



Analysis to Action:

An Executive Education Program on Disaster Risk Finance in Africa

2 – 6 September 2019
Stellenbosch University



Mapping & Managing Stakeholders

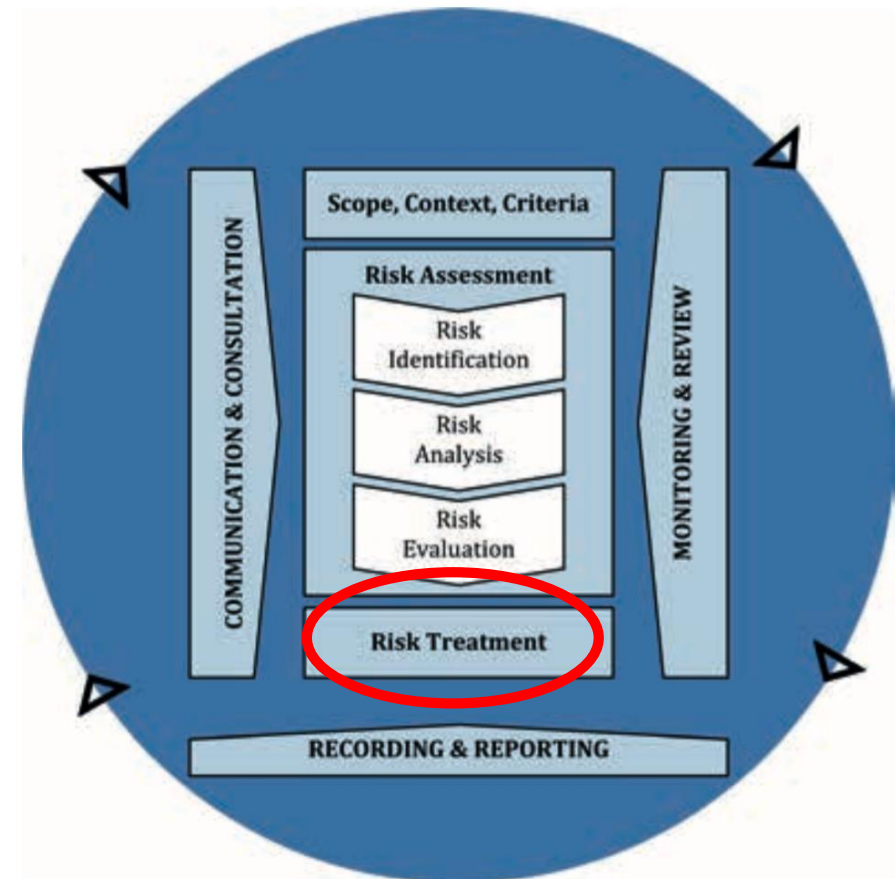
Some Stakeholder examples from the course so far...

- 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

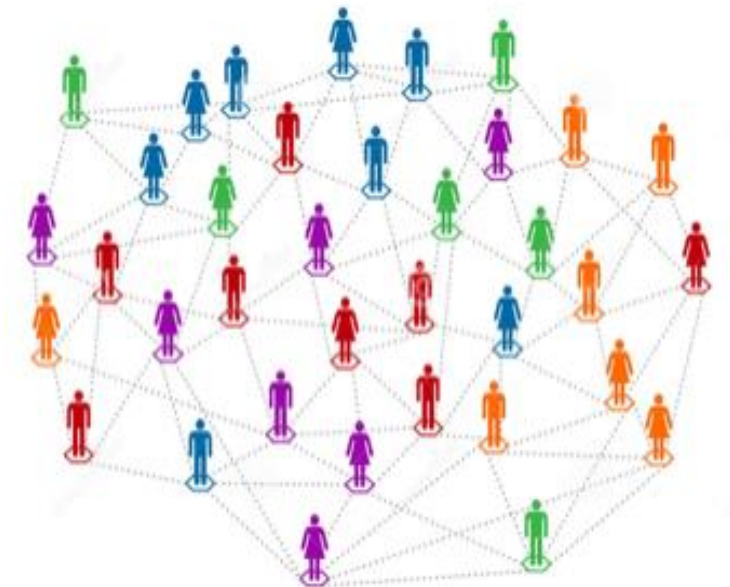
- A **stakeholder** is a person or an organization that can affect or be affected by a decision or an activity. Stakeholders also include those who have the perception that a decision or an activity can affect them.
- **ISO 31000 2018** distinguishes between external and internal stakeholders.





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

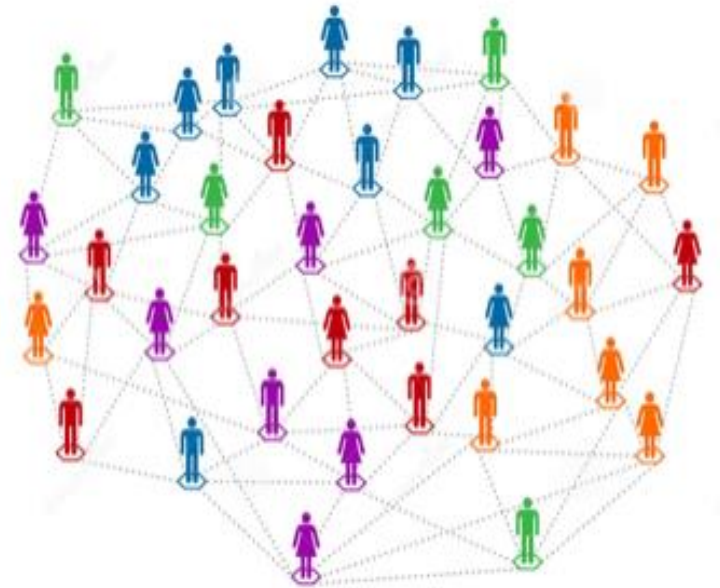


Source: Mavenspeak



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.

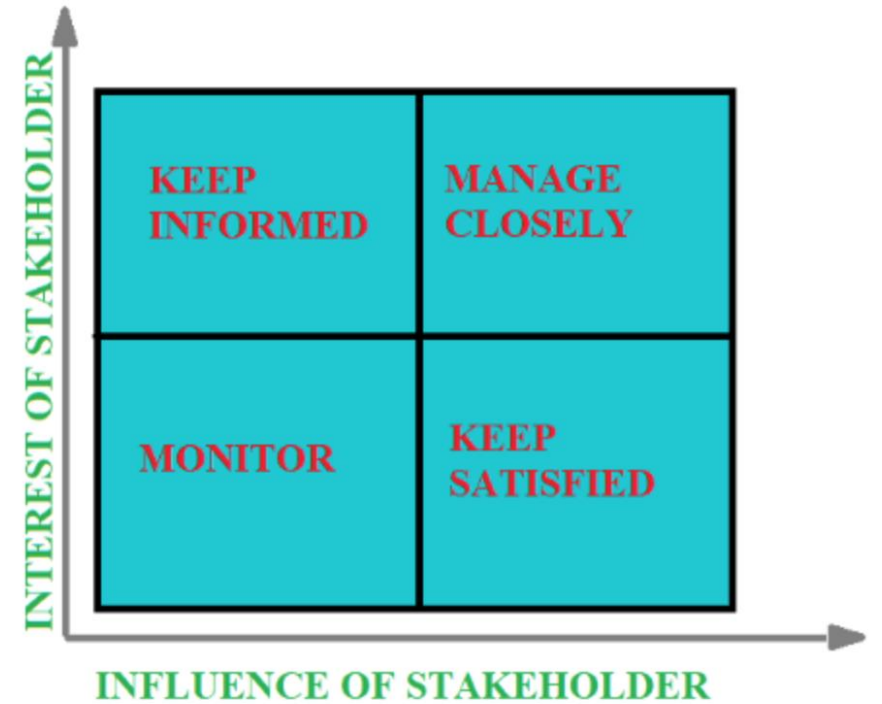
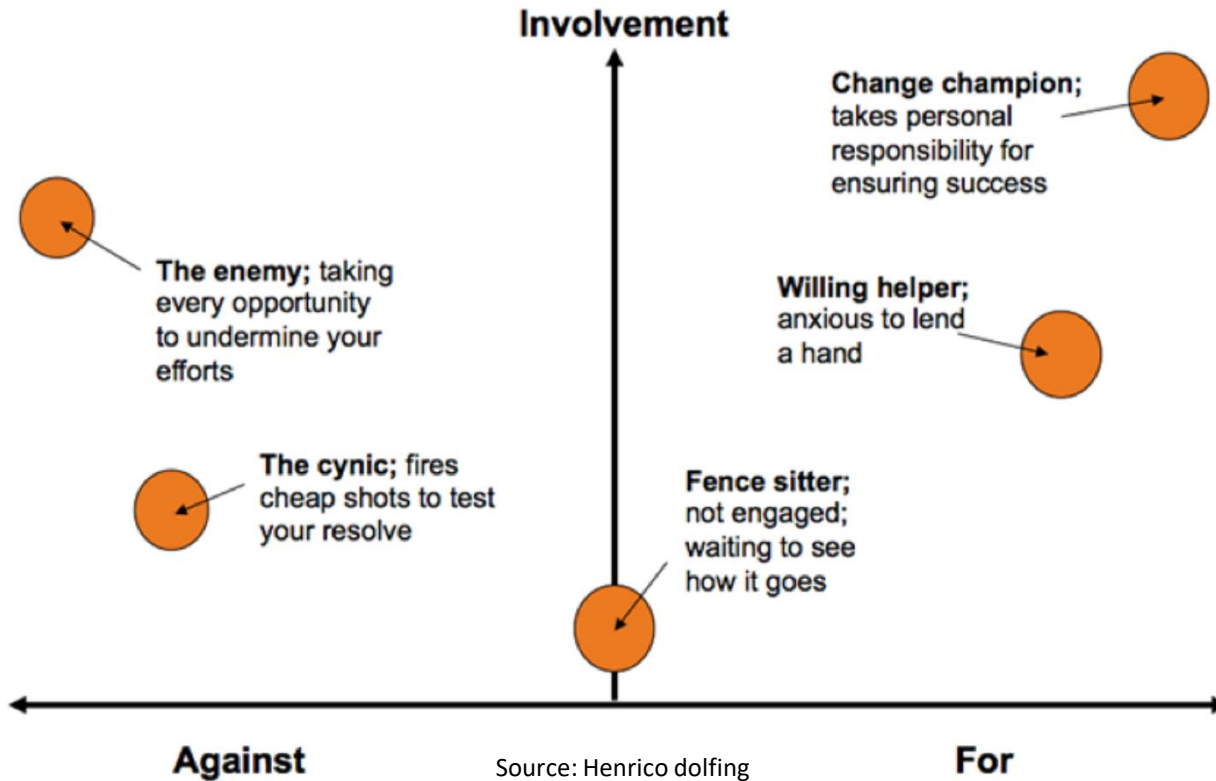


Mapping & Managing Stakeholders

		Stakeholder influence on organisation			
		No Influence	Low Influence	Some influence	Formal power/high influence
		Stakeholder's support for the business has little or no impact its success		Stakeholder's support for the business can highly impact the business' success	
Organisation impact on stakeholder	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.		Strategic threat or opportunity - invest in engagement process to understand concerns and develop solutions.	
	No direct impacts - stakeholders have broad range of choice	Low priority - provide access to general channels of information and feedback.		Keep involved and informed, but ensure balance between concerns of high influence stakeholders and those people actually impacted by decisions.	

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Example dispositions





Mapping & Managing Stakeholders

Next steps...

- Going into depth in understanding stakeholders' motivations
- Develop the structure and process of engagement of stakeholders

ANALYSIS TO ACTION:
DISASTER RISK FINANCING IN AFRICA

Influencing Your Stakeholders
through Negotiations



AFRICA CENTRE FOR
DISPUTE SETTLEMENT
At the University of Stellenbosch Business School

Disaster Risk Financing & Insurance Program



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