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3

4 NATIONAL TRADE FACILITATION BODIES

5 RECOMMENDATION No. 4

6

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43 **Introduction**

44 One time-proven method of conducting dialogue between Government and the trading community
 45 and identifying trade issues and priorities is the establishment of a National Trade and Transport
 46 Facilitation Committee Body.

47 ~~Since the 1960s UN/CEFACT has constantly and consistently promoted and encouraged the~~
 48 ~~facilitation of domestic and international trade procedures. The impetus to simplify, harmonise and~~
 49 ~~standardise the processes in the supply chain came from the recognition of the rapid developments~~
 50 ~~in trade, transport and communications technologies. By 1974 UN/CEFACT decided to formalise its~~
 51 ~~advice and guidance by publishing Recommendation 4 – National Trade Facilitation Organs:~~
 52 ~~Arrangements at the National Level to Co-ordinate Work on Facilitation of Trade Procedures (usually~~
 53 ~~abbreviated to Trade Facilitation Bodies). The Recommendation encouraged the implementation of~~
 54 ~~recommendations on facilitation of international trade procedures through setting up national~~
 55 ~~organisations or committees, or by administrative or other suitable means.~~
 56 ~~The Recommendation was enhanced in March 2000 by the publication of Guidelines that provided~~
 57 ~~detailed information about the purposes, membership, organisation, responsibilities and work~~
 58 ~~programme of a National Trade and Transport Facilitation Committee (NTTFC). A year later the~~
 59 ~~Recommendation was revised to reflect the trade environment and dynamic of its time.~~
 60 ~~In light of the World Trade Organization (WTO) agreement on Trade Facilitation as well as the~~
 61 ~~proliferation of forms of consultation implemented to date, the International Trade Procedures of~~
 62 ~~UN/CEFACT suggest the current update of the recommendation text and propose additional~~
 63 ~~guidelines on consultation.~~

64 One time proven method of conducting dialogue between Government and the trading community
 65 and identifying trade issues and priorities is the establishment of a National Trade and Transport
 66 Facilitation Committee.

67 **Purpose and Scope**

68 Governments and the trading community should adopt trade facilitation as an indispensable

69 component of trade policy formation and should aim at the establishment of a National Trade

70 Facilitation Body (NTFB) embracing the views and opinions of all stakeholders in pursuing agreement,

71 cooperation and collaboration in the development and implementation of simplified, harmonised

72 and standardised measures.

73 Trade facilitation is defined as the simplification, standardization and harmonization of procedures
 74 and associated information flows required to move goods and provide related services from seller to
 75 buyer and to make payments. (Trade Facilitation Strategy and Action plan for 2005-2007,
 76 TRADE/CEFACT/2005/6).

77 The NTFB will deliberate or discuss on trade facilitation regulatory, operational, customs and
 78 banking and finance issues among other related topics.

79

80 The fundamental purpose of trade facilitation is to improve the trading process and related
 81 interchange of documents (information) whether domestic or international. To achieve this, trade

Commenté [LT1]: Comment received: Generally, sentences are too long and several of them are negative. In several places, the text does not correspond to the title of the paragraph.

Commenté [LT2]: Comment received: Unable to understand the exact meaning of 'One time-proven method'. Is this mean that 'it has been proved clearly' ?

Commenté [LT3]: Comment received : The sentence in the introduction is much too vague and the introduction should give the reason why this Recommendation is existing. The reason is specified in the paragraph inappropriately entitled "International standards" starting with "The importance of trade facilitation..... To cite the different references to the TFA Articles implies to be provided with the Agreement. This might be referred to in a Bibliography.

Commenté [LT4]: Comment received: this phrasing is wrong. Should read "Since the 1960s, UN/CEFACT and its predecessors..."

Commenté [LT5]: Comment received: true in the last century...The stakes are now on winning markets.

Commenté [LT6]: Comment received: poorly worded (recommendation that encourages recommendations...)

Commenté [LT7]: Comment received: this implies the 'readers' are aware of the previous versions... ?

Commenté [LT8]: The first sentence is an order not a purpose. The main purposes of a NTFB which is a consultancy office are given in section "Establishment of a NTFB"

- To identify points in the domestic and international supply chain where problems occur to retard or damage the smooth flow of goods from buyer to seller.
- In collaboration through a NTFB the public and private sectors could design measures to eliminate or drastically reduce the barriers to efficient and effective trading processes

And in section "Recommendation":

- To include trade facilitation as part of a national integrated strategy for trade policy, economic development and the creation of sustainable employment;
- To provide a national focal point for the collection and dissemination of information on best practices in international trade facilitation;
- To participate in international efforts to improve trade facilitation and efficiency;

Other targets are:

- To exchange, confront and coordinate viewpoints on international trade regulations hampering foreign exchanges;
- To clarify issues, and engage in meaningful dialogue;
- To facilitate the collection, circulation, recording and archiving information using the most recent technologies;
- To promote existing facilitation solutions and help implementing them;
- To use neutral straight-through electronic and digital data processing;

Scope might be something like: *This Recommendation specifies the principles to help national governments to create a National Trade Facilitation body or coordinate existing sectorial organizations concerned with trade facilitation.*

Mis en forme : Anglais (États-Unis)

82 ~~facilitation measures aim to provide transparency of supply in the buying and selling of goods and~~
83 ~~services. The scope of trade facilitation can be broadly divided into three categories; simplification,~~
84 ~~harmonisation and standardisation.~~

85 ~~Simplification is the process of eliminating all unnecessary elements and duplications in formalities,~~
86 ~~processes and procedures~~

87 ~~Harmonization is the alignment of national formalities, procedures, operations and documents with~~
88 ~~international conventions, standards and practices.~~

89 ~~Standardization in trade facilitation is the process of developing internationally agreed formats for~~
90 ~~practices and procedures, documents and information.~~

91 **Benefits**

92 Trade facilitation bodies and an inclusive and constructive consultation process will provide
93 stakeholders the means to voice their viewpoints, clarify issues, and engage in meaningful dialogue.

94 ~~Facilitation activities must be approached in a coordinated manner to ensure that problems are not~~
95 ~~created in one part of the transaction chain by introducing solutions to another part.~~ The needs of all

96 parties, both private and public sectors, must be identified before solutions can be found and those
97 best placed to explain their needs are those directly involved in the transaction chain. This requires

98 an effective forum where private sector managers, public-sector administrators and policy makers
99 can work together towards the effective implementation of jointly-agreed facilitation measures. A

100 Trade facilitation body and an inclusive and constructive consultation process will provide
101 stakeholders with the means to voice their viewpoints, clarify issues, and engage in meaningful
102 dialogue.

103 **Benefits**

- 104 • Helps compete internationally
- 105 • Reduce cost of international trade (both for government agencies and Trade)
- 106 • Adopts most effective best practices (effective business processes aligned to international
107 standards)
- 108 • Brings public and private sector together towards trade facilitation practices.

109 **International Standards**

110 The importance of trade facilitation has been emphasised by the World Trade Organization

111 ~~Agreement on~~ Trade Facilitation Agreement (ATF/TFA) concluded at the Ministerial Conference in Bali
112 in December 2013. Based on Articles V, VIII and X of the General Agreement on Tariffs and Trade
113 (GATT 1994) the Bali ATF places obligations on WTO Members to support and sustain initiatives and
114 measures to improve international trade performance.

115 Within the range of measures required by the TFA, is a requirement for Member Nation governments
116 to provide opportunities, and an appropriate time period to traders and other interested parties to
117 comment on the proposed introduction or amendments of laws and regulations, ... through regular

118 consultation (Article 2) Also the Agreement requires Institutional Arrangements and has created a
119 Committee on Trade Facilitation (Article ~~13-123.1~~). Further under these arrangements the

120 Agreement requires Member Nations to establish and or maintain a national committee on trade
121 facilitation (Article ~~13-223.2~~).

122 **Establishment of a National Trade Facilitation Body**

123 The establishment of a National Trade Facilitation Body is dependent on many factors. Some of these
124 include (but are not limited to) favourable government policies for economic development and trade;
125 a robust and dynamic private sector; availability of human and financial resources, and a strong
126 political will to improve the performance of the international trade transaction and supply chains.

127 The introduction of simpler, more modern measures to enhance efficiency and improve effectiveness
128 is an objective that experience has shown is better achieved through dialogue and co-operation
129 between government and the business community.

Commenté [LT9]: Comment received: these lines are not 'benefits' but advice.

An introductory sentence is necessary:

A NFTB will help:

To compete internationally and gain new markets;

To reduce costs ...

To implement concerted and technologically neutral methods and process;

To achieve return on investments on R&D costs;

Commenté [LT10]: The exact same phrase is stated in the guideline, section A.

Mis en forme : Titre 2

Mis en forme : Paragraphe de liste, Avec puces + Niveau : 1 + Alignement : 0,63 cm + Retrait : 1,27 cm

Commenté [LT11]: Comment received: These lines have nothing in common with standards. International Standards with capital letters only refers to the formal standards of ISO.

Standards can be used to support a legislation or a regulation.

An idea would be to adopt the text of the TFA agreement which is as follows in item 3 of Article 10, entitled Formalities Connected With Importation and Exportation and Transit, NFTB "Members are encouraged:

To use relevant international standards or parts thereof as a basis for their importation, exportation or transit formalities and procedures

To take part, within the limits of their resources, in the preparation and periodic review of relevant International Standards by appropriate international organizations.

To develop procedures for the sharing by Members of relevant information, and best practices, on the implementation of international standards, as appropriate.

Commenté [LT12]: Comment received : The sentence goes too far because laws and regulations are prepared and voted by Parliament members and NFTB members cannot replace them. They can only lodge requirements to their colleagues of the public sectors who are NFTBs members.

Then when the dead line of the "time period" (4 years were provided in 2013) is finished, this Recommendation will be outdated.

Another general wording such as follows might be expressed: Over the years, UN entities have designed Recommendations providing harmonized methods, procedures and process to improve international trade. The establishment of National Trade Facilitation Bodies will help implementing these tools and share the development of additional measures to give national administrative agencies and companies the competitive edge necessary to boost the worldwide trading of products, commodities and services.

Commenté [LT13]: Comment received : It is necessary to define the role of 'Committee on Trade Facilitation' in TFA comparison with 'National committee of Trade Facilitation' in TFA.

The latter can be recognized as NFTB in Rec.4. Whether the former can be recognized as 'Global level' on the illustration in Line 421 or not ?

Mis en forme : Barré

130
131 A NTFB has proven, over many decades, to provide expert input into the development and
132 implementation of simpler trade measures. Government and trade working together could identify
133 points in the domestic and international supply chain where problems occur to retard or damage the
134 smooth flow of goods from buyer to seller. In collaboration through a NTFB the public and private
135 sectors could design measures to eliminate or drastically reduce the barriers to efficient and effective
136 trading processes. This approach to solving the problems in the international supply chain is
137 improved if the NTFB works with similar organisations at the regional (and sub-regional) and
138 international level, and participates in the work programmes of international bodies dedicated to
139 trade facilitation and the development of standards.

Commenté [LT14]: Comment received : This paragraph enumerates the purposes of a NTFB.

140 **Recommendation**

141 The United Nations Centre for Trade Facilitation and Electronic Business at its XXth Plenary session in
142 XX in Geneva recommends that Governments establish and support national trade facilitation bodies
143 with balanced private and public sector participation in order:

- 144 1. To include trade facilitation as part of a national integrated strategy for trade policy ~~and~~
145 sustainable economic development ~~and the creation of sustainable employment;~~
- 146 2. To identify issues affecting the cost and efficiency of their country's international trade and
147 to develop measures to reduce such barriers and to assist in their implementation;
- 148 3. To develop measures to reduce the cost and improve the efficiency of international trade and
149 to assist in the implementation of those measures;
- 150 4. To provide a national focal point for the collection and dissemination of information on best
151 practices in international trade facilitation;
- 152 5. To participate in international efforts to improve trade facilitation and efficiency;

Commenté [LT15]: There was a comment to interject this between the 'Benefits' and 'International Standards' section. It could be added: *In response to this request, this Recommendation specifies the principles such as the organization, structure, operation, funding to create a NTFB.* In this way, the reader will raise awareness on the contents of the Recommendation.

This wording is already mentioned twice, in the "Introduction" and in "Establishment of a NTFB" which is:
-To identify points in the domestic and international supply chain where problems occur to retard or damage the smooth flow of goods from buyer to seller.

-To design measures to eliminate or drastically reduce the barriers to efficient and effective trading processes

This should be placed in the "Purpose section".

Commenté [LT16]: Comment received : The two phrases 'to develop~' in 139 and '3. To develop~' in 140-141 look duplicated.

154 **GUIDELINES TO RECOMMENDATION NO. 4**
155 **NATIONAL TRADE FACILITATION BODIES (NTFB)**
156

157 **A. INTRODUCTION**

158 The establishment of a national body to adopt and pursue the implementation of trade facilitation can
159 take many forms. Experience has shown that for optimum success certain essential factors must be
160 included in the organization, administrative arrangements and operation of the national body. Some
161 of the prerequisites needed from the outset are:

- 162 • Active private and public sector participation;
- 163 • The identification of issues affecting the costs and efficiency of the country's international
164 trading performance, and the setting of priorities for action on the issues;
- 165 • The collaborative development of measures to reduce the cost and improve the effectiveness
166 of international trade transactions;
- 167 • The resources (both human and financial) to assist the implementation of the agreed
168 measures;
- 169 • The provision of a national focal point for the collection and dissemination of information on
170 best practices and standards in international trade facilitation; and
- 171 • The participation in international efforts to improve trade facilitation efficiency.

172 Trade facilitation activities must be approached in a coordinated manner to ensure problems are not
173 created in one part of the supply chain by the introduction of measures or solutions to another part.
174 The needs of all parties, both the private and public sectors and third party interests, must be identified
175 before solutions can be developed. The people best placed to explain their needs are those directly
176 involved in the various, interlinking parts of the supply chain. This requires an efficient and effective
177 forum where trade policy makers, private-sector managers, public-sector administrators and other
178 stakeholders can collaborate towards the implementation of jointly-agreed facilitation tools and
179 techniques and modernisation measures.

180 **A.1 Trade facilitation – a practical definition**

181 Trade facilitation is defined as the simplification, standardization and harmonization of procedures
182 and associated information flows required to move goods and provide related services from seller to
183 buyer and to make payments. (Trade Facilitation Strategy and Action plan for 2005-2007,
184 TRADE/CEFACT/2005/6)

185 The fundamental purpose of trade facilitation is to simplify the trading process whether domestic or
186 international. To achieve this objective trade facilitation aims at transparency on all commercial and
187 regulatory rules concerning trade procedures in order to allow the trading community to prepare and
188 comply. UN/CEFACT aims to contribute to a comprehensive set of efficient and effective business
189 processes, as well as optimizing the level of government control and oversight so that these are
190 proportionate to the costs and risks involved.

191 Trade facilitation activities (especially in relation to the application of electronic business) can be
192 broadly divided into three categories; simplification, harmonization and standardization:

- 193 • **Simplification** is the streamlining of trade procedures by removing redundant requirements
194 and activities, thus reducing the cost and burdens in administering the trade transaction.
- 195 • **Harmonization** is the aligning or rationalizing of information flows that accompany the
196 movement of goods or services in the domestic marketplace, or in international transit,
197 especially at national borders.

198 • **Standardization** is ensuring that required information is described, understood and applied
199 in a consistent manner. Many international standards development organizations, consortia
200 and communities have developed standards concerning the description, definition, use and
201 transfer of information related to international trade.

202 A.2 Partnership

203 10. ~~As described in the previous section~~~~From the above description~~, facilitating the total trade
204 transaction process requires a series of actions and measures combining the movement of goods, all
205 relevant regulatory requirements, notably government reform, modernization and automation... It
206 covers not only the economic, commercial and operational aspects of the trade transaction, but also
207 other related issues in the supply chain including finance, transport, transit, compliance with
208 international standards, trade related infrastructure and logistics, sectorial priorities (for example,
209 agriculture) and legal frameworks.

210 11. Trade facilitation implies consideration of the interlinked roles of the three main actors closely
211 involved in the international trade sectors of the country where the NTFB is to be set up. These are:

- 212 - **Public sector** (all relevant government trade-related agencies), in designing and
213 implementing national laws and regulations regarding trade in a coordinated way by working
214 together and to streamline import, export and transit procedures;
- 215 - **Private sector traders**, (importers and exporters), who can benefit from such solutions in
216 their international trade transactions; and
- 217 - **Private sector trade services providers** (carriers, freight forwarders, multimodal transport
218 operators, banking institutions, insurance companies, software providers, etc.), by offering
219 market-oriented trade and transport solutions within the framework of national and
220 international trade and transport practices, obligations and laws.

221 ~~There are issues in international and national transactions and National Trade Facilitation Bodies can,~~
222 ~~among other objectives, address these challenges.~~

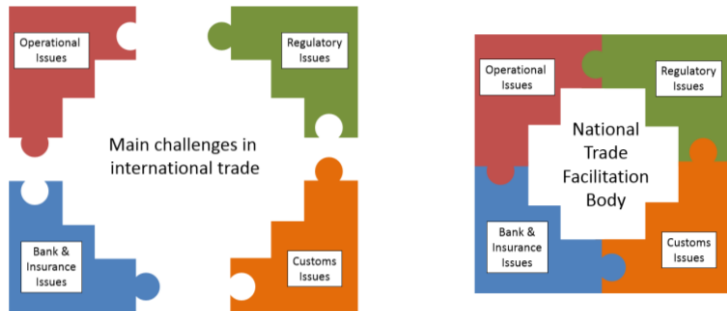


Figure 1. International trade brings together a number of issues which can be challenges to the trading community; a National Trade Facilitation Body can help bring these together coherently.

B. ESTABLISHMENT OF A NATIONAL TRADE FACILITATION BODY (NTFB)

19. As a proper consultation mechanism, governments are invited to consider the possibility of establishing National Trade Facilitation Bodies (NTFB), along the lines described hereafter, ~~and~~ on the basis of the terms of reference included in Annex 1 and ~~based on~~ the principles laid out in the UN/CEFACT Recommendation No. 40 on Consultation Approaches.

B.1 General definition of a NTFB

A NTFB is a formally constituted body where all interested parties from public and private sectors in the country's international trade, multimodal transport, logistics, finance and other related topics could present their respective views and problems, and seek, through consultation and consensus, mutually agreeable solutions.

B.2 Purpose of a NTFB

20. A NTFB acts as an open forum to promote trade facilitation, facilitate inter-agency coordination, and provide directives on major trade facilitation issues.

Depending on the national context, the specific purposes of the NTFB could entail the following:

- Champion the national strategic priorities;
- Develop new national policies mapped against existing international common and harmonized methods;
- Promote existing facilitation solutions and help implementing them;
- Participate actively in the creation and maintenance of trade facilitation measures internationally.
- Contribute to the work of established international organizations such as UN, the WCO's committees, the WTO under the framework of the Trade Facilitation Agreement and so on.

B.2 Membership of a NTFB

Participants from the Government and public administrations, each with a joint and separate interest in the facilitation of trade. Private sector participants in such bodies should represent all industry sectors, all types and size of business, and institutions taking part in international trade: manufacturers, importers, exporters, freight forwarders, carriers, banks, insurance companies, etc. [Annex 3 proposes a toolbox for identifying the pertinent actors.](#) It is only with the active involvement of these participants that impediments can be meaningfully analysed and cooperative solutions devised.

257 The following diagram provides a list (non-exhaustive) of public and private actors that may become
 258 member of NTFB. The categorization of the actors is interchangeable in some cases. For example, an
 259 exporters' association may as well act as a related trade service provider to the trader.'



260 **Figure 2.** The three main types of actors – representation from all of these should be sought when
 261 establishing a NTFB. [The actors may fall into different categories depending on the country or
 262 context.]
 263

Commenté [LT17]: This seems to be a repetition of the paragraph right before the diagram. Suggest to delete.

264
 265 24. NTFBs should invite recognized experts based on their knowledge and competencies within their
 266 respective fields.

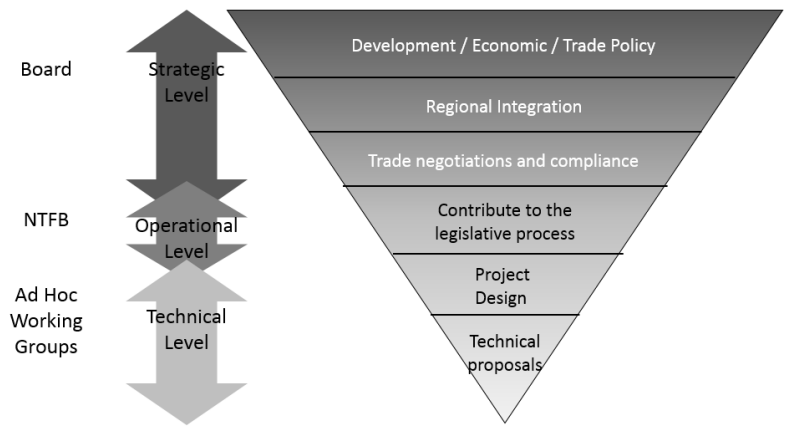
267 **B.3. Organization of the NTFB**

268 A National Trade Facilitation Body could be organized on three distinct levels; strategic, operational
 269 and technical.

- 270 • at the strategic level would be the Board of the NTFB. They would be responsible for
 271 implementing the trade facilitation plan advised by the Lead Agency, whether government
 272 (as envisaged by the World Trade Organization in its Agreement on Trade Facilitation –
 273 Article 13), private sector or a partnership between trade and government that established
 274 the body. The Board would set the work programme based on the national policy and
 275 priorities advised by the Lead Agency. The Board would report back on its activities.
 276 Proposals and recommendations to the Lead Agency;
- 277 • at the operational level the NTFB would prepare reports, develop proposals and offer
 278 recommendations for achieving the objective of the strategic plan. These activities would be
 279 undertaken by permanent NTFB staff (in senior and managerial positions, including a
 280 secretariat) plus any staff seconded staff from the public or private sector. The results of this
 281 work would be presented top the Board for strategic consideration;
- 282 • at the technical level ad hoc Working Groups (either permanent or temporary) could be
 283 formed to undertake specific tasks defined by the NTFB, The composition of the Working
 284 Groups should include representatives from trade and industry sectors, consultancy and
 285 contributions from individual trade experts (either in person or by written submission). This

286 approach should ensure the quality of input into the process and that outcomes advised to
 287 the NTFB at the operational level would be constructive and valuable.
 288 The NTFB can be envisioned in three levels: a strategic level, an operational level and a technical
 289 level.
 290
 291 The **Board** should be created with a limited number of participants from the most relevant public and
 292 private sector stakeholders. This would be the strategic level of the organization, setting the
 293 direction that the NTFB should follow. The NTFB was empowered by an organization or agency
 294
 295 When applicable, the NTFB is established by a government administration; the Board should report
 296 back to the lead agency that empowered the NTFB on its activities and outcomes.
 297
 298 At an operational level, the Board should establish a structure in which the private sector and all
 299 relevant government agencies can collaborate and develop the direction set out at the strategic
 300 level. This would be the actual NTFB. This level would be in charge of developing action plans and
 301 identifying best practices based on the direction established by the Board.
 302
 303 In order to ensure the continuity of work and follow any tasks which are delegated to ad hoc working
 304 groups, a **Secretariat** should be established. The staffing of such a secretariat would depend on the
 305 work load involved in accomplishing the defined direction and managing the additional working
 306 groups.
 307
 308 At a technical level, **ad hoc Working Groups** would accomplish specific tasks (either temporary or
 309 permanent) defined by the NTFB and the lead agency. These groups could include customs
 310 compliance committee, national single window implementation committee, etc. Representation in
 311 these working groups should be drawn from relevant industry sectors to ensure quality of input into
 312 the policy making process.
 313
 314 29. A conceptual representation of this structure has been developed within the Recommendation
 315 40 and is explained through the following diagram:

Commenté [LT18]: Check the term « Board » with French and Russian will be applicable.



316
 317 **Figure 3.** Each level of consultation should be clearly defined in both scope and authority with open
 318 and transparent channels of communication and reporting. In most consultation processes there is a
 319 need for communication between the levels in both directions so that, for instance, when a technical

320 level group meets, it has information on what has been discussed at the strategic and operational
321 level. Similarly, information from discussions at the technical level will then need to be communicated
322 to both the strategic and operational level.

323 **B.4. Responsibilities and role of the NTFB components**

324 30. The NTFB is expected to meet as required to pursue its objectives. The agenda of these meetings
325 would cover, *inter alia*, the following items:

- 326 a. Trade facilitation strategy and measures, problems, remedies, action plans, work
327 programmes or projects, inter-agency coordination, regional and multilateral coordination.
- 328 b. The proposals of solutions to problems identified in previous meetings;
- 329 c. Formation of ad hoc working groups.
- 330 d. Allocation of tasks to members.

331 31. The Commission should meet on a regular basis, at a regular basis. It should follow up the work of
332 the Body members and ad hoc working groups in their search for solutions to the identified issues.
333 The Commission should also keep a repository of the allocation of tasks to the members and ad hoc
334 working groups.

335 32. The member institutions would continuously work, within ad-hoc Working Groups, towards the
336 elaboration of documents supporting the solutions they wish to propose to the NTFB. They would be
337 assisted in their tasks by the Secretary. The resulting documents would be presented to the Board of
338 the NTFB for approval.

339 **B.5. Work Programme of the NTFB**

340 33. Trade facilitation should be an ongoing strategy, which needs a focused work programme
341 covering the international trade transactions.

342 34. The development of the work programme should be undertaken in consultation with all the
343 interested actors. These should be encouraged to formulate their views using techniques such as
344 workshops, seminars, or "brainstorming" sessions. The results would then be presented to the NTFB.
345 The work programme needs to be flexible enough to take into account issues that might arise which
346 cannot be anticipated.

347 35. National representatives to relevant external bodies and organizations such as UN/CEFACT, the
348 World Customs Organization, the World Trade Organization, International Chamber of Commerce,
349 region coordination initiatives, etc. should if possible be encouraged to join the NTFB. The agenda
350 should in part reflect the activities of these external bodies and organizations as a part of the NTFB's
351 horizon scanning and monitoring process.

352 **C. COORINATION OF NATIONAL TRADE FACILITATION BODIES AT** 353 **NATIONAL OR REGIONAL LEVELS**

354 **C.1 Coordination of national trade facilitation bodies (NTFB)**

355 Many countries want or need to establish a NTFB but have not yet considered the structure and
356 details of such a body. Meanwhile, nationally, there may be other sectorial organizations that
357 provide in part or in full the function of trade facilitation body. Governments may wish to provide an
358 official endorsement of one of these organizations in order to fulfill the role of NTFB; or they may
359 wish to coordinate several of these organizations for this.
360

361 Furthermore, the government may wish to call upon one or more of these organizations temporarily,
362 in order to quickly establish an interim NTFB while they finalize their planning for a fully mandated,
363 independent NTFB.

364 ***C.1.1 National sectorial organizations which may fulfill the role of trade facilitation***

365 The ideal organization for an NTFB is a full public-private partnership as outlined elsewhere within
366 this document, both Government and Trade collaborating through a national trade facilitation body.
367 However, for historical reasons or for practical reasons, there may be another valid sectorial
368 organization which preexists and which the government may want to invest with this role. The
369 following is a non-exhaustive list of types of organizations. [Annex 3 can provide some guidance on](#)
370 [identifying these.](#)

- 371
- 372 • A fully private sector national trade facilitation body
- 373 • A fully private sector shipper's organization with a trade facilitation mandate
- 374 • A fully private sector transport organization with a trade facilitation mandate
- 375 • A trade union with a trade facilitation mandate
- 376 • A public sector consultation committee concentrating on trade facilitation matters
- 377 • A government agency-lead committee (public sector) with a trade facilitation mandate
- 378 • Etc.
- 379

380 Each of these types of organizations may already exist in any country. Governments may wish to
381 elect one of these organizations to take on the role of NTFB. There is no obligation that the resulting
382 organization has representation from both the public and private sectors; however, there are
383 undeniable benefits in including both Government and Trade in such consultative bodies as reflected
384 in the UNECE Recommendation 40 (pending approval). For this reason, it is strongly suggested that if
385 a private sector organization is chosen that the public sector takes an active role within the
386 organization, perhaps by integrating the Board. Likewise, if a public sector organization is chosen, it is
387 strongly suggested that it be opened to active participation from the private sector, eventually
388 reserving a number of key positions to Trade.
389

390 ***C.1.2. Coordination among multiple trade facilitation organizations***

391 [A method of coordination may be chosen that could result in multiple organizations working on trade](#)
392 [facilitation within the country \(or economy\) or within a regional grouping, if such an arrangement](#)
393 [been agreed by the participating countries or economies. This could lead to two possible scenarios;](#)
394 [first, the government \(or regional grouping\) establishes an official NTFB but other organizations](#)
395 [\(public, private, PPP or trade or industry specific\) continue to exist in at the same time. Second, the](#)
396 [government could coordinate the activities of these multiple organizations using the NTFB as a focal](#)
397 [point of collaboration. The consequences of these two different circumstances are explored in the](#)
398 [following sections of the guidelines.](#)

399 ~~Another path may be chosen which would result in multiple organizations working on trade~~
400 ~~facilitation. There can be at least two possible scenarios: the government establishes an official NTFB,~~
401 ~~but other organizations (public, private or PPP) also exist; or, the government may wish to coordinate~~
402 ~~these multiple organizations in order to create their official NTFB.~~

403 ***C.1.2.a. NTFB coordinating with other trade facilitation organizations***

404 A government-established NTFB should study the other organizations that exist within a country that
405 are working on the same or similar topics. These may be within the private sector or within the public
406 sector. Insofar as the missions and visions of trade facilitation coincide, the NTFB should try to
407 coordinate as much as possible with these other national organizations in order to avoid duplication
408 of efforts. This could take the form of bilateral/multilateral agreements outlining the activities of
409 each organization. It could, however, be less formal, inviting these organizations to discuss activities

410 to be performed and distributing work (through ad-hoc working groups, for example) on an as-
411 needed basis.

412 *C.1.2.b. Coordination of national trade facilitation organizations to create an official NTFB*

413 An alternative solution would be the coordination of existing, multiple trade facilitation
414 organizations. A government-appointed committee would need to identify all of the existing
415 organizations (public, private and/or [Public Private Partnership](#)) through a stakeholder analysis ([see](#)
416 [Annex 3](#)) and the different themes that they could work on; again one of the key factors will be to
417 avoid duplication of efforts.

418 For example, the government-appointed coordinating committee would be the main deciding body
419 and focal point for official national trade facilitation activities and consultation – the strategic level
420 structure. However associated operational or technical work could be distributed to these other
421 organizations who would then report back to the coordinating committee that could correct its
422 perspective depending on the ongoing work. Likewise, the government could enable appointed
423 officials/experts to oversee work on each level (strategic, operational and technical) who would
424 coordinate the work of the other, pre-existing organizations.

425 *C.1.2.c. Disadvantages of using existing trade facilitation organizations*

426 Such a set-up would have the advantage of reducing costs for the government and avoid duplication
427 of effort through optimization of resources. There could also be some setbacks from relying on other
428 organizations, such as the primary focus of these other organizations. Trade associations, unions or
429 even specific ministry-driven organizations were most likely established with a specific mission which
430 may not necessarily be trade facilitation; these organizations may also have been established to
431 accommodate a specific type of actor in the supply chain. Their participation in any trade facilitation
432 activity may have alternative motives which may or may not be compatible with the global trade
433 facilitation task which is at hand and may or may not be compatible with the direction the lead
434 agency wants to take.

435 To remedy this situation, it is advisable to ensure that all actors of the supply chain are represented
436 through the chosen organizations (not just port authorities... or not just shippers... or not just a
437 specific ministry...). Much of the work will be to ensure that all of these representative organizations
438 actively participate and that topics or work is not driven solely by one single point of view. Much can
439 be done during an identification phase when choosing the organizations, determining not only that
440 they are working on trade facilitation, but also any alternative motivations which should be
441 considered. ~~See annex 3. Recommendation 40 (pending approval) proposes within its Annex I a tool
442 box for stakeholder analysis which would be pertinent to this exercise.~~

443 **C.2 Coordination of Regional Organizations**

444 Under the umbrella of global trade facilitation work, regional trade facilitation organizations have an
445 important role to play.

446 Quite often the NTFBs from a same region struggle with similar challenges, not only because of the
447 geographical environment like common borders but also similar regulations, trading traditions and
448 trading partners. Hence, regional cooperation of NTFBs can support and strengthen each national
449 body's activities, discuss approaches to trade facilitation and also create and agree upon common
450 solutions to their trade facilitation issues.

451 The Regional Trade Facilitation Organization can be constituted of representatives from National
452 Bodies, including e.g. the chairmen and the Technical Secretaries. Regional committees shall meet
453 regularly, based on the agreed time table and agenda.

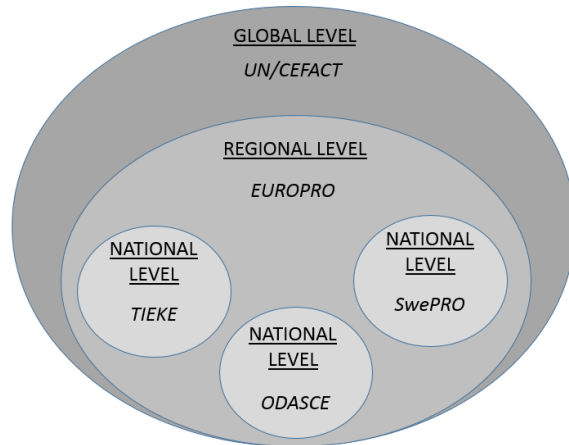
454 The basic terms of reference for such Regional Organization could be:

- 455 • To monitor regional progress of trade and transport facilitation and to coordinate regional
 456 awareness rising activities
 457 • To identify common inhibitions (technical, institutional or commercial);
 458 • To identify common solutions/regional action required to solve existing problems,
 459 • To support the region-wide use of trade related standards, recommendations, tariff
 460 structures, EDI, etc.

461 The important steering role of the Regional Organization could be substantially strengthened by
 462 assigning *ad-hoc* expert services or task force at its disposal when deemed necessary to focus on a
 463 specific trade facilitation issue.

464 Note: we can illustrate the global organisation/structure of NTFBs with a similar picture as the
 465 organisation of NTFB is described in the guideline text.

466 Below is a draft example of the illustration idea:
 467



469 **Figure 4. Coordination of National Trade Facilitation Bodies at a regional level and on a global level.**
 470
 471

472 D. FUNDING, BUDGET and STAFFING

473 D. 1 Financing a NTFB

474 Once a government has decided to legally endorse a particular body/organization, the government
 475 must consider its sustainment. The legal recognition of the body/organization implies a proposed
 476 funding schema for all aspects of the NTFB – see examples of the foreseeable expenses in Annex 1.
 477 Accounts must be open and transparent and available to all representative organizations, or
 478 approved third parties for audit purposes.

479 36. ~~Irrespective of Whatever~~ the structure selected and the decision for the range of its operations,
 480 the NTFB would need to pay for the staff and activities. Clearly the type and amount of funding
 481 needed would depend on the several factors to ensure optimum performance and the realisation of
 482 the benefits of its trade facilitation work programme and outputs. Consequently the funding
 483 arrangements must be both sustained and sustainable. To guarantee appropriate financial provision

484 from the outset, making the NTFB some type of legal entity could be considered as a method of
485 protecting the funding arrangements.

486 37. Many options exist to arrange the finance for a NTFB and these include (but are not limited to):

- 487 • Representative private sector organisations financial contribution (providing this did not
488 undermine the remit and terms of reference of the NTFB);
- 489 • Government grant, through its own budget;
- 490 • A public-private partnership;
- 491 • Contributions 'in kind' in the form of office space and maintenance, and office equipment;
- 492 • Additional funding for specific trade facilitation studies. These contributions could be
493 sourced from trade and industry sectors that would benefit from the introduction of trade
494 facilitation proposals.

495 38. For many countries, the subject of funding is a challenge and could prove an impediment to the
496 establishment and long-term operation of a NTFB. The government might lack the financial resources
497 or the private sector is unable to marshal sufficient funds from representative business sectors or
498 trade associations. Consequently imaginative and innovative solutions would need to be considered.
499 For example, the loan of staff from relevant government departments, authorities and agencies for a
500 specific period or activity. Equally the private sector enterprises could agree to secondments while
501 continuing to meet the costs of those staff.

502 D.3. Operating a NTFB

503 42. The staff of the NTFB would be its greatest asset. Therefore care must be taken in their selection,
504 whether recruited as permanent employees or accepted as secondments¹ for a term defined period
505 as part of the financial contribution from a representative organisation. Where staff are recruited for
506 a permanent position in the NTFB, national laws governing recruitment and labour regulations
507 concerning terms and conditions of employment must be observed. Equally important and under the
508 same laws any staff seconded from a representative organisation (either public or private sector)
509 must be assured any overarching employment contract would be honoured during the term of their
510 secondment.

511 44. Experience has demonstrated that a NTFB usually requires Members, representatives and staff to
512 undertake a number of different functions. This can include, but not restricted to or required to the
513 following:

- 514 • A Chairman or similarly appointed official (Strategic level)
- 515 • A Board (Strategic level)
- 516 • An Executive Secretary / Manager (day-to-day running of the NTFB) and a secretariat
517 (Operational level)

518 E. STEPS TOWARDS THE CREATION OF A NTFB

519 46. A preliminary step towards the creation of a NTFB would be a lead agency to inform all interested
520 parties of the development of trade, transport and finance issues, the BUY-SHIP-PAY components of
521 the UN CEFACT International Supply Chain Model. An awareness campaign could be organized
522 through seminars, workshops, round-tables in specific industry sectors of the national economy. Such
523 awareness campaigns may be organized by potential members of a NTFB such as local professional
524 associations, such as Chambers of Commerce, shippers' councils, freight forwarders association and

¹ Secondment, according to the Oxford Dictionary "The temporary transfer of an official or worker to another position or employment" (<http://www.oxforddictionaries.com> as of January 2015).

Commenté [LT19]: Suggested alternative text :

44. Experience has demonstrated a NTFB usually requires Member, staff and representatives from stakeholder sectors organizations to undertake the different and differing functions. The positions are neither pre-requisites nor restricted to the following:

At the strategic level;

- A Board,
- A Chairman (or similarly appointed official).

At the operational level;

- A Chief Executive,
- A Secretary,
- A secretariat (including a Personal Assistant to manage the schedule of the Chairman, Board Members and Chief Executive).

At the technical level;

- Staff with recognised experience and expertise in the fields of trade facilitation, business and commercial processes, government trade regulations and procedures, transport issues and the financial and insurance sectors,
- Participants and contributors to Ad hoc Working Groups (a member of the permanent staff should be responsible for the administration of individual Working Groups),
- Consultants, and
- Interns, possibly students on unpaid work experience.

This list could be used as a checklist to ensure certain functions have not been omitted. Staff appointed to post in the technical level must have some security of tenure for the continuity of the NTFB work programme and consistency in the output of trade facilitation proposals and recommendations. Equally, terms and conditions must be agreed for the employment of any staff seconded from the public or private sectors, consultants and interns.

Commenté [LT20R19]: I personally feel that this suggestion provides too much guidance on staff and creates something which might be too big for some economies. I prefer the original suggested staff which provides a minimum – but this is just my opinion.

525 other relevant organisations. However, it must be recognised that awareness and publicity
526 campaigns would have a budgetary impact on the lead organisation and any partner associations.

527 46. After any approved awareness campaign, specific actions should be considered when establishing
528 the National Trade Facilitation Body. The type and range of measures would be dependent on the
529 national needs, culture and capabilities. Some of the provisions could be:

- 530 • Agree the remit of the NTFB and the areas of policy development and identify key issues to
531 be initially considered;
- 532 • Formal establishment with preparations for the legal base, constitution, structure, funding
533 and administrative framework of the NTFB;
- 534 • Agree the appointment of the Officers and staff of the NTFB including the terms and
535 conditions of employment, the status of seconded persons and the recruitment of
536 consultants or other experts;
- 537 • Identify all key partners and stakeholders to agree on the terms of reference and, areas of
538 policy development, and the preparation of a 'corporate plan' and work programme.
- 539 • Agree the procedures for the formation of any Working Groups for specific tasks:
- 540 • Agree the reporting procedures within the NTFB and the way trade facilitation outputs,
541 including implementation strategies, are presented to government and trade;
- 542 • Coordinate with trade facilitation bodies (such as UN, WTO, WCO) and other international
543 standards bodies (ISO) and make use of materials produced by these organizations.

544 This inventory of suggested good practice is not exhaustive and does not list in order of priority the
545 performance of these tasks. However it should provide a checklist to ensure essential actions are not
546 overlooked or ignored. Clearly the steps needed to create a NTFB would be wholly dependent of the
547 requirements of each country or economy.
548

549 **Annex 1 – Terms of Reference**

550 **A. Purpose and Objectives**

551 1. The purpose of the National Trade Facilitation Body (NTFB) is to encourage the coordination and
552 implementation of measures that lead to the facilitation of international trade practices in support of
553 the Nation's foreign trade.

554 2. The specific objectives of the body are as follows:

- 555 a. to provide a national forum equipped with a consultation mechanism for the facilitation of
556 formalities, procedures and documentation used in international trade (*facilitation*
557 *objectives*);
- 558 b. to propose, for government approval, draft trade-related regulations and practices
559 (*regulatory objectives*);
- 560 c. to make policy recommendations on future trade related investments (*development policy*
561 *objectives*); and
- 562 d. to increase awareness of the methods and benefits of trade facilitation (*training objectives*).

563 3. These four specific objectives will lead to the following activities:

- 564 a. *Facilitation objectives:*
- 565 i. to ensure the proper coordination in the field of facilitation of international trade;
- 566 ii. to keep under review the procedures required in international trade, including
567 multimodal transport, with a view to their simplification and harmonization;
- 568 iii. to collect and disseminate information on international trade formalities,
569 procedures, documentation, and related matters;
- 570 iv. to pursue the simplification and alignment of trade documentation on the basis of
571 the United Nations layout key, including transport documents designed for use in
572 computer and other automated systems; and
- 573 v. to promote the use and adoption of standard trade and transport technology and
574 international codes (for example EDI communications).
- 575 b. *Regulatory objectives:*
- 576 i. to review, comment, amend, and propose for government approval new draft
577 documents on liability, civil responsibility, banking and intermodal transport
578 regulations with a view to update current regulations and practices embodied in the
579 Commercial Code and other legal texts;
- 580 ii. to follow up on the final approval of proposed regulations and practices with the
581 various institutions concerned and through institutional and executive channels; and
- 582 iii. to examine the convenience for the country to adhere to international conventions
583 and standards.
- 584 c. *Development Policy objectives:*
- 585 i. to review the national policy content of trade investments and to facilitate, the
586 introduction and development of appropriate trade technologies; and
- 587 ii. to address, as a national consulting body, questions related to the institutional
588 development and management of international trade facilities; and other relevant
589 issues.
- 590 d. *Training objectives:*
- 591 i. to organize and implement campaigns to publicize the benefits and requirements of
592 simplified documents and procedures, aimed at policy-makers and senior decision-
593 makers in government organizations, parastatal bodies and transport operators,
594 Customs and other regulatory bodies;

- 595 ii. to organize and present series of seminars and workshops for policy-makers, senior
596 decision-makers and managers from the public and private sectors, to make them
597 aware of international trade principles, practices and implications; and
598 iii. to organize, as a follow-up to the awareness programs, visits by technical experts to
599 advise on how to improve trade transactions, to streamline ports/transport logistic
600 operations, and to maximize the benefits derived from facilitation.

601 **B. Budgetary considerations**

- 602 4. When funding has been agreed and approved the parties to the NTFB should establish a formal
603 budget. The budget could be divided into distinct components:
- 604 a. Capital expenditure such as rent of building and utility costs;
 - 605 b. Operating expenses related to staff such as salary, training and association
606 membership fees;
 - 607 c. Costs relating to the recruitment of any local consultants and for the procurement of
608 local studies and surveys;
 - 609 d. Expenses related to the organization of NTFB meetings, as well as conferences,
610 workshops and seminars to promote the work of the organisation and encourage
611 wider support and acceptance of trade facilitation proposals;
 - 612 e. Travel and subsistence, divided into national activities and the costs of attending
613 sub-regional, regional and international meeting as approved;
 - 614 f. Expenses related to the procurement of office equipment, communication facilities,
615 stationery, and office management and maintenance;
 - 616 g. Miscellaneous expenses related to reproduction and dissemination of documents
617 and other publicity and information material; and
 - 618 h. A contingency fund for any unforeseen expenses deemed necessary by agreement of
619 the contributing organisations, parties and individual participants.

620 5. All candidates for permanent employment or secondment to the NTFB should be subjected to a
621 rigorous, yet fair selection process. The aim should be to select the best applicant or nominee based
622 on expertise and experience, and the value the person can add to the trade facilitation work
623 programme and activities. Some of the qualities needed would be a skills set including interpersonal,
624 oral, written and presentation abilities, plus knowledge and competencies to perform research,
625 undertake negotiations and prepare trade facilitation proposals. The abilities described are
626 indicative, not exhaustive and candidates would also have additional, specific skills that ideally fit
627 them for the position. Finally, but equally important, the process must appreciate national diversity
628 in the form of gender, religion, ethnicity, age and other personal characteristics and avoid any form
629 of discrimination.

630 **C. Composition and Authority**

631 6. The National Trade Facilitation Body would bring together authorized representatives of all parties
632 concerned with international trade issues in the country. The following is a non-exhaustive list which
633 can serve as the start of a check-list:

634 Government authorities / agencies:

- 635 • Commerce or trade and their agencies (for example export development agency)
- 636 • Transport/Roads/rails/Waterway/Infrastructure and their agencies including Sea and Land
637 Port agencies and others
- 638 • Finance/Planning/Economic Development/Industries and their agencies including Central
639 Banks and others
- 640 • Customs agencies
- 641 • Justice and their agencies

- 642 • Foreign Trade Institutes and Think Tanks
- 643 • Standards and Accreditation Organizations
- 644 •

- 645 Traders
 - 646 • Importers and their associations
 - 647 • Exporters and their associations
 - 648 • Small and Medium Sized Exporters and Importers and their associations

- 649 Related services
 - 650 • Carriers or transporters
 - 651 • Freight forwarders
 - 652 • Chamber of commerce and their federations
 - 653 • Private laboratories or certification agencies
 - 654 • Technical software providers
 - 655 • Banks, insurance companies and their associations
 - 656 • Customs agents
 - 657 • Academic institutions, non-public Think Tanks

- 658
- 659

660 **Annex 2 – NTFB around the world**

661 National Trade Facilitation Bodies (NTFBs) are important platforms for institutional coordination and
 662 stakeholders' consultation with balanced private and public sector participation. They enable the
 663 planning and implementation of successful trade facilitation (TF) reforms. For examples of how NTFBs
 664 operate, case studies can be found in the repository of UNCTAD (United Nations Conference on
 665 Trade and Development). The online repository is available at <http://unctad.org/tfc> . For sending new
 666 or updated country's experience to this repository, UNCTAD has provided the following contact:
 667 TFbodies@unctad.org OR trade.logistics@unctad.org
 668

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669 The data have been collected through desk research and a detailed survey with national entities,
 670 providing information about different types of NTFBs. The questionnaire used for data collection is
 671 available online in English, French and Spanish and is as follows (as of January 2015):
 672

673
 674 Template for case studies on
 675 setting up and sustaining a multi-agency Trade Facilitation body

676 [Country] - Status [Month] [Year]
 677
 678

| Questions | Answers for [Country] |
|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| Background | |
| What is the official name of the national trade facilitation (TF) coordination mechanism? | |
| What motivated the establishment of the TF body? | |
| What year was it established? | |
| Do you have other national bodies dealing with WTO issues and/or with TF? | |
| Was the TF body based on a previously existing multi-agency group/committee (for example a trade and transport facilitation committee)? | |
| What is the current status of the TF body (running, pilot phase, study) | |
| Institutional Framework | |
| Has the TF body been set up as an ad hoc group, or a legal entity/organisation? | |
| What specific documents were necessary to institutionalise the group? Which body and at which level made the decisions? | |
| What is the scope/mandate of the TF body? | |
| Does the TF body have terms of reference? | |
| Which is the coordinating agency? | |
| What is the structure of the TF body (Chair/co-chair, sub-groups etc.)? | |
| Do you have a permanent technical Secretariat? | |
| Funding | |
| Do you have a formal budget for the operations of the TF body? | |
| If yes, what major items are covered by it? | |
| What are the sources of funding? | |
| Objectives / Focus | |

| Questions | Answers for [Country] |
|-------------------------------------------------------------------------------------------------------------|-----------------------|
| What are the objectives of the TF body? | |
| Does it have a working plan? | |
| How do you monitor progress in implementing the working plan? | |
| How often, and in which form and to whom is the TF body reporting? | |
| Membership / Composition | |
| What public or quasi-public agencies participate in the TF body? | |
| What private associations or entities participate? | |
| What is the level of seniority of the participants? | |
| Participation | |
| Does the TF body meet regularly? | |
| What is the level of participation in each of the meetings? | |
| Do you use different meetings formats (such as focus groups, brainstorming, Citizen jury's etc?)? | |
| Promotion / Communication | |
| How do you keep all stakeholders informed of the TF body's meetings and new documents, upcoming events etc? | |
| How does the TF body interface with other working groups/committees working on similar issues? | |
| Do you undertake special information session for the general public or particular stakeholders? | |
| Benefits | |
| What was the impact of the work of the group? | |
| How does it benefit your country's responsiveness to the WTO negotiation process? | |
| Have there been concrete operational outcomes? | |
| Lessons learned | |
| What are the crucial success factors? | |
| What are the greatest obstacles? | |
| What are the main lessons learned? | |
| Future plans | |
| What are the plans for further development of the TF body? | |
| Contact information | |
| Please indicate the contact details of the chairman, president or Secretariat of the TF body. | |

679

680

681 **Annex 3 – Stakeholder analysis toolbox**

682 This annex is an excerpt from the Annex 1 of the proposed Recommendation 40 on Consultation
683 Approaches.

684 **Stakeholder analysis**

685 Prior to initiating consultations, the lead agency or organization will need to identify
686 the stakeholders that are concerned by the issue, proposal or change of procedure.
687 Stakeholder analysis is an important tool by which to gather this information. The
688 approach is a disciplined and structured way to map organizations and companies with
689 an interest in the issue(s) at hand and consists of identifying end users, agents,
690 organizations and grouping them into direct and secondary stakeholders, in terms of
691 how they will be impacted. The process continues with descriptions of the
692 stakeholders’ needs, interests, organizations, capacities and so on. Information
693 collected as part of this stakeholder mapping should also include an analysis of
694 priority interests, what Government needs from this group, perceived attitudes/risks,
695 and what it will take to persuade this group to agree to requested changes.

696 A sample template of how this can be mapped is provided below:

| Stakeholder | Description/ Members | Stake in Proposed Change/ Priority | What do we need from them? | Perceived attitudes/ risks | What will it take to get support? | Stakeholder Management Strategy |
|-------------|-------------------------|---------------------------------------------|-------------------------------|-------------------------------|--------------------------------------|---------------------------------------|
|-------------|-------------------------|---------------------------------------------|-------------------------------|-------------------------------|--------------------------------------|---------------------------------------|

697 A successful analysis will also promote and track the progress of specific stakeholders
698 during the consultation process (that is, recognition of the baseline, creation of
699 awareness, development of understanding, and finally, acceptance / readiness). This
700 approach involves close coordination with the lead agency driving the change and
701 requires consistent outreach focused on promoting discussions, awareness,
702 understanding and acceptance across all the key stakeholder groups.

703 The following is offered as a quick stakeholder analysis checklist:

- 704 • what is the agency need(s) or priority?
- 705 • how flexible is the agency in its ability to change or modify this need or priority
706 in the view of new proposals or developments?
- 707 • who are all the impacted stakeholders?
- 708 • how is information to be shared between the parties?
- 709 • what information can be shared, and with which stakeholders?
- 710 • what is the appropriate time to share this information so that parties have the
711 necessary time to react?