakeholders before consultations so as to set the basis for fruitful consultations**



**Thank you very much
for your kind attention**

**More information
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