



Training: Stakeholder Engagement

Course1. Module 2.: The case of the ETSMS – practical
implications of stakeholder engagement.

Objectives, principles, activities.

Addis Ababa
May 13, 2014

1

Key stakeholders

**Participatory approach = if everyone wants to benefit,
everyone needs to be active!**



2

Key stakeholders to be engaged for the ETSMS

Key player	Task
Accommodations:	collect and provide information about tourist arrivals and overnight stays
Airport authorities:	provide all data about passenger flows; authorize access to airport for doing surveys
Department of Immigration:	collect and deliver filled out entry cards to MoCT
CSA:	usually responsible for collecting, processing, and publishing data about tourism industry. In Ethiopia MoCT and BoCT have this task – collaboration for the new statistics system is highly recommended!!
National Bank of Ethiopia:	collect and analyze tourism data to make a rough estimation of tourism incomes and balance of payments
BoCT:	collect data about tourism arrivals/overnights from hotels and carry out surveys with tourists
MoCT:	should process and edit all data collected the statistics system – responsible for the ETSMS

3



Role of BoCT

- BoCTs assist in **bringing together all collected data** by the stakeholders
- BoCTs are responsible for **engaging stakeholders** concerning data collection and
- **motivate** them to deliver the requested data
- BoCTs will **organize** round tables, working groups and other engagement activities with stakeholders
- BoCTs representatives are responsible for **doing training to their colleagues – share your knowledge with internal staff!!**
- BoCTs need to **sensibilize** stakeholders about the **importance** of data collection and about the active engagement
- BoCTs assist in doing **data entry** if stakeholders are not able to do it (e.g. the hotels without internet deliver filled out forms)
- BoCTs assist in doing **surveys with tourists**
- BoCTs **identify strategic tourist points** throughout the regions

4



Objectives

- **Involve ALL representatives** of all interest groups for the ETSMS in your region
- **Stimulate stakeholders** (especially the private sector/hotels) to provide data from tourists for the ETSMS
- Be ready to **give training to stakeholders** about their role, active engagement, and their activities
- Get in **contact** with all accommodation facilities/airport authorities/etc. in your region in order to reach a better coverage of data collection
- **Convince** stakeholders to do data collection although it is not legally binding (so far)

5



Risks and problems

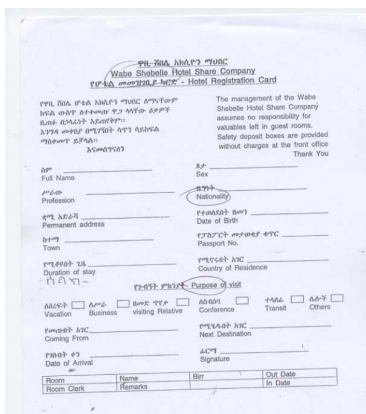
- Main problem: so far there is **no law** that obliges the private and public sector to collect tourism data
- We need to hope on the general **voluntary support**
- Need to explain well, that collecting data is **beneficial** to all stakeholders – especially to the private sector
- Maybe soon there will be a legal act – then hotels are already used to collect data
- Need to **sensibilize** about the engagement principles: **Transparency, Participatory approach, Privacy**

6



Risks and problems

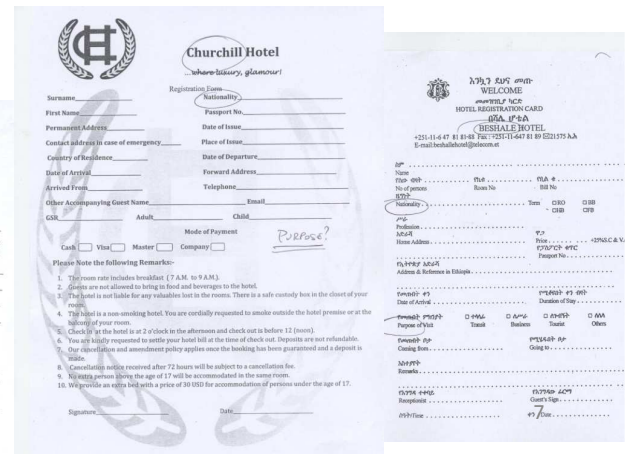
- The **same questionnaire/form** needs to be used by hotels and at airports
- today, each hotel uses their own forms, asking different question, ...
- Comparability is not possible!



Wabe Shebelle Hotel, Shama Company
የወቄ ሼቤሌ ስኬት - ስኬት ኩምፒኒ
The management of the Wabe Shebelle Hotel Shama Company assumes no responsibility for valuables left in guest rooms. Safety deposit boxes are provided without charges at the hotel office without charges at the hotel office without charges at the hotel office.



Addis Ababa Ras Hotel (Guest Registration Card)
Addis Ababa Ras Hotel (Guest Registration Card)
BILL No. 08412



Churchill Hotel
where history, glances!
Registration Form
Surname, First Name, Nationality, Passport No., Date of Issue, Place of Issue, Date of Departure, Forward Address, Telephone, Email, Other Accompanying Guest Name, Adult, Child, Mode of Payment, Cash, Visa, MasterCard, Company, Purpose?



Engagement principles

- all activities will be constantly **communicated** to all stakeholders
- It is considered of high priority to **share all kind of information** during the development, not only because sharing information allows key players to learn about each other and their role in the system, but also because they can **actively contribute** to the definition of the system itself
- The relevant information will be **easily accessible** and referenced
- The **feedback** will be promptly given to the stakeholders

Transparency

Participatory approach

- **key players have to feel part** of the ETSMS development process.
- They need to participate in its implementation with the purpose of **facilitating their understanding** of the statistical system, and especially its **advantages** for all participants, and for the Ethiopian tourism industry
- It is important to develop a **"learning environment"** where all key actors can participate and learn from each other.
- The idea is to **develop networks between all stakeholders** involved to facilitate the exchange of data and information.

- is one of the most important issues highlighted by hotel representatives.
- With the objective of **avoiding misunderstandings and negative considerations** of the statistical system, all stakeholders will be constantly informed that the software will be developed so that it will **not be possible to obtain the information of a single hotel**.
- All data will always be treated as aggregate data.

Privacy



Why collect data?

Public sector interests

International comparability of tourism industry performance

Know the direct economic contribution of the tourism industry

Legal aspects

Attracting inter/national investment

General national socio-economic development strategy

Comparable within the country, with other countries, with other economic sectors

Data on employment, tax income, sectorial strength, etc.

Labour laws, business regulations, immigration, import/export

Boost labour market

9



Why collect data?

Private sector interests

Who comes to visit?
Why?
How long?
When?
With whom?

Preview & analyze demand & supply

Create business associations

Detect business gaps – innovative business ideas

Marketing strategy

Investment strategy

Business strategy – in which sector do I want to open a business?

Employment strategy - Capacity building

Target-oriented promotional activities

10



Importance of collecting data

- Focus on hotels – because there are a lot of individual actors expected to collect the same data!
- We and the ETSMS need to know:
 - How many different tourists are staying at hotels? Arrivals
 - How many nights do they stay there? Overnights
 - Where do they come from – where do they go? Tourist routes
- Hotels can add individually a customer satisfaction survey – for their own use
- Hotels need to participate because they also see if their marketing strategy works

11



Methodology

- Engagement activities used during definition, organization, and implementation of the ETSMS – and afterwards!

Discuss problems,
exchange of ideas,
strengthen
partnership

Round tables

Working groups

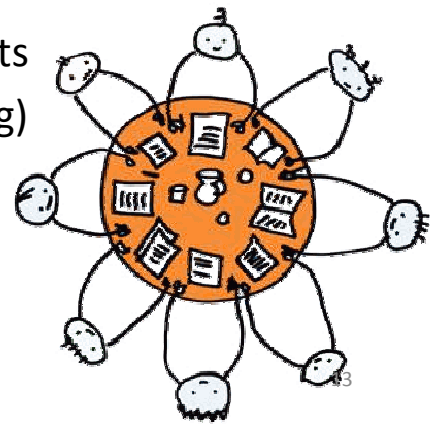
- Individual meetings
- Website and blog
- Newsletter
- E-Mail list
- Database of representatives

12



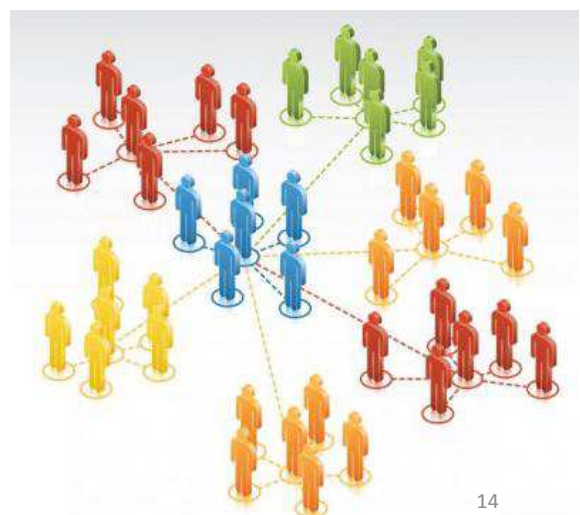
Round tables

- Are workshops with all identified key stakeholders
- Objective: discuss problems and bottlenecks of the ETSMS – regarding data collection
- Round tables are moments of exchanging ideas, talk about policies, create development strategies, and
- Strengthen partnership and collaboration among all involved key players
- During the implementation phase first outputs (concerning data collection, entry, processing) of the ETSMS are discussed



Round tables

- Round tables are organized by the consultant in the regions of Addis Ababa, Tigray, and Amhara
- if needed, more round tables will be organized in additional regions by the MoCT and ESTDP.
- Taking place every 2 months
- Do you think round tables are needed in your regions as well?





Methodology

- Engagement activities used during definition, organization, and implementation of the ETSMS – and afterwards!

- Round tables
- Working groups
- Individual meetings
- Website and blog
- Newsletter
- E-Mail list
- Database of representatives

Organized in thematic groups, optimize experience for all participants, every 2 months

15



3 main working groups

Table#26 – Stakeholders involved by working group

Working groups	Institutions
<i>Legislation framework</i>	<ul style="list-style-type: none"> - MoCT – BoCTs - Department of Immigration - Central Statistical Agency - Police - Hotel Associations
<i>Software</i>	<ul style="list-style-type: none"> - MoCT – BoCTs - Central Statistical Agency - Hotel Associations
<i>Data collection</i>	<ul style="list-style-type: none"> - MoCT – BoCTs - Department of Immigration - Central Statistical Agency - Airport authority - Hotel Associations - Central bank

Taking place in Addis Ababa

**BoCT
FOCUS**

16



Working groups for data collection

- Each BoCT is **responsible** for the working groups in its **own region**
- taking place every **2 months**
- **Local** consultants will do **technical assistance** at the first sessions and help you!

- How can we organize a working group?



17



Steps to organize a working group

- Step Zero: meet internally and talk about resource commitments – distribution of responsibilities
- 1. step: identify your participants/stakeholders
- 2. step: invite the participants to join
- 3. step: prepare objectives of the working groups and the meeting schedule
- 4. step: discuss topics at the meetings
- 5. step: keep your participants up to date with relevant information

18



Step ZERO

- Organize internal BoCT meetings
- Discuss about your professional approach to organizing the working groups
- Distribute competencies and responsibilities
- Who does what!
- Where do you need help?
- Collaborate with our team of local consultants



19



1. step: identify your participants

- Contact e.g. hotel associations of your regions
- Directly via phone or in person
- Meet the representatives of the associations and create a good working relationship
- Try to get all contacts within their business networks
- Send a first contact message via e-mail or paper based letter to all accommodation facilities, or meet them personally – giving them information about the importance of the project and about collecting data!
- Ask them for helping you to find all accommodation facilities, hoping that they will provide you with more contacts – use the SNOWBALL system!



1. step: activity

- The prior list is not exhaustive – please add some crucial steps and activities
- Tell me about your contacting strategy and
- share experiences with your BoCT colleagues
- Time: 15 mintues

21



2. step: invite the participants to join the working group

- Via e-mail or paper based letter
- Message with clear indication about what is going on at the working group, where and when it will take place, who is going to implement the meeting (clear information about the responsible body and persons)
- Include a first outline of a meeting schedule, so participants know what to expect
- Introduce already confirmed participants and make a list of hotel associations which are joining
- Include a form with which participants can register (how many people will join, with contacts)

22



2. step: activity

- The prior list is not exhaustive – please add some crucial steps and activities
- Tell me about your invitation strategy and
- share experiences with your BoCT colleagues
- Time: 15 mintues

23



3. step: prepare objectives of the working groups and the meeting schedule

- Think about the topics that do you want to talk about
- Think about a stakeholder development plan
- What do you think might be most relevant? For you and for e.g. the hotels, the airport authority, etc.!
- Take the information from communications and meetings with associations, hotels, representatives of authorities of CSA, airports, etc.
- Prepare a hand-out for participants

24



3. step: activity

- The prior list is not exhaustive – please add some crucial steps and activities
- Tell me about your working group preparation strategy and
- share experiences with your BoCT colleagues
- Time: 15 mintues

25



4. step: discuss topics at the meetings

- Organizational considerations:
- Each working group needs a good moderator who is able to guide through the meeting
- The moderator should be well informed and potentially known by the participants
- Organize the meeting strictly following your schedule
- Distribute hand-outs or something that participants can take with them
- Prepare list of participants with contacts
- Offer some food and drinks – because during the breaks people come together, talk, and get to know each other on a personal basis!

26



4. step: discuss topics at the meetings

- Main topics to be discussed:
- Inform stakeholders about the reasons and importance of collecting tourism data
- Discuss individual doubts, questions, contributions, ...
- Prepare a kind of contractual commitment for stakeholders to support the ETSMS program
- Example, working group with hotels:
- Motivate hotels to distribute and collect visitor forms
- Hotels with internet need to collect forms and enter the data into the ETSMS themselves
- Hotels without internet need to collect visitor forms and hand them over to BoCT (so they can do data entry)

27



4. step: activity

- The prior list is not exhaustive – please add some crucial steps and activities
- Tell me about your working group discussion strategy
- And share experiences with your BoCT colleagues
- Time: 15 mintues

28



5. step: keep your participants up to date with relevant information

- Send a message saying thank you for your kind participation
- Include a list of all persons who participated
- Give a short summary of the meeting, so the participants can forward it to their colleagues and other contacts
- Give an up-date about the next working group meeting

29



Comprehensive activity

- Please prepare your first working group
- Take your results of steps 1 – 4
- Make a list of preparation activities for each step (add more steps if necessary)
- Include a time plan / action plan
- At what stage are you with contacts to hotels/to airport authorities/ other stakeholders?
- Distribute competencies – who does what in your entity
- Time: 30 mintues

30



Methodology

- Engagement activities used during definition, organization, and implementation of the ETSMS – and afterwards!

- Round tables
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- Individual meetings
- Website and blog
- Newsletter
- E-Mail list
- Database of representatives

With public and private stakeholders, information will be shared with round tables and working groups

31



Individual meetings

- Based on the projects needs such individual meetings are organized by the consultant with public and private stakeholders (only until the end of the project – October 2014)
- Happen when important stakeholders cannot attend round tables or working groups – but their opinion is crucial for all stakeholders
- The information from such individual meetings will be shared with all participants of round tables and working groups

32



Individual meetings


- Ideally such individual meetings do not happen often – because round tables and working groups should be organized when every stakeholder is available
- Individual meetings call for a precise documentation – so the remaining stakeholders are well informed about their opinion, doubts, questions, contribution, and about their proceedings
- The information needs to be shared with all participants – in order that the contents can already be discussed at the next round table/working group

33



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Website with blog
already existing; for
sharing information
via upload; discuss
online

34



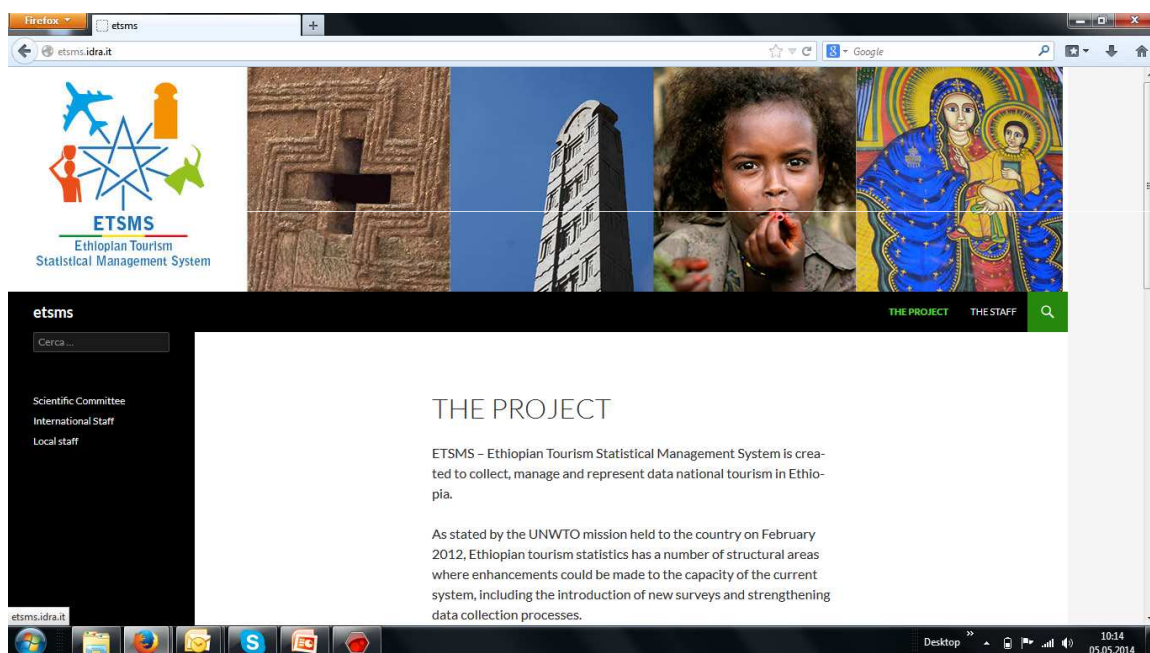
Website & Blog

- Website already exists – with integrated blog
- I will be responsible for putting up information on the blog – hoping to create a stepping stone for online discussions
- Blog is considered as a tool for sharing and uploading relevant information
- Stimulate discussions coming up during working groups and round tables

35

ETSMS Website

<http://etsms.idra.it/>



36



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Monthly to all stakeholders, with summary and main outputs

37



Newsletter

- One newsletter should be sent out to all stakeholders on a monthly basis
- Contents:
 - Short summary of the implementation activities
 - Main outputs of round tables and working groups
 - Interview with a selected stakeholder (from different sectors), informing about special topics relating to the ETSMS
 - The newsletter should be sent to local/regional/national newspapers/ magazines / journals / TV, ...
 - Journalists should be stimulated to publish news about the ETSMS, its importance, and next steps to be achieved!
 - In order to spread the knowledge about the ETSMS and the importance of collecting data for the public and private sector

38



How to write a good newsletter?

- Some points to consider:
- **Keep it short** – but integrate **links** where more information can be found, use the website for more content!
- **Ask questions** – encourage readers to reply and to contribute to the discussion on the website blog
- Use concise and **comprehensible vocabulary** to ensure readability
- Use **interesting headlines**
- Write dynamic headlines by using action verbs that evoke curiosity.
- Headlines are one of the keys to **creating loyal readers**, since a well-written headline means a well-read article means a well-read newsletter.
- **Proofread!**
- **Timing:** send out the newsletter in the morning!
- **Post-analysis:** check overall engagement of visitors, social mentions and interactions, site visits, ...



39



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Contacts of all stakeholders by groups, round tables, and working groups



E-mail lists

- At the beginning, the consultant will assist in organizing a detailed e-mailing list including all stakeholders who are interested in the project
- E-mailing lists will be organized by groups of stakeholders (hotels, institutions, other partners)
- Particular importance for communication activities (of the consultant and BoCT)
- Useful for the exchange of information between the stakeholders (e.g. information about meetings and working groups; newsletter; ...)

41



E-mail lists

- For starting to put together the various e-mail lists of all contacts of stakeholders ...
- ... we need your support!



- We kindly ask you to constantly up-date your e-mail lists
- And send them over to the consultant team – the lists should be up-dated after every round table/working group meeting
- I start to do the list with you – you should then provide your already existing contacts, and send updated versions

42



E-mail lists

- For example:

Nr.	Surname	Name	E-mail	Entity	Position	Region	City
1	Bauer	Bernhard	bbauer@gmx.at	Target Euro	Consultant	Vienna	Vienna
2	Billi	Sandro		Target Euro	Consultant	Tuscany	Florence
3	Zappino	Vincenzo		Target Euro	Consultant		
4	Gambassi	Roberto		Target Euro	Consultant		

- What else is important in your opinion?
- How do your existing e-mail lists look like?

43



Methodology

- Engagement activities used during definition, organization, and implementation of the ETSMS – and afterwards!
 - Round tables
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 - Newsletter
 - E-Mail list

1 representative per stakeholder, facilitate communication and collaboration

Database of representatives

44



Database of representatives

- Each stakeholder (group) should be represented by one person
- This person will attend the round tables, working groups, and additional meetings necessary for the ETSMS implementation
- This will facilitate communication and collaboration among all participants

45



Database of representatives

- Database by list
- Who is this person representing?

Nr.	Surname	Name	E-mail	Entity	Position	Representing	Region	City
1	X	Y	x@y.com	Mountain Lodge	Director	Hotel association of lodges in national parks	X	y

46



Distribution of activities RAM & RACI

- All stakeholders have specific roles and responsibilities
- Please think about specific activities that stakeholders in your region could carry out

Table#27 - Example of “Responsibility Assignment Matrix”

Activities	Key-player #1	Key-player #2	Key-player #3	Key-player#...
Activity 1				
Activity 2				
Activity 3				
Activity 4				

47



RACI Matrix

- The interaction points show the participation level of each key player for the different activities

Table#28 – RACI Matrix

Activities	Consultant	MoCT - BoCT	ESTDP	Department of Immigration	Central Statistical Agency	Police	Hotel Associations	Central bank	Airport Authority	All hotels and other keyactors
Identification of the representatives	I	R	R	R	R	R	R	R	R	--
e-mailing list	R	A	C	C	C	C	C	C	C	--
Round tables	R	A	A	A	A	A	A	A	A	I
Working groups	R	A	A	A	A	A	A	A	A	I
Website – Blog	R	A	C	C	C	C	C	C	C	I
Individual meetings	R	A	A	A	A	A	A	A	A	--
Newsletters	R	A	C	C	C	C	C	C	C	I

Legend: R=Responsible, A=Accountable, C=Consulted, I=Informed

48



RACI Matrix

- The same table should be filled out with stakeholders in your region
- Interaction points should be applied
- Is there anything you would add?

- Responsible
- Accountable
- Consulted
- Informed

49



Our action plan

- Indicative action plan with activities for stakeholder engagement
- This time table is a work in progress
- Activities depend on the availability of the stakeholders – and their collaborative mood!
- Newsletters and blog entries should go online after big meetings

Activities for stakeholder engagement	May				June				July				August				September				October			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Identification of stakeholder representatives		Yellow	Yellow																					
Organization/up-date of e-mailing lists		Yellow	Yellow			Yellow				Yellow				Yellow				Yellow						Yellow
Website organization and blog entries		Red	Red				Red				Red				Red				Red			Red		
Sending out of newsletters						Blue				Blue				Blue				Blue				Blue		
Definition/agreement of the Agenda			Green																					
Implementation of the round-tables						Grey				Grey				Grey				Grey						Grey
Implementation of the working groups																								

50



Your action plan

- Let's work on your action plan
- Let's decide, when and where these activities take place
- Let's think about which methods and instruments would suit best to collaborate with public and private stakeholders
- Don't forget all the other activities apart from data collection that you are involved in!

Activities for stakeholder engagement	May				June				July				August				September				October			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Identification and integration of stakeholders																								
Training and up-date with BoCT																								
Training, meeting, up-date with municipalities																								
Sensibilization of hotels and stakeholders																								
Training with accommodation facilities																								
Training with other local stakeholders																								
Identification of strategic tourist points																								
Carry out surveys with tourists																								