Mapping & Engaging DRF Stakeholders

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Learning Goals

Provide a systematic approach to identify DRF key stakeholders

Provide a dynamic map to prioritize DRF stakeholders

Provide a guide to develop a strategy to engage DRF stakeholders
Value that World Bank contributes to society

Public Value

Strategic Triangle

Why

What

How

Authorizing Environment


Operational Capabilities

To create public value

Need to understand the environment in which we operate

Engage stakeholder

It entails an interaction with those players that allow you to operate in the process of value creation.
Whom do you think about when you hear “stakeholders”?

Who is a stakeholder?
Who is a stakeholder in DRF?
There are many definitions of stakeholders

Common elements across definitions:

1. **Stakeholders are both people** (e.g. minister, colleague, politician, citizens) **and organizations** (e.g. ministry, parliament, local government agency, insurance company, media)

2. **Stakeholders are those who can affect or are affected by your work**

3. **Stakeholders have an interest in what you do**, even if they don’t know (e.g. the poorest)

Who is a stakeholder?
Why Engage Stakeholders

Understand needs, interests, influence, and motivations of stakeholders to design initiatives that respond to demands…

…but engaging stakeholders does not mean to make everyone happy (prioritization among needs and interests)

Mapping stakeholders ensures that all affected interests will be considered (demand-driven)

The end game is to design more successful initiatives
Stakeholder Proliferation

- More stakeholders with conflicting interests (e.g., local vs national agencies)
- More fluid environment with new players emerging more frequently
- In emergency, stakeholders often uncoordinated

Stakeholders Empowerment

- New media channels to engage
- More communication capacity
- More sophisticated demands and needs

Growing Complexity
Mapping DRF Stakeholders
Four-step methodology to map and engage stakeholders

1. Identify Stakeholders
2. Prioritize Stakeholders
3. Identify Stakeholder Allegiance
4. Create Stakeholder Management Strategy

Stakeholder Mapping Tool
1. Identify Stakeholders
One can do a general stakeholder mapping for an organization (strategic goal) …… but generally stakeholders need to be identified within specific contexts (project management goal)

Levels of mapping:

- Initiative
- Governance (country, national, provinces, local, etc.)

For example, an overall country risk management plan, the creation of a DRF pooling fund for a province, private risk financing, agricultural insurance scheme at national level, etc.

Identify Stakeholders
| DRF Stakeholders | Position  
(Internal vs. External) | Roles / Interests in DRF  
(e.g., financial, political, service providers, influencers, affected, etc.) |
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**DRF Stakeholders**
1. Think of a particular initiative and list your stakeholders

2. Ask yourself if they are internal (working in your organization) or external stakeholders. This is what we call position.

3. What role in this initiative do they play? What interest they have?

Who are your key stakeholders?
Example of DRF Stakeholders

**Internal Stakeholders**
- Cabinet and Parliament
- Colleagues in your ministry and other ministries
- Financial regulators

**External Stakeholders**
- Development organizations
- Financial Parties (Donors, Insurers, Banks, …)
- Risk modeling companies
- Taxpayers and beneficiaries
Example of Singapore’s Inclusive Mobility
## Stakeholders

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Positions</th>
<th>Roles in the issue</th>
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<tbody>
<tr>
<td></td>
<td>(Internal vs. External)</td>
<td>(e.g., users, providers, influencers, etc.)</td>
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<tr>
<td>1. Senior citizens</td>
<td>1. External</td>
<td>1. Users</td>
</tr>
<tr>
<td>2. People with disabilities</td>
<td>2. External</td>
<td>2. Users</td>
</tr>
<tr>
<td>3. Associations in support of people with disabilities</td>
<td>1. External</td>
<td>1. Advocates</td>
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<tr>
<td>1. Grab, Gojek, etc...</td>
<td>1. External</td>
<td>1. Providers</td>
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<tr>
<td>2. Public operators (SMRT, SBS, ...)</td>
<td>2. External / Internal (rent buses)</td>
<td>2. Providers</td>
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<td></td>
<td>1. Internal</td>
<td>1. Regulator</td>
</tr>
<tr>
<td>1. Land Transport Authority (LTA)</td>
<td>1. Internal</td>
<td>1. Policy Formulation</td>
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<tr>
<td>2. Ministry of Transport (MOT)</td>
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</tbody>
</table>
Using this table as a reference, please select a specific initiative or policy and make a list of up to 10 key stakeholders

Please do not prioritize yet, just make a list

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Step 1

10 minutes

4 - 6 participants
2. Prioritize Stakeholders
Next step is to think in terms of categories not individual stakeholders

Identify who is within certain categories

Goal is to create a dynamic framework depending on shifts in three attributes (your stakeholders can change positions over time):

1. **Power**: Power of a stakeholder to impose its will or interest
2. **Legitimacy**: Socially accepted and supported
3. **Urgency**: Calling for immediate attention
Non-stakeholders

Powerful
Power

Dominant
Core
Dangerous
Dependent

Legitimate

Legitimacy

Urgency

Pressing
1 Attribute: Latent Stakeholders

**Powerful**
Only power, but unused so far
(e.g., corporate not vocal, business leader, …)

**Legitimate**
Only legitimacy
(e.g., civil society group, vulnerable local community)

**Pressing**
Only urgency
(e.g., small protests outside ministry)
2 Attributes: Expectant Stakeholders

- **Demanding**
  - Power + Urgency
  - (e.g., aggressive lobbying, alternative political agendas)

- **Dependent**
  - Urgency + Legitimacy
  - (e.g., disaster-affected community, poor communities, local agencies with little power in Capitals, regional/IOs)

- **Dominant**
  - Power + Legitimacy
  - (e.g., community leaders, government)
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<thead>
<tr>
<th>Stakeholders</th>
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<tr>
<td>Public Transport Union</td>
<td>Demanding (Power + Urgency)</td>
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<tr>
<td>Senior Citizens</td>
<td>Dependent (Urgency + Legitimacy)</td>
</tr>
<tr>
<td>Associations for disables people</td>
<td>Legitimate (Legitimacy)</td>
</tr>
<tr>
<td>Tech service providers</td>
<td>Powerful (Power)</td>
</tr>
</tbody>
</table>

**Categories in Inclusive Urban Mobility**
<table>
<thead>
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<th>Categories</th>
<th>DRF Stakeholders</th>
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DRF Stakeholder Categories
Using the above table as a reference, please organize your stakeholders from the previous list into categories, according to the three attributes of power, legitimacy, and urgency.
3. Identify Stakeholder Allegiance
Step 1 and 2 allowed to list and prioritize your stakeholders based on categories.

Step 3 asks to draw a map of your stakeholders based on their level of allegiance.

Allegiance is “loyalty” or agreement, how much a stakeholder is aligned with your goals, initiative, and course of actions.

This map considers two variables:

1. Level of allegiance (how much they agree with you)
2. Level of understanding (how much they understand disaster risk, financial resilience, DRF in general)

This map will allow to develop engagement strategies.
Understanding about the issue

Agreement over the course of action

High

Low

Opponents

Indifferent

Blockers

Advocates

Followers
<table>
<thead>
<tr>
<th>Level of Allegiance</th>
<th>Who They Are</th>
</tr>
</thead>
</table>
| Advocates           | • Full support, driving the activity  
                  | • Active communicators, regularly involved |
| Followers           | • Have a low understanding of the activity but follow the course of action |
| Indifferent         | • Yet to take a definitive position  
                  | • Not involved, neither support nor block |
| Blockers            | • Show resistance to the activity, mainly due to low understanding and low agreement  
                  | • They can be driven by lack of communication, interests, fear, … |
| Opponents           | • High understanding of the issue but low agreement on the course of action  
<pre><code>              | • Have &quot;their reasons” for low acceptance and actively oppose |
</code></pre>
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<td>Dependent (Urgency + Legitimacy)</td>
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<td>Tech service providers</td>
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<td>Indifferent</td>
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<td>Public Transport Union</td>
<td>Dangerous (Power + Urgency)</td>
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Stakeholder Allegiance in Inclusive Urban Mobility
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<td></td>
<td></td>
<td>Opponents</td>
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**DRF Stakeholder Allegiance**
Using the above table as a reference, please organize your stakeholders from the previous list according to their level of allegiance and understanding of the project / issue.
4. Develop Stakeholder Management Strategy
The final step helps to develop a **stakeholder management strategy** based on their mapping.

Step 3 allowed to draw a map of stakeholders based on how much they agree with us on our course of action and on how much they understand the issue.

Step 4 provides a guide to **identify strategies to engage and manage our stakeholders**.
Understanding about the issue

High

Opponents
- Will potentially "loose out" from the project
- Counter reasons and arguments for low agreement
- Develop deep understanding of their values and interests

Indifferent
- Identify and address knowledge gaps
- Keep informed and updated
- Maximize efforts to prevent them from becoming blockers and/or opponents

Blockers
- Court and convince of mutual interests and agendas
- Use conflict management techniques
- Explain and frame to overcome resistance

Followers
- Increase understanding of their benefits
- Keep informed and positive
- Avoid temptation to exploit or take support for granter

Low

Advocates
- "Champions"
- Keep on your side through active management
- Use inputs directly in the initiative

Agreement over the course of action
<table>
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<th>How to manage</th>
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| **Advocates**       | • They are “champions”  
                      • Keep on your side through active management  
                      • Use inputs directly in the initiative |
| **Followers**       | • Increase understanding of their benefits  
                      • Keep informed and positive  
                      • Avoid temptation to exploit or take support for granter |
| **Indifferent**     | • Identify and address knowledge gaps  
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| **Blockers**        | • Court and convince of mutual interests and agendas  
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| **Opponents**       | • Will potentially “loose out” from the project  
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Summary

Four-step methodology to map and engage stakeholders

1. Identify Stakeholders
2. Prioritize Stakeholders
3. Identify Stakeholder Allegiance
4. Create Stakeholder Management Strategy
Step 1. Identify

Step 2. Prioritize

Step 3. Allegiance

Step 4. Engage

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Core (Power+Legitimacy+Urgency)
Dominant (Power+Legitimacy)
Demanding (Power+Urgency)
Dependent (Urgency+Legitimacy)
Powerful (Power)
Legitimate (Legitimacy)
Pressing (Urgency)
Importance and growing complexity of stakeholder **environment**, as the key challenge in public value creation

Four-step approach to map and develop strategies to manage and engage stakeholders

Think in terms of **categories**, not individual actors, to create a **dynamic map**

Prioritize levels of attention to give to stakeholders

Identify allegiances levels to develop targeted management strategies

**Key Takeaways**
Questions?