

# West African Customs Administrations Modernization Project



## Effective Stakeholder Engagement

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**A Pre-requisite for trade facilitation  
and securing the supply chain**

2<sup>nd</sup> WCO Global AEO Conference  
28<sup>th</sup> to 30<sup>th</sup> of April, 2014 – Madrid, Spain



## Topics:

1. Stakeholder Engagement - Challenges
2. Benefits of effective stakeholder engagement
3. Modes of Stakeholder Engagement
4. WACAM Project Support and Progress
5. Discussions



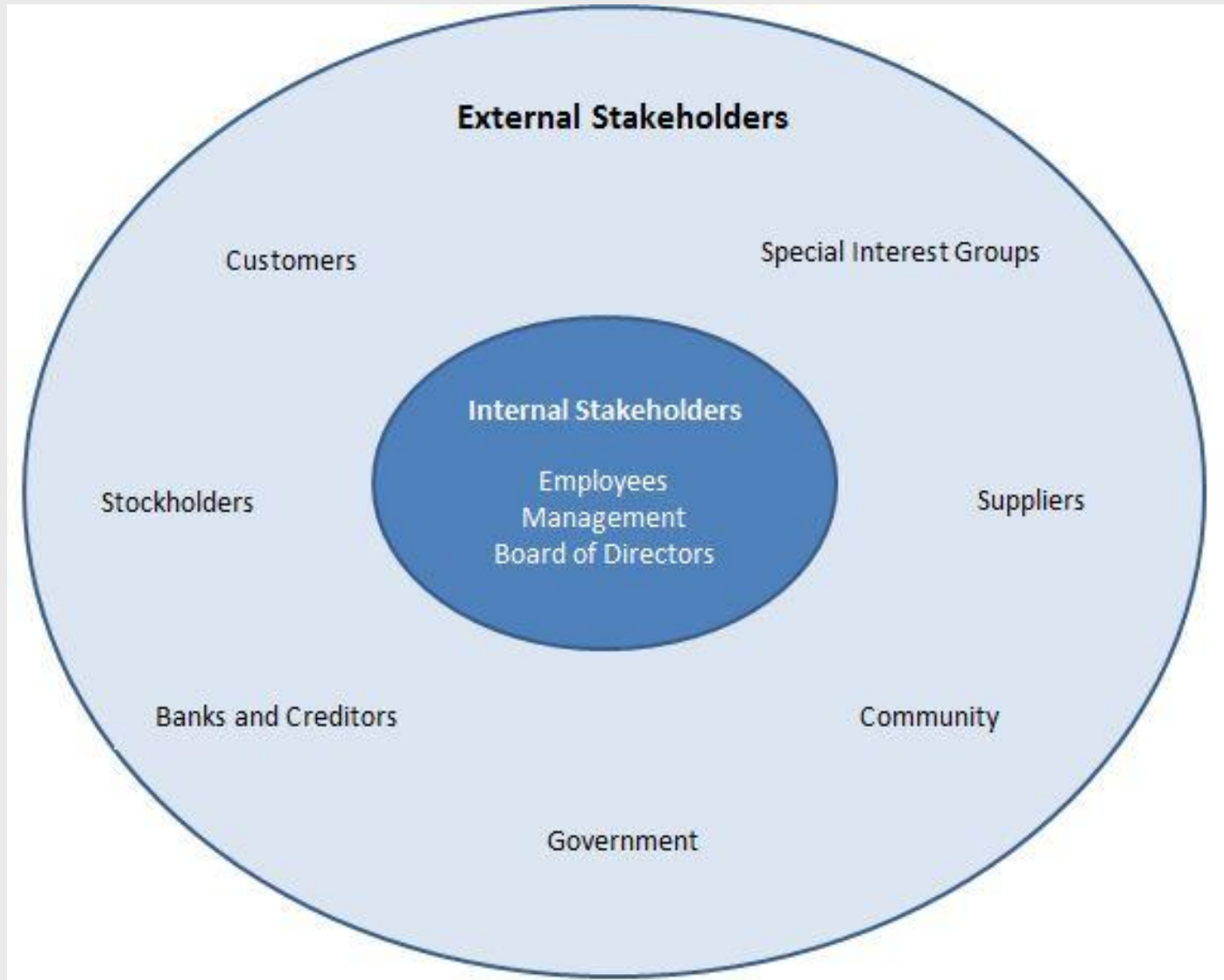
**What is a stakeholder?**



- 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 or project/programme



# Stakeholder Engagement – Challenges





**What challenges do you face  
when engaging stakeholders?**



- 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



- 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





**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.



**What are the benefits of effective stakeholder relations?**

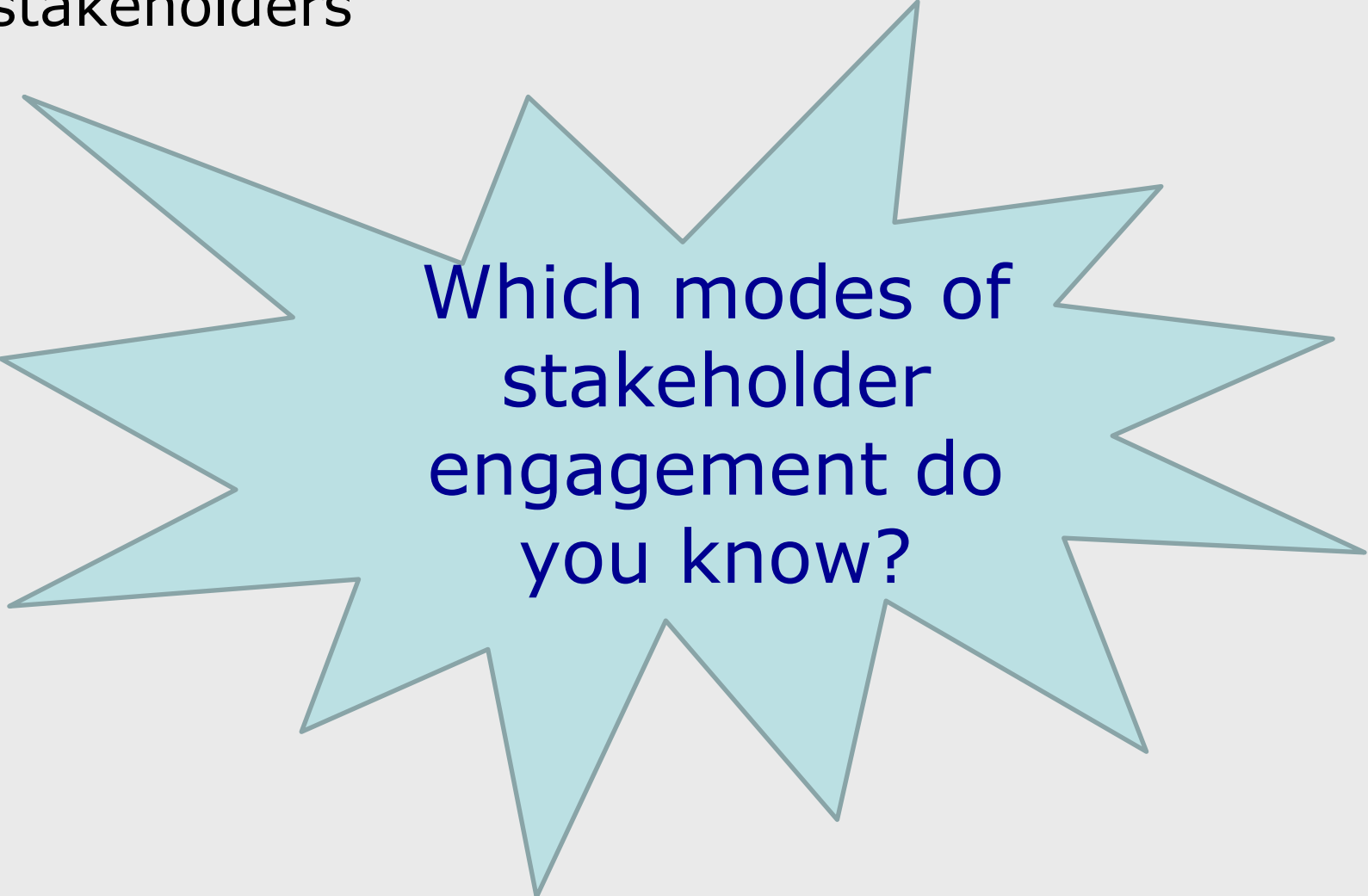


# Benefits of effective stakeholder engagement

- 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



- Modes of engagement define HOW we engage with stakeholders



Which modes of stakeholder engagement do you know?



## 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)



- 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



- 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





- Change of working hours
- Establishment of a new procedure to access the port
- Establishment of new AEO requirements





- 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.



# WACAM Project Support & Progress

- 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



# WACAM Project Support & Progress

- Regional level
  - Regional workshops benefiting over 40 officers in 15 countries
  
- Ghana Revenue Authority & 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



- 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

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