Analysis to Action:
An Executive Education Program on Disaster Risk Finance in Africa
2 – 6 September 2019
Stellenbosch University
Mapping & Managing Stakeholders

Some Stakeholder examples from the course so far…

• Master the Disaster Game – different Ministries and their needs and objectives i.e. Transport – “we need roads to get to the disaster” or Social / Health – “we need vaccines to prevent disease”

• The Agri Mini Module – Farmers / Private Sector i.e. Insurance companies / Government
An “Official” definition of stakeholders – ISO 31000: 2018

- A **stakeholder** is a person or an organization that can affect or be affected by a decision or an activity. Stakeholders also include those who have the perception that a decision or an activity can affect them.

- **ISO 31000 2018** distinguishes between external and internal stakeholders.
Mapping & Managing Stakeholders

Alternative definitions of stakeholders

- Those groups who affect and/or could be affected by an organisation’s activities including services, products (literally and figuratively) and associated performance

- Stakeholders are people or organisations that can help or hinder you in achieving your strategy and desired outcomes – Stakeholders offer risk and opportunity

- "Anyone who can make, or break, your value proposition – whether perceived or real"
It all starts with our mission and **strategy**…

- Consider the objectives – “Where do we want to go” and “what do we want to achieve”?
- Reminder of *your* personal DRF strategy and Action Plan – in the Workbook and throughout the final sessions

Source: Mavenspeak
Our definition of stakeholders

• People or groups impacted by, or able to influence the strategic future of DRF in the country
• Reminder of your personal strategy – in the Workbook and throughout the final sessions
Exercise: Identifying and mapping stakeholders considering your DRF strategy and story

• Identify all possible Internal / External stakeholders to achieving this DRF strategy
  • Internal - own Ministry or Department i.e. Finance Ministry
  • External – other Gov’t Ministries & Departments
  • External – Trade / Policy Bodies etc.
  • External – Private Sector
  • External – Any "wild cards"?

• Not necessarily by name, but should include individual positions / titles such as ministry positions, individual influencers/political) etc.
# Mapping & Managing Stakeholders

<table>
<thead>
<tr>
<th>Stakeholder influence on organisation</th>
<th>Formal power/high influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Influence</td>
<td>Stakeholder’s support for the business has little or no impact its success</td>
</tr>
<tr>
<td>Low Influence</td>
<td>Stakeholder’s support for the business can highly impact the business’ success</td>
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</table>

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<th>Organisation impact on stakeholder</th>
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<tr>
<td>Stakeholder is highly dependant on organisation - no choice</td>
<td>Strategic threat or opportunity - invest in engagement process to understand concerns and develop solutions.</td>
</tr>
<tr>
<td>No direct impacts - stakeholders have broad range of choice</td>
<td>Keep involved and informed, but ensure balance between concerns of high influence stakeholders and those people actually impacted by decisions.</td>
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</tbody>
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- **Stakeholder is highly dependant on organisation - no choice**
  - Treat fairly - honour commitments to these stakeholders in line with policy, regulations and industry norms. Otherwise endeavour to keep stakeholders satisfied insofar as balance of costs and benefits allow.

- **No direct impacts - stakeholders have broad range of choice**
  - Low priority - provide access to general channels of information and feedback.
Example dispositions

- **Keep Informed:** The enemy; taking every opportunity to undermine your efforts.
- **Manage Closely:** The cynic; fires cheap shots to test your resolve.
- **Monitor:** The change champion; takes personal responsibility for ensuring success.
- **Keep Satisfied:** Willing helper; anxious to lend a hand.
- **Fence sitter:** Not engaged; waiting to see how it goes.

Source: Henrico dolfing

Source: Projectcubicle
Next steps…

• Going into depth in understanding stakeholders’ motivations
• Develop the structure and process of engagement of stakeholders