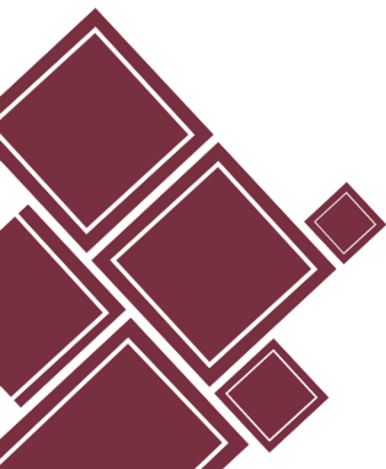
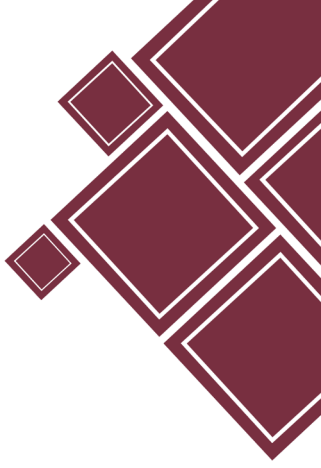


# Mapping & Engaging DRF Stakeholders

Francesco Mancini

Lee Kuan Yew School of Public Policy





**Provide a systematic approach to identify DRF key stakeholders**

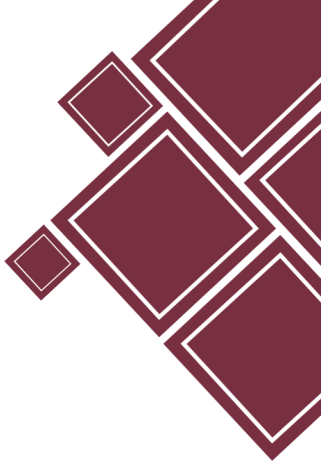
**Provide a dynamic map to prioritize DRF stakeholders**

**Provide a guide to develop a strategy to engage DRF stakeholders**

## **Learning Goals**

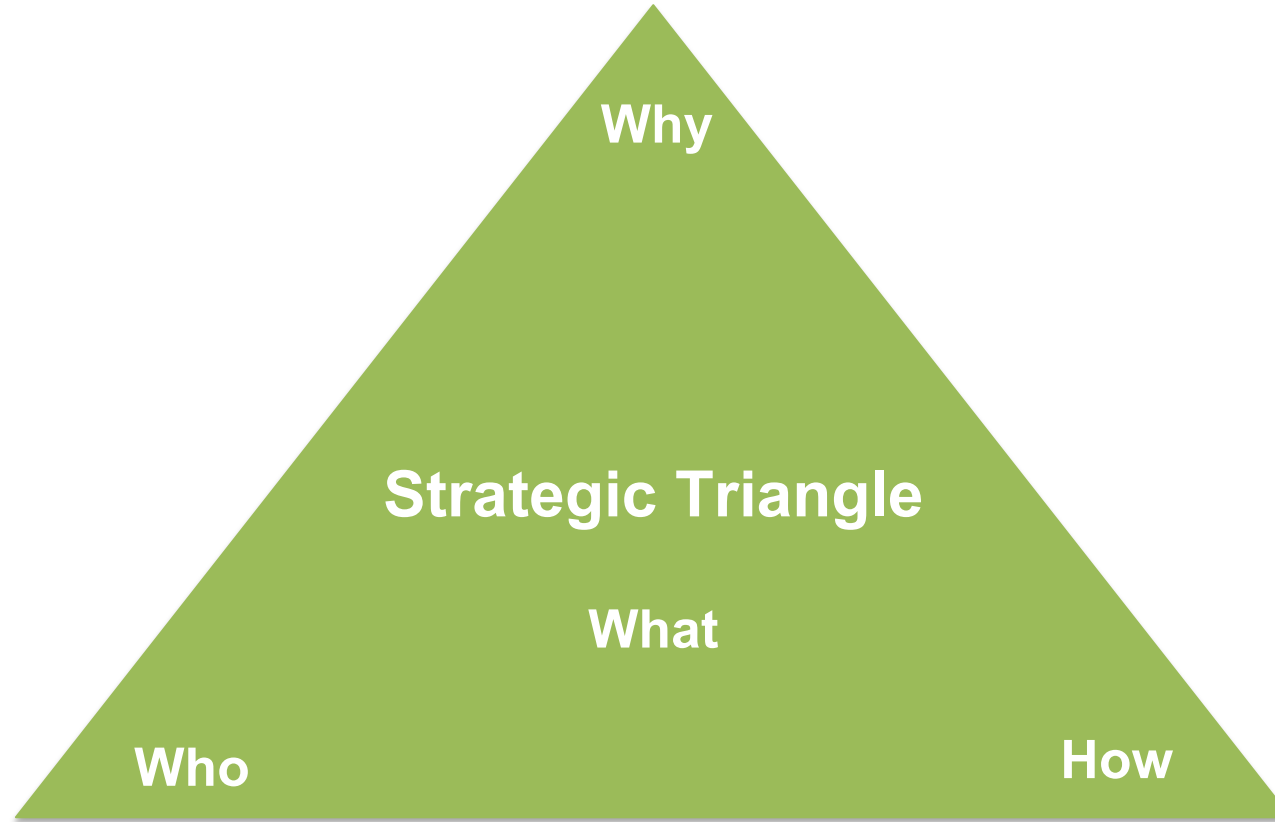
# Stakeholders





Value that World Bank contributes to society

## Public Value



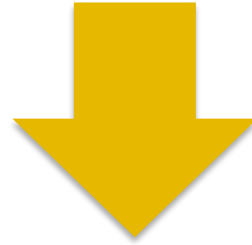
## Authorizing Environment

Rules and Regulations, Laws and Procedures, International Law, Conventions, Government Policies, National Priorities, Government Constituencies, Citizen's Needs, ...

## Operational Capabilities

Financial Resources, Human Resources, Technical and Managerial Capacities, Knowledge, Innovations, Alliances, Partnerships, ....

**To create public value**

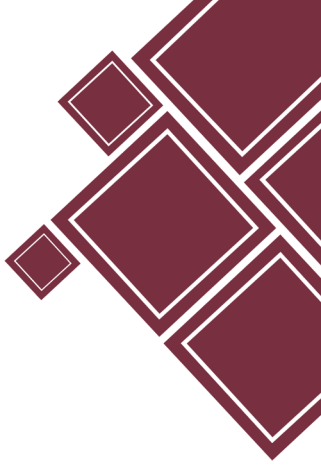


**Need to understand the environment in which we operate**

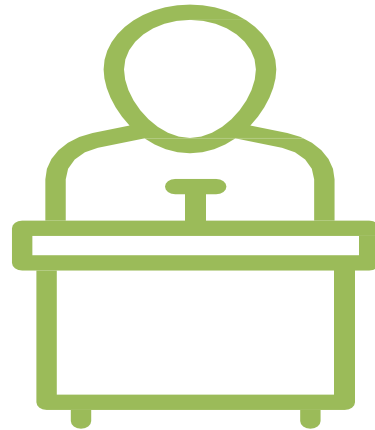


**It entails an interaction with those players that allow you to operate in the process of value creation**

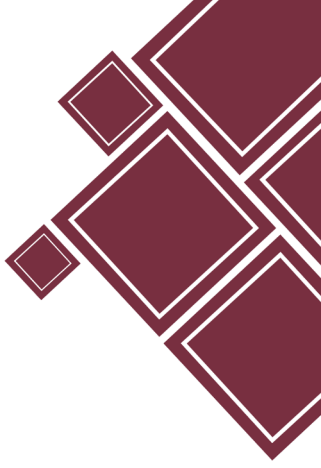
**Engage stakeholder**

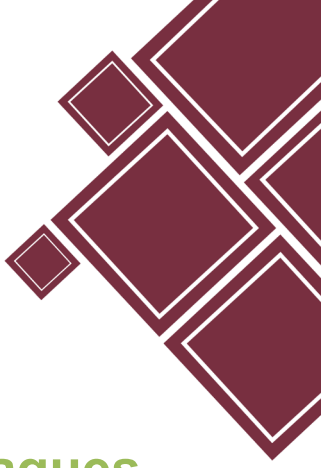


Whom do you think about when you hear “stakeholders”?



**Who is a stakeholder?**





**Homeowners**  
**Parliament/ Legislators**  
**Colleagues in other Ministries**  
**Local Government**  
**Central Bank**  
**Financial Regulators**  
**Business Owners /SMEs**

**MOF Internal Departments**  
(eg. National Budget, Revenue, ...)  
**Politicians**  
**Insurance Companies**  
**NGOs**  
**The Poorest**  
**National Planning Agency**  
**Farmers**  
**Opinion Makers**  
**Donors**

**Head of Government**  
**Regional/IOs**  
**Your Colleagues**  
**Local Communities**  
**Uninsured Citizens**  
**Media/Social Media**  
**Risk Modeling Companies**

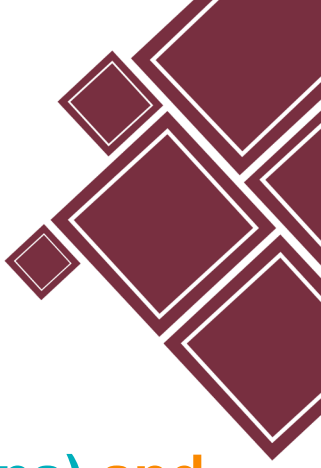
## Who is a stakeholder in DRF?

## There are many definitions of stakeholders

### Common elements across definitions:

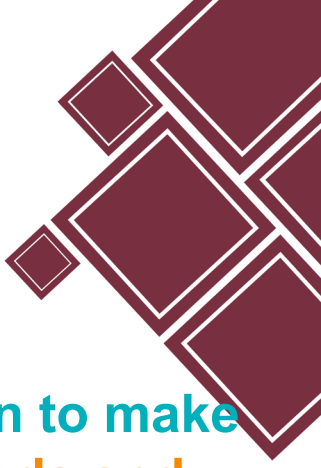
1. Stakeholders are **both people** (e.g. minister, colleague, politician, citizens) **and organizations** (e.g. ministry, parliament, local government agency, insurance company, media)
2. Stakeholders are those who **can affect or are affected** by your work
3. Stakeholders have an **interest in what you do, even if they don't know** (e.g. the poorest)

**Who is a stakeholder?**





**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**

## **Why Engage Stakeholders**

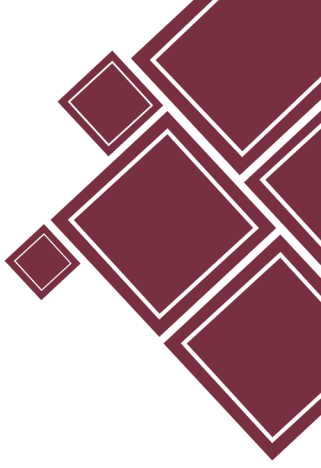
## Stakeholder Proliferation

- 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**

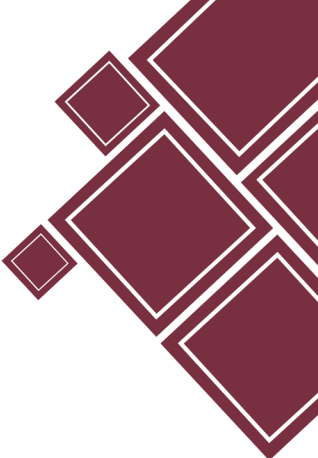
**Growing Complexity**





**Mapping  
DRF Stakeholders**

# Four-step methodology to map and engage stakeholders



## Stakeholder Mapping Tool



# 1. Identify Stakeholders

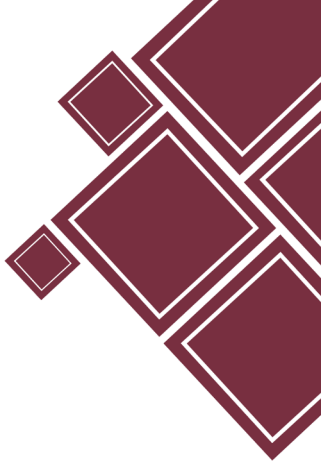
One can do a **general stakeholder mapping** for an organization (**strategic goal**) ..... but generally stakeholders need to be identified within **specific contexts** (**project management goal**)

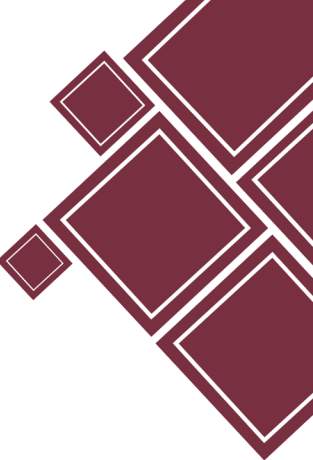
**Levels of mapping:**

- 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.

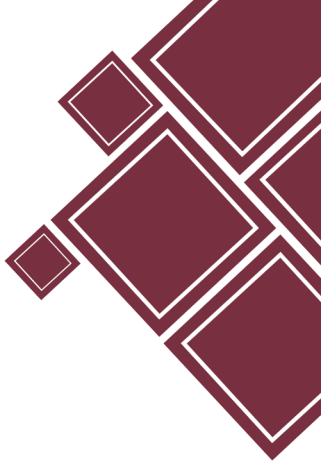
## Identify Stakeholders





<b>DRF Stakeholders</b>	<b>Position</b> (Internal vs. External)	<b>Roles / Interests in DRF</b> (e.g., financial, political, service providers, influencers, affected, etc.)

## **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?**



## Internal Stakeholders



Cabinet and Parliament

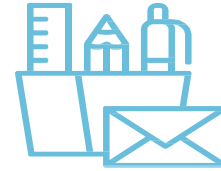


Colleagues in your ministry and other ministries

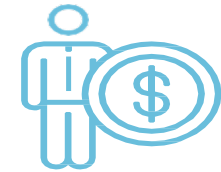


Financial regulators

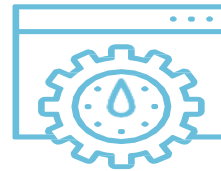
## External Stakeholders



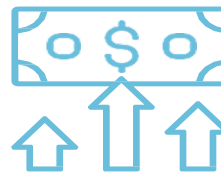
Development organizations



Financial Parties  
(Donors, Insurers, Banks, ...)

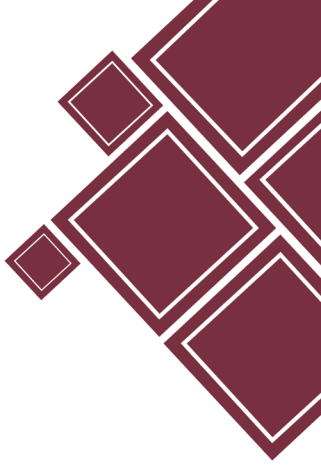


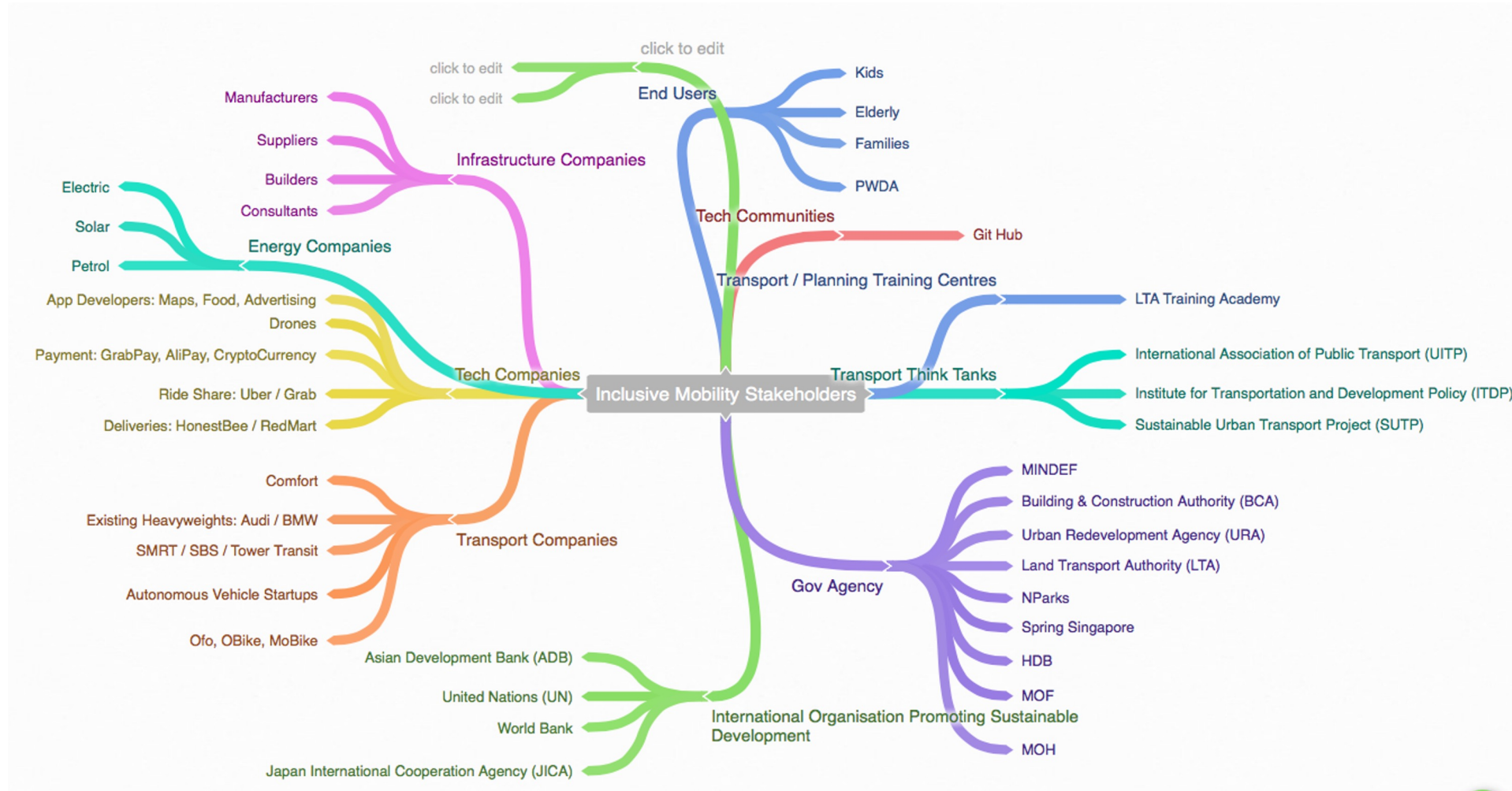
Risk modeling companies



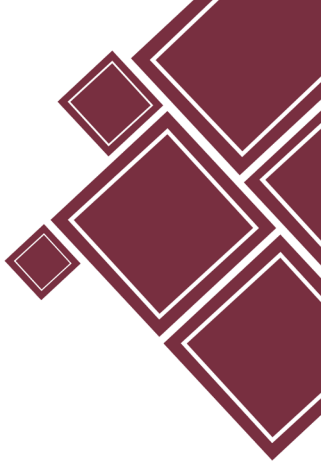
Taxpayers and beneficiaries

## Example of DRF Stakeholders





# Example of Singapore's Inclusive Mobility



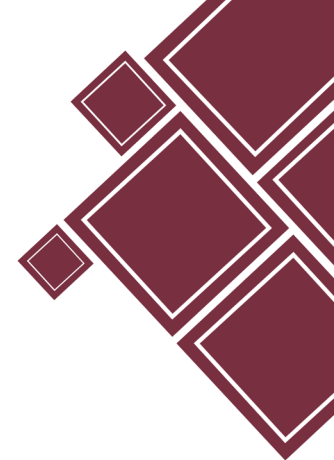
Stakeholders	Positions (Internal vs. External)	Roles in the issue (e.g., users, providers, influencers, etc.)
1. Senior citizens 2. People with disabilities 3. Associations in support of people with disabilities	1. External 2. External 1. External	1. Users 2. Users 1. Advocates
1. Grab, Gojek, etc... 2. Public operators (SMRT, SBS, ...)	1. External 2. External / Internal (rent buses)	1. Providers 2. Providers
1. Land Transport Authority (LTA) 2. Ministry of Transport (MOT)	1. Internal 1. Internal	1. Regulator 1. Policy Formulation

## Inclusive Urban Mobility

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

Stakeholders	Position (Internal vs. External)	Roles / Interests in DRF (e.g., financial, political, service providers, influencers, affected, etc.)



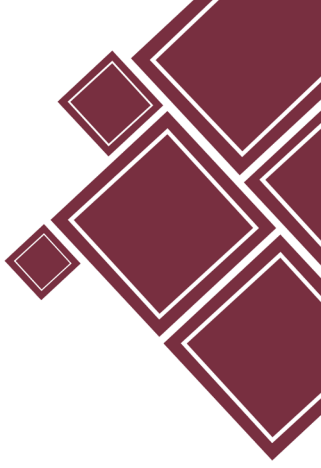
**10 minutes**

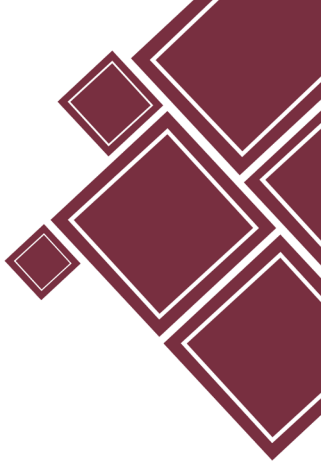


**4 - 6 participants**

## Step 1

## **2. Prioritize Stakeholders**



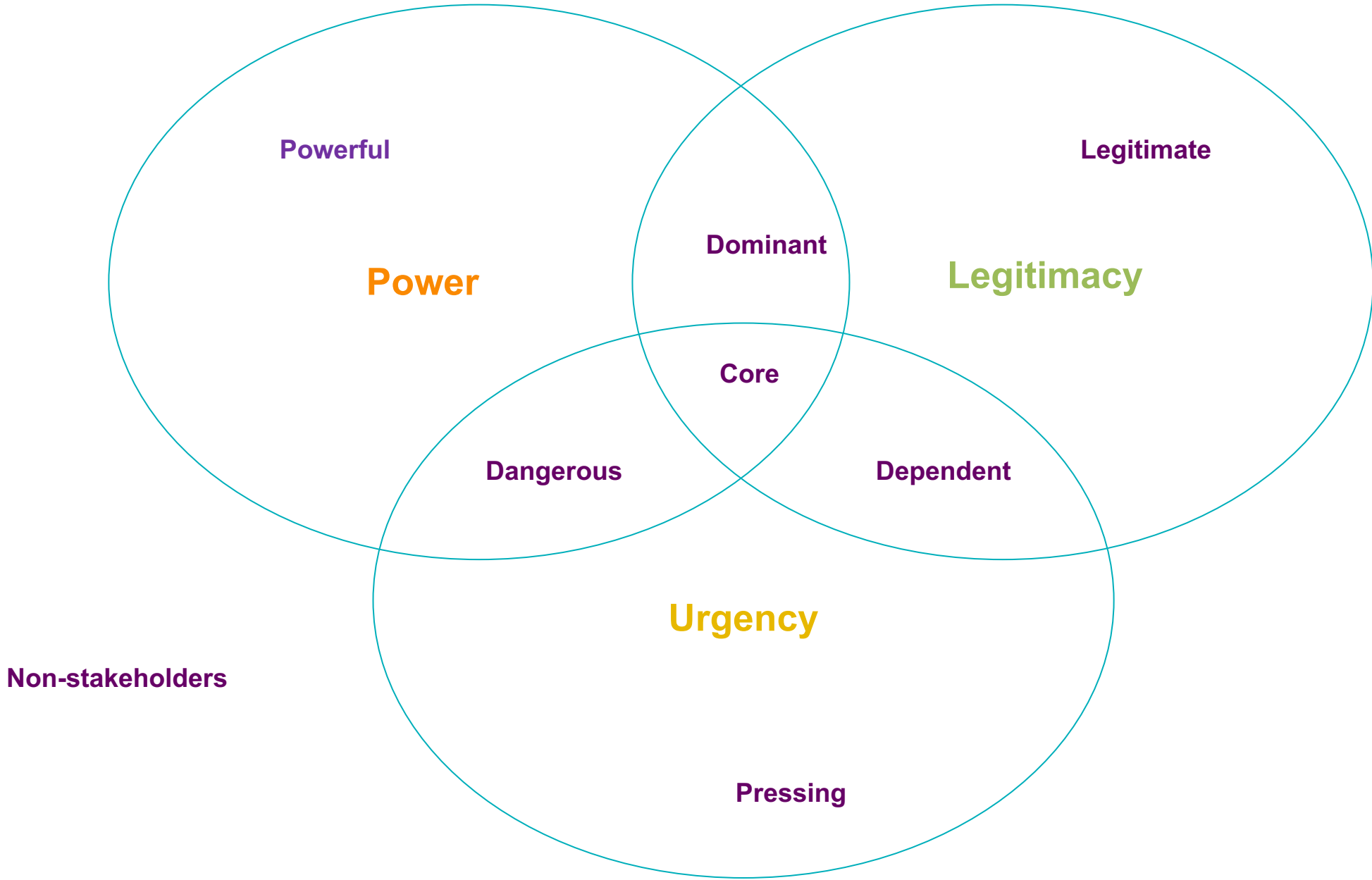
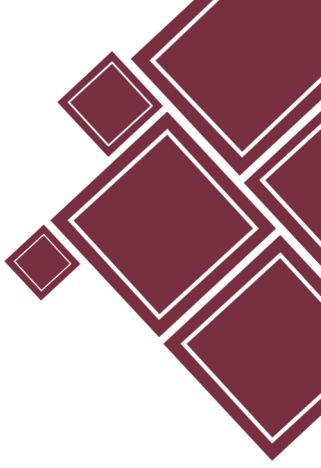


Next step is to think in **terms of categories** not individual stakeholders

- **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





## Powerful

Only power, but  
unused so far

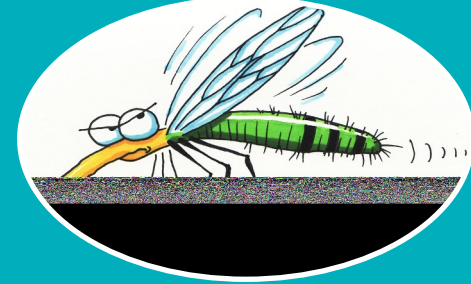
(e.g., corporate not vocal, business  
leader, ...)



## Legitimate

Only legitimacy

(e.g., civil society group, vulnerable  
local community)



## Pressing

Only urgency

(e.g., small protests outside  
ministry)



# 1 Attribute: Latent 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)



# 2 Attributes: Expectant Stakeholders

**Stakeholder  
Prominence**



**Expectant**

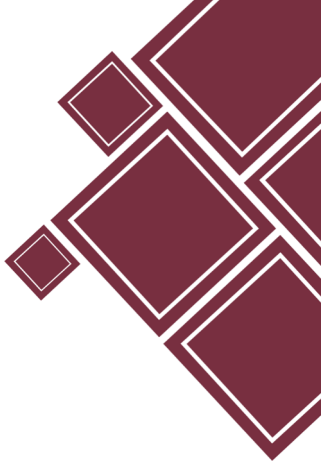
Core  
Dominant  
Demanding  
Dependent

**Latent**

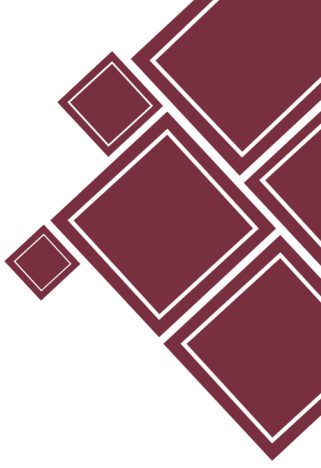
Powerful  
Legitimate  
Pressing



**Attention to  
give**

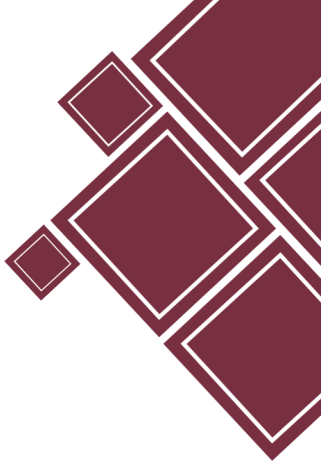


**Stakeholders Attention**



Stakeholders	Categories
Public Transport Union	Demanding (Power + Urgency)
Senior Citizens	Dependent (Urgency + Legitimacy)
Associations for disables people	Legitimate (Legitimacy)
Tech service providers	Powerful (Power)

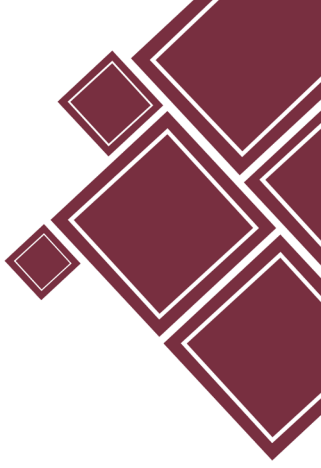
## Categories in Inclusive Urban Mobility



Categories	DRF Stakeholders	Positions	Roles / Interests

## 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



**10 minutes**

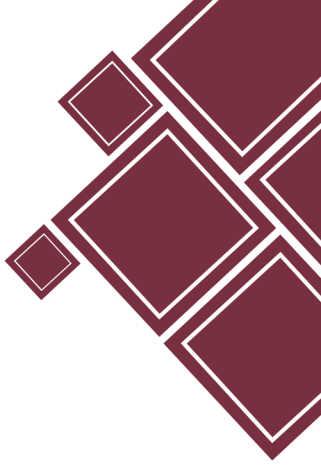


**4 - 6 participants**

## **Step 2**



### **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**

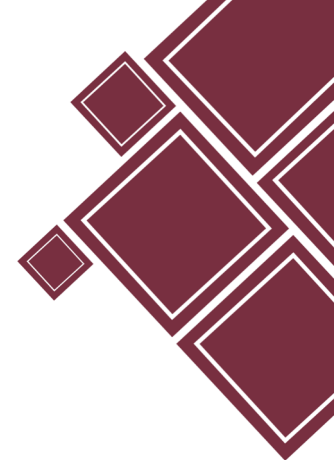
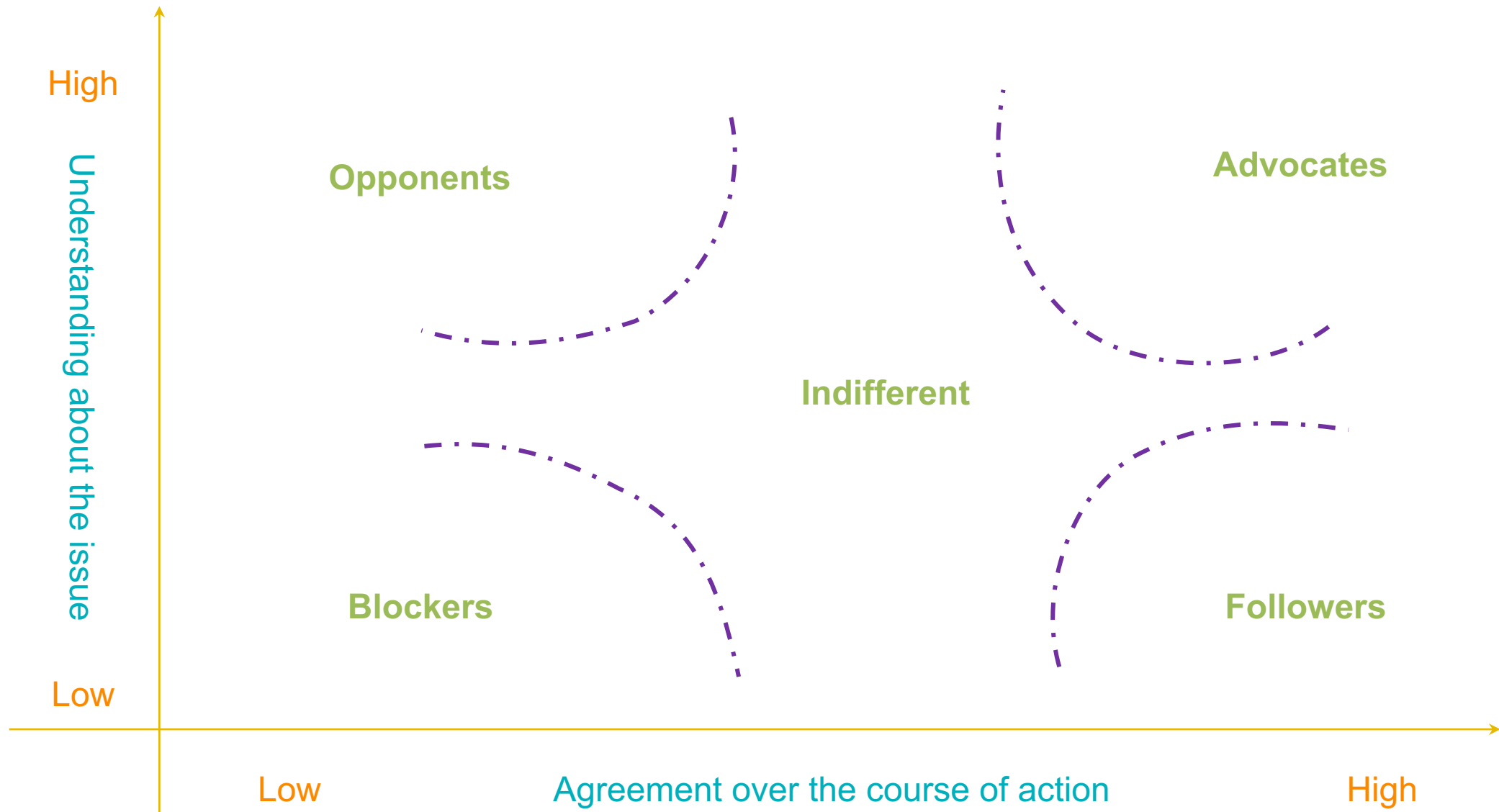
Allegiance is “**loyalty**” or **agreement**, how much a stakeholder is aligned with your goals, initiative, and course of actions

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)

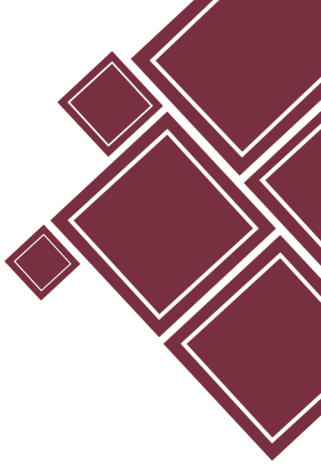
This map will allow to **develop engagement strategies**

## Stakeholder Allegiance



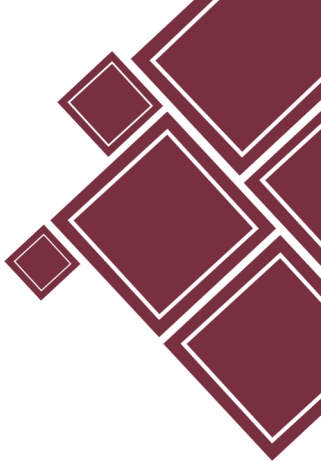
# Allegiance Map





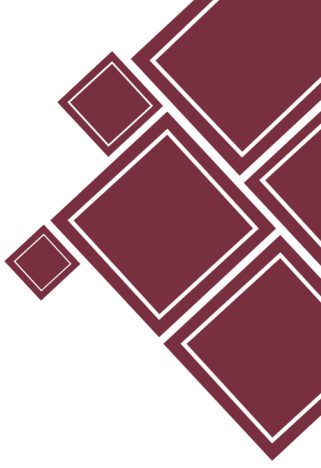
Level of Allegiance	Who They Are
Advocates	<ul style="list-style-type: none"><li>• Full support, driving the activity</li><li>• Active communicators, regularly involved</li></ul>
Followers	<ul style="list-style-type: none"><li>• Have a low understanding of the activity but follow the course of action</li></ul>
Indifferent	<ul style="list-style-type: none"><li>• Yet to take a definitive position</li><li>• Not involved, neither support nor block</li></ul>
Blockers	<ul style="list-style-type: none"><li>• Show resistance to the activity, mainly due to low understanding and low agreement</li><li>• They can be driven by lack of communication, interests, fear, ...</li></ul>
Opponents	<ul style="list-style-type: none"><li>• High understanding of the issue but low agreement on the course of action</li><li>• Have "their reasons" for low acceptance and actively oppose</li></ul>

## Stakeholder Allegiance Categories



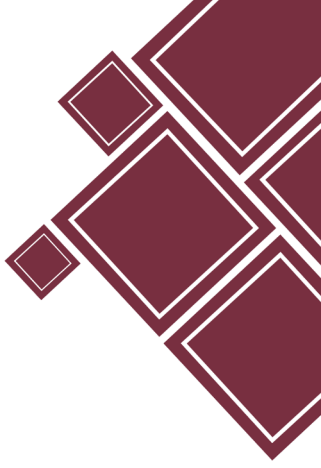
Stakeholders	Category	Level of Allegiance
Associations for disabled people	Legitimate (Legitimacy)	Advocates
Senior Citizens	Dependent (Urgency + Legitimacy)	Followers
Tech service providers	Powerful (power)	Indifferent
Public Transport Union	Dangerous (Power + Urgency)	Blockers
		Opponents

**Stakeholder Allegiance in Inclusive Urban Mobility**



Stakeholders	Category	Level of Allegiance
		Advocates
		Followers
		Indifferent
		Blockers
		Opponents

# 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



**10 minutes**

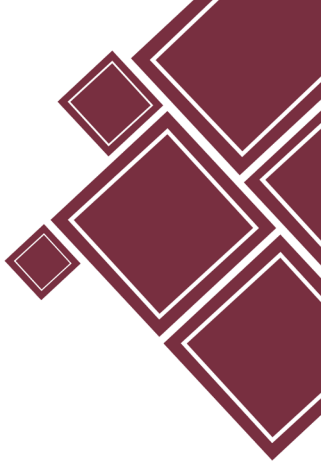


**4 - 6 participants**

## **Step 3**



## **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

## Stakeholder Management Strategy

High

Understanding about the issue

### Opponents

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

### Advocates

- “Champions”
- Keep on your side through active management
- Use inputs directly in the initiative

### Indifferent

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

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

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

Low

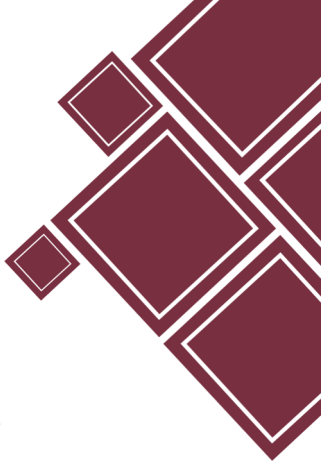
### Blockers

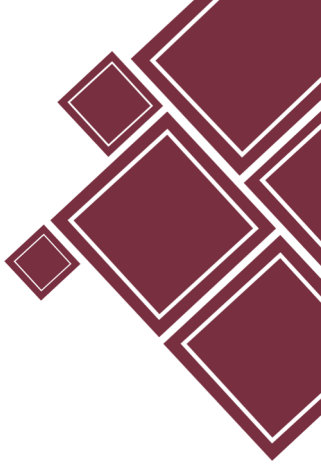
### Followers

Low

Agreement over the course of action

High



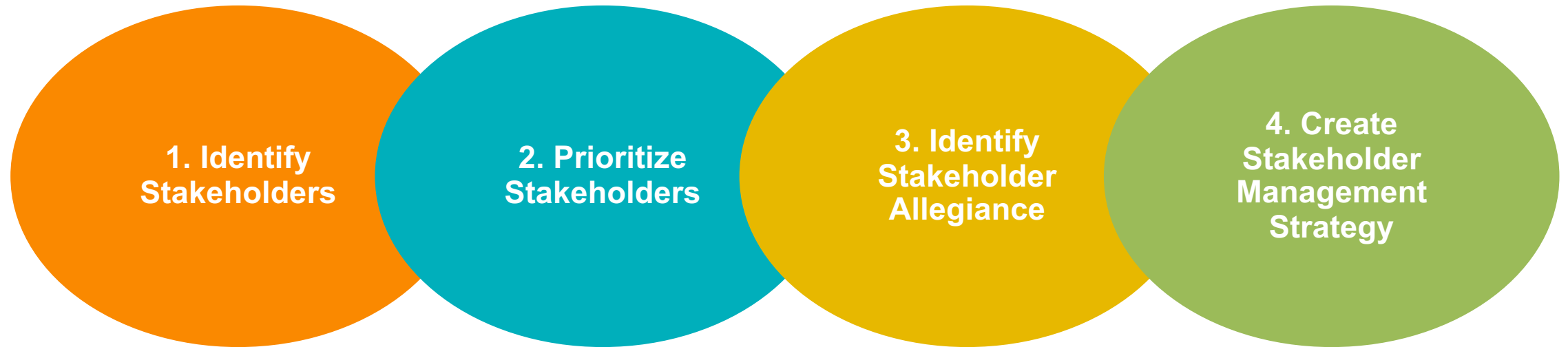
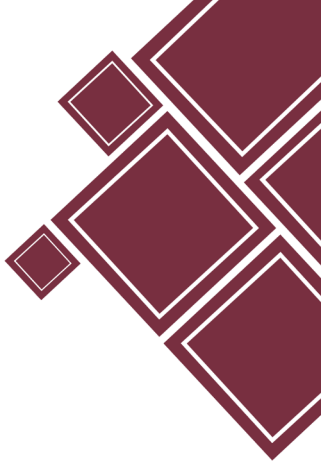


Level of Allegiance	How to manage
Advocates	<ul style="list-style-type: none"><li>• They are “champions”</li><li>• Keep on your side through active management</li><li>• Use inputs directly in the initiative</li></ul>
Followers	<ul style="list-style-type: none"><li>• Increase understanding of their benefits</li><li>• Keep informed and positive</li><li>• Avoid temptation to exploit or take support for granter</li></ul>
Indifferent	<ul style="list-style-type: none"><li>• Identify and address knowledge gaps</li><li>• Keep informed and updated</li><li>• Maximize efforts to prevent them from becoming blockers and/or opponents</li></ul>
Blockers	<ul style="list-style-type: none"><li>• Court and convince of mutual interests and agendas</li><li>• Use conflict management techniques</li><li>• Explain and frame to overcome resistance</li></ul>
Opponents	<ul style="list-style-type: none"><li>• Will potentially “loose out” from the project</li><li>• Counter reasons and arguments for low agreement</li><li>• Develop deep understanding of their values and interests</li></ul>

## Management Strategy



# Four-step methodology to map and engage stakeholders

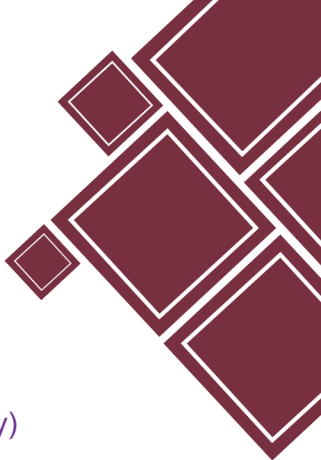


## Summary

**Step 1. Identify**

Stakeholders	Position (Internal vs. External)	Roles / Interests in DRF

**Step 2. Prioritize**

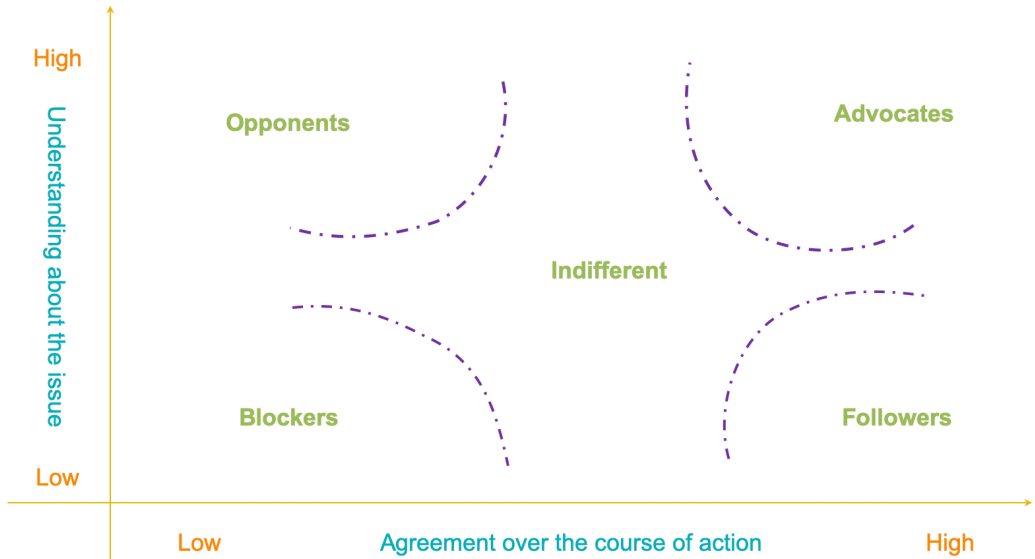


Level of Allegiance	How to manage
Advocates	“Champions”; Keep on your side; Use inputs in the initiative
Followers	Explain benefits; Keep informed and positive
Indifferent	Identify knowledge gaps; Keep informed; Prevent from becoming blockers or opponents
Blockers	Convince of mutual interests; Conflict management
Opponents	Counter reasons for low agreement; Develop understanding of their interests

- Core** (Power+Legitimacy+Urgency)
- Dominant** (Power+Legitimacy)
- Demanding** (Power+Urgency)
- Dependent** (Urgency+Legitimacy)
- Powerful** (Power)
- Legitimate** (Legitimacy)
- Pressing** (Urgency)

**Latent Expectant**

**Step 4. Engage**



**Step 3. Allegiance**



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 **allegiance levels** to develop targeted management strategies

## Key Takeaways



Questions?