Effective Stakeholder Engagement & Communication

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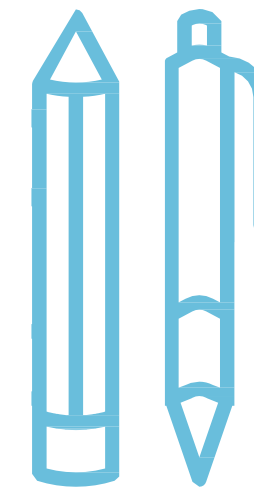
**Disaster Risk Financing
& Insurance Program**

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What you will need for this session

01 **Go to www.menti.com**
(or prepare the QR scanner on your phone)

02 **Paper and pen for some exercises**

Objectives

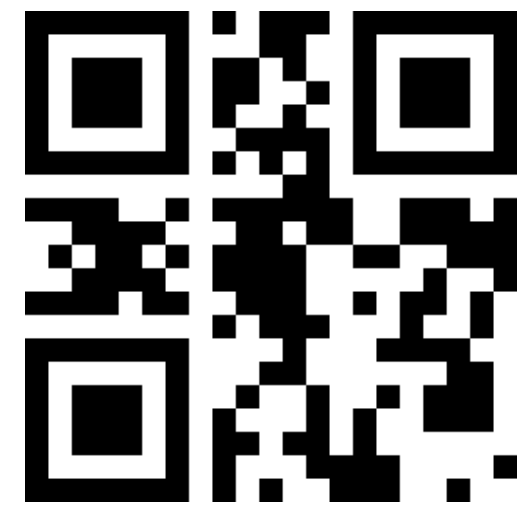**Identify** key stakeholders

Understand what **motivates** them

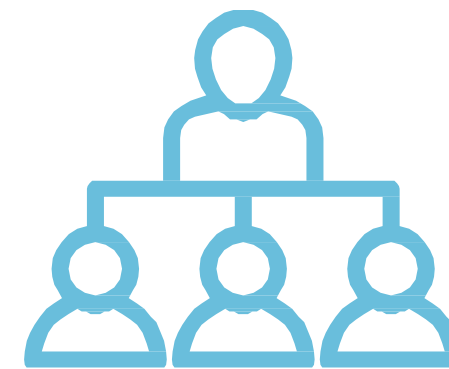Learn how to most effectively **engage** them on DRF

What do you think of when you hear

'Stakeholder'?

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Who are your stakeholders?

"Anyone who has a stake in the project" or
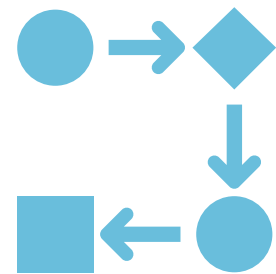"Anyone who can make, or break, your project"

People or groups with the **power to influence, advance, or block** the future of DRF in your country
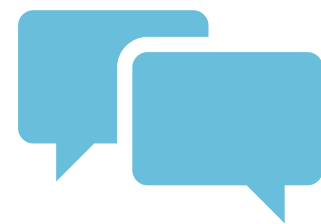
What is stakeholder mapping?

Stakeholder mapping is the process of creating a **visual representation** of people **who can influence** your project and **how they are connected**.

Listing all stakeholders of your project

Building a **strategic engagement plan**
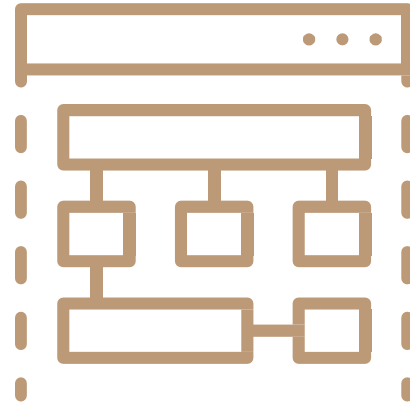
Creating a **communications plan**

Why is Stakeholder Mapping Important?

Stakeholder engagement is a **project management tool** with many benefits.

By involving individuals, groups, and organizations who will be affected by your project ahead of time, you can **ensure that the project is demand driven**.

People who are engaged are much **more likely to engage positively**.

Project design

1. **Identifies** key stakeholders and their **relationship** with the project
2. Manifests a clear and shared **vision** amongst the key project stakeholders
3. Brings together **new ideas to innovate**

Support implementation

1. Pools knowledge, experience, and expertise to **co-create solutions**
2. Helps to build and **foster partnerships** that generate value
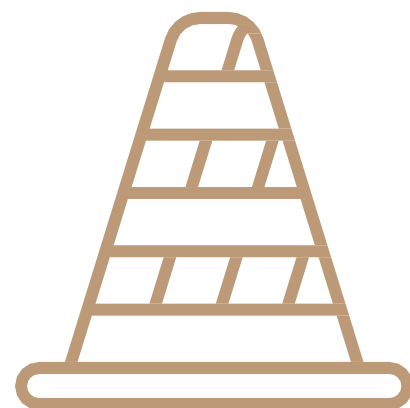
Avoid roadblocks

1. Allows influencing and affected stakeholders to **voice their opinions** early on
2. **Reduces the risk** and ensures that the project is fully **demand driven**
3. Provides all stakeholders a **sense of ownership** and improves governance

Key steps to map your stakeholders

Stakeholder mapping involves **identifying, analyzing and prioritizing** the people and departments with a stake in your Scalable Social Safety Net project.

1. IDENTIFY

2. ANALYZE

3. PRIORITIZE

4. ENGAGE
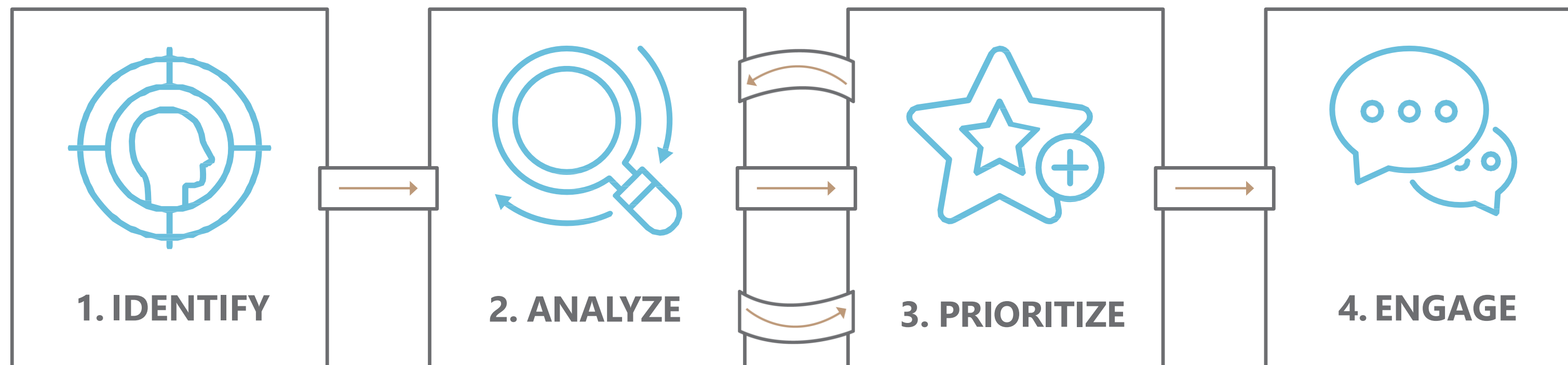
Step 1: Identify your Stakeholders

01

Who are the **people that influence** if and how a DRF program can be implemented?

02

How **are you connected** to them?

03

What is **their understanding** of DRF?

Example stakeholders

Internal Stakeholders

Cabinet and Parliament

Colleagues from within your ministry and other government ministries
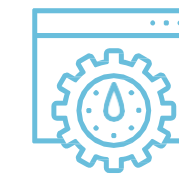
Financial l regulator

?

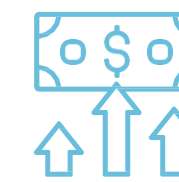## External Stakeholders

Development organizations

Donors

Risk modeling companies

Finance Parties (Insurers, Banks and Capital Provider)

Taxpayers and beneficiaries

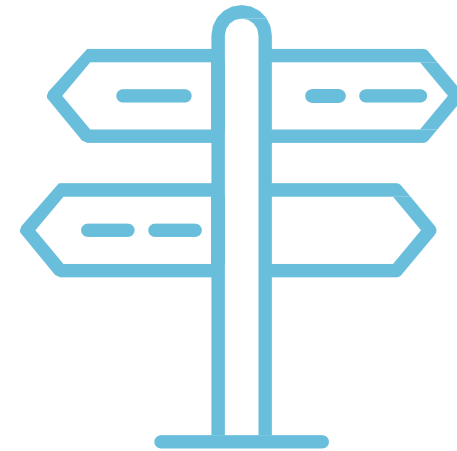# Word Cloud: Who are your top 3 Stakeholders? (External and Internal)

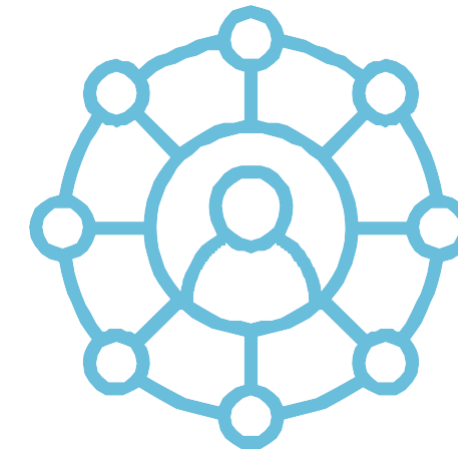Go to
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Step 2: Analyze your Stakeholders

Interest:
What is important to them?
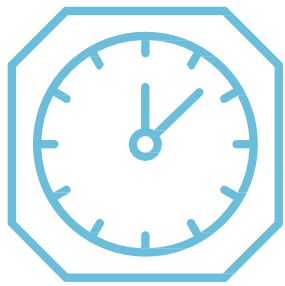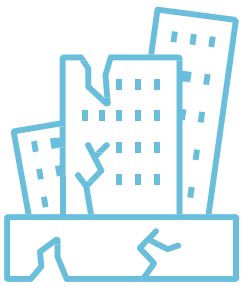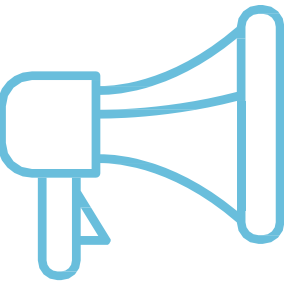
Influence:
What could they contribute to enable your work on Scalable Social Safety Nets?

Mapping External Stakeholders

	Development organizations	Donors	Risk Modeling Companies	Finance Parties
Interest	Country's prosperity; financial and physical resilience	Improve post-disaster outcomes, protect people, reduce poverty	Access to quality data; proprietary knowledge; sale of their product	Market penetration & growth at a risk-reflective price
Influence	Provide resources, DRF know-how, experience	Raise awareness and provide start-up & operational funds	Identify risk; measure exposure; establish pricing	Provide capital; provide risk transfer and risk management expertise

Mapping Internal Stakeholders

	Regional trade/ policy bodies	Politicians	Ministry of Finance	Other ministries & DRM functions
Interest	Country's prosperity; regional stability	Decision-making; benefiting citizens	Appropriate/ cost-efficient use of funds/ budgets	Reconstruction; resilience
Influence	Provide resources, regional engagement, and legitimacy	Provide legitimacy, accountability, decision-making power	Make a financial commitment, use resources effectively	Offer trust, decision-making expertise, on-the-ground knowledge

Step 3: Stakeholder Prioritization

The most efficient way to prioritize stakeholders is to consider how they are positioned across two factors:

Interest
How Invested are they towards achieving their outcomes?
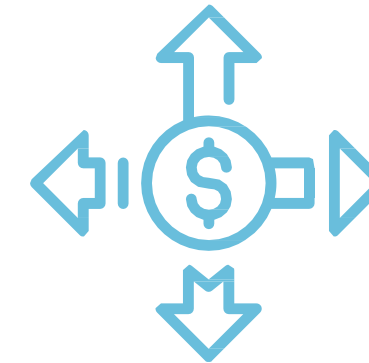
Influence
Is their power to influence the project significant or relatively limited?

The four quadrants of the matrix break down as follows:

HIGH

INFLUENCE

Keep Satisfied

Manage Closely

Monitor
(Minimum Effort)

Keep Informed

LOW
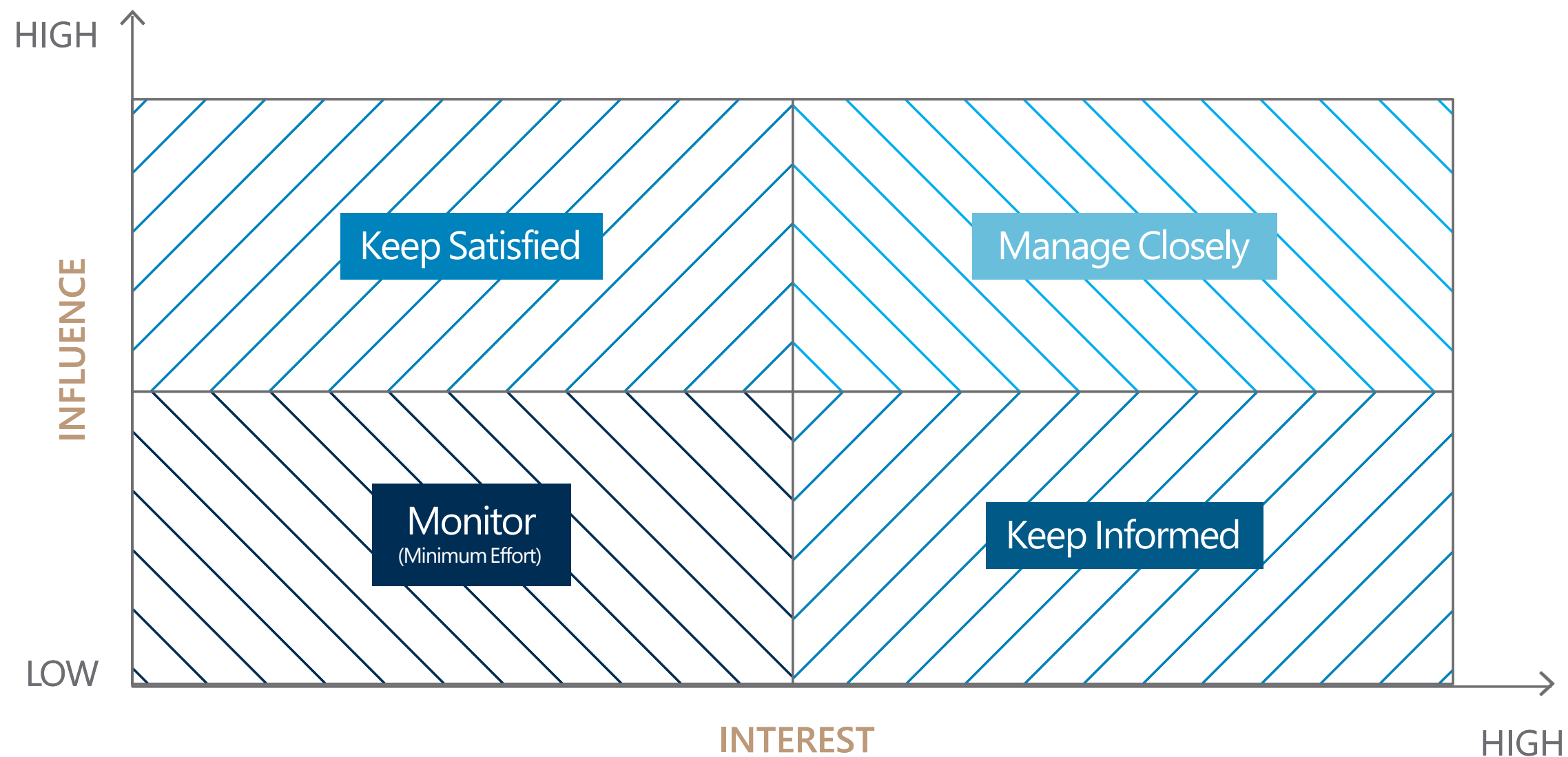
INTEREST

HIGH

*Adapted from Mendelow, A.L. (1981).
'Environmental Scanning - The Impact of the Stakeholder Concept,'
ICIS 1981 Proceedings, 20.*

I. High Influence, High Interest (Manage Closely): You must prioritize engaging with these stakeholders as much as possible

II. High Influence, Less Interest (Keep Satisfied): Put enough effort in to keep these stakeholders satisfied and informed, but be strategic about your communication

III. Low Influence, High Interest (Keep Informed): Communicate regularly with these stakeholders, as they will be influential in the successful ongoing delivery of the project

IV. Low Influence, Less Interest (Monitor): Minimum effort is required with these stakeholders, and they can be informed as part of general briefings that you prepare for others as required

Step 4: Engage your stakeholder

POLL: What do you want to engage your stakeholder?
*Please check all that apply

☐ Shift critical perceptions and opinions about Disaster Risk Finance

☐ Reinforce and support your project with expertise and financing

☐ Build trust and status within your group and improve professional relationships

☐ Improve your project management with better collaboration and input

☐ Manage Risk and reduce/remove roadblocks towards your project
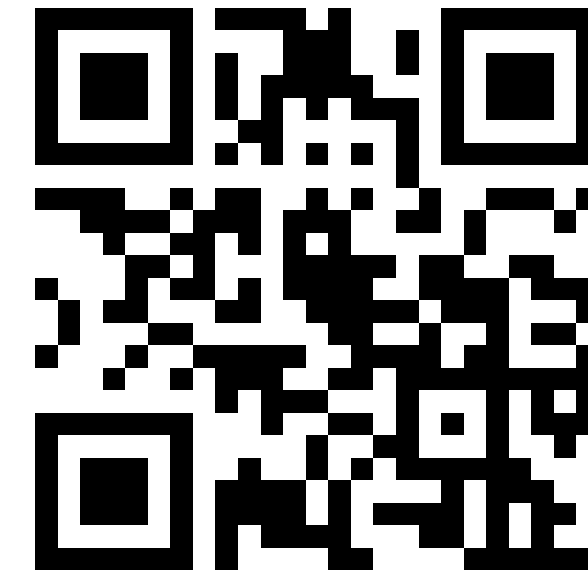
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5 tips to engage your stakeholders

05

Provide Value

People like to have a voice within the group. Demonstrate to stakeholders how their contribution adds value to your project. Also, clearly emphasize the value you provide them, such as a professional network, knowledge, etc.

04

Build Lasting Relationships

Strong relationships translate to better collaboration. People work together more easily and effectively when there is trust. Investing in relationships can increase confidence across the project, minimize uncertainty, and speed up problem solving and decision-making

03

'Engage rather than 'manage'

Why "stakeholder engagement" and not "stakeholder management"? Stakeholders are proactive and independent individuals; by engaging with them respectfully and listening to their views, you optimize your chances of influencing their choices.

02

Consult, early and often

The purpose, scope, risks, and approach of technical projects may sometimes be unclear to your stakeholders, particularly in early project stages. Early and regular consultation (where possible) helps to ensure that the final project is demand-driven and enjoys the support of most of the stakeholders.

01
Communicate

The best way to engage and influence stakeholders is to communicate well. It is crucial to understand the people you will be working with, their mindsets, and the best way to effectively garner their support. Not everyone responds to the same style of communication.

Sample Exercise: Stakeholders' Shoes

Get into pairs. Become one of your top four stakeholders. What is their name? What do they care about?

→

Example role play

→

Partner 1's turn and feedback (5 minutes)

↓

How can you now better influence your top stakeholders?

←

What have you learnt?

←

Partner 2's turn and feedback (5 minutes)
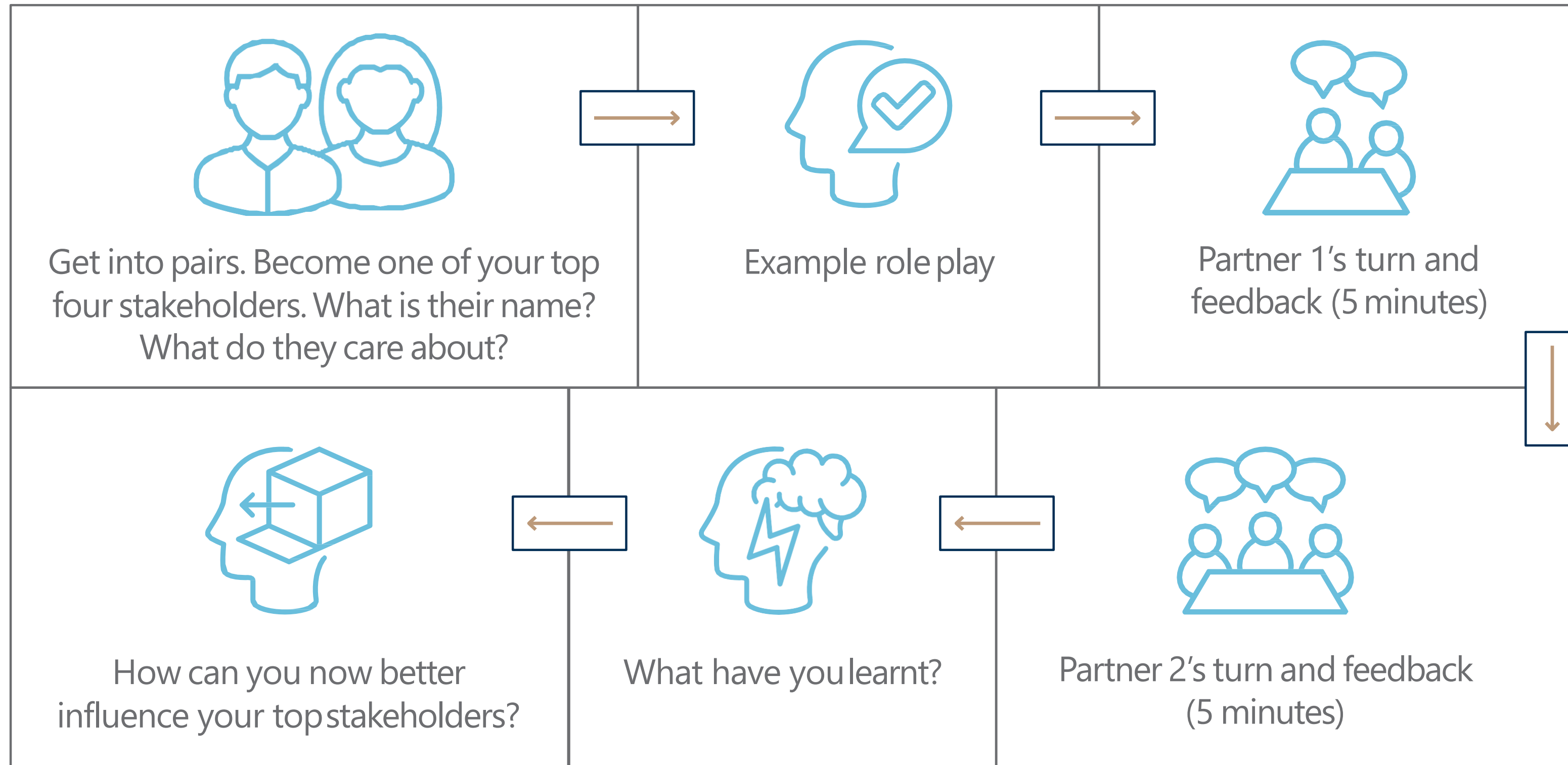
Group Discussions

- We will be spilt up into small group sessions. You will be randomly assigned to a breakout room to discuss with your colleagues.

- When the time's up, you will automatically get invited to rejoin the main session within 60 seconds.

- We will wrap up at the main session in last 10 minutes.

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Communication and Influence
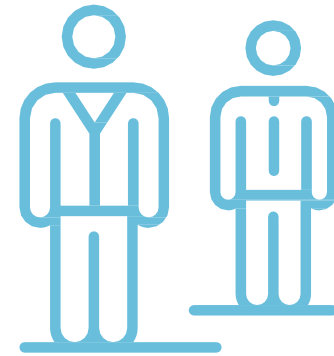
**Who are your
top stakeholders?**
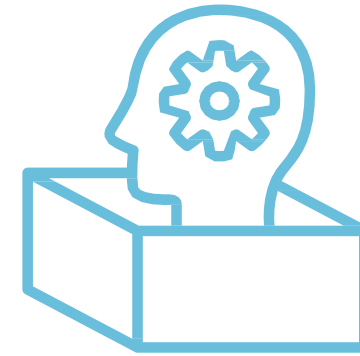
**What's in it for
them?**

**What's your
DRF narrative?**

What's your DRF narrative?
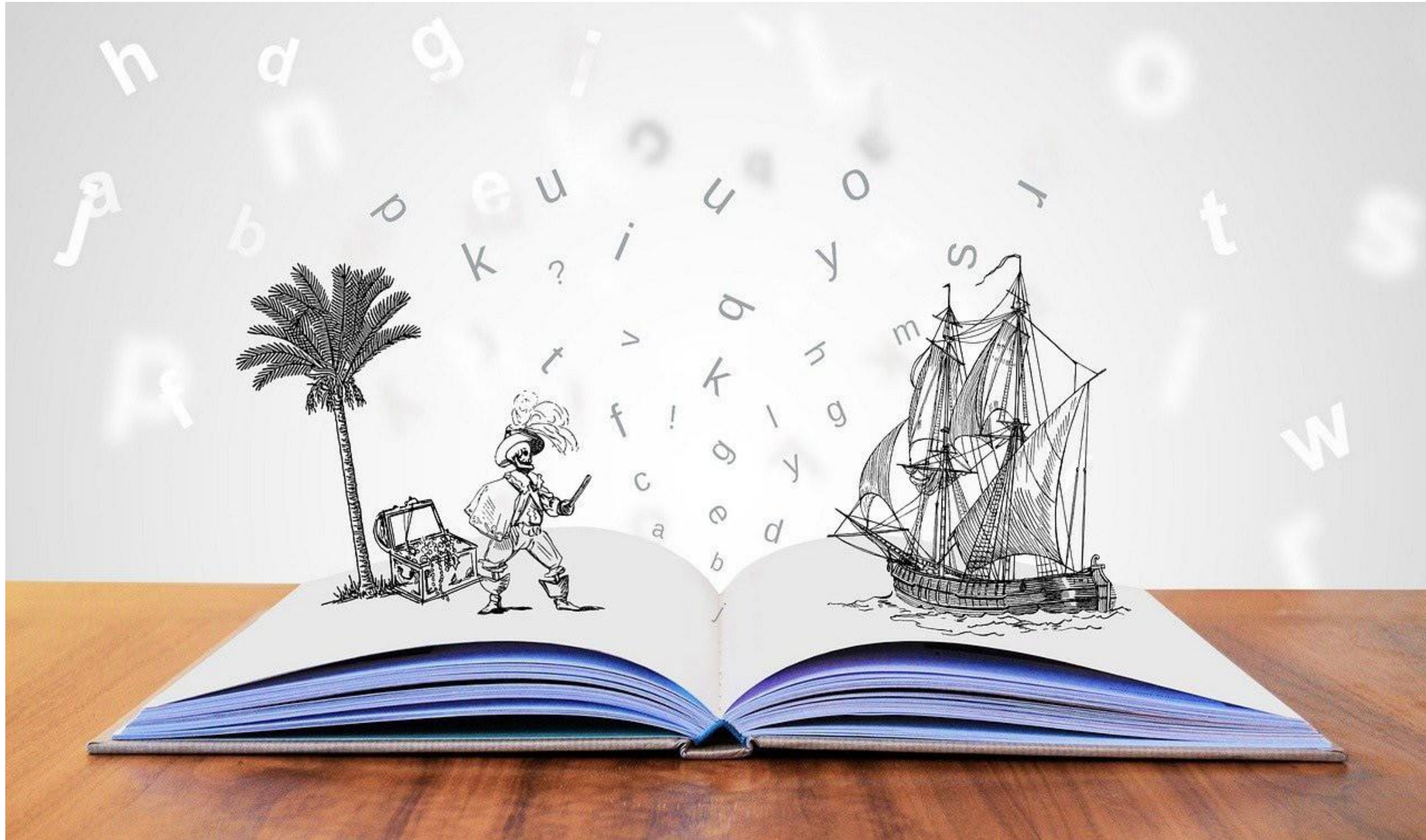
Use what you know…

Create a shared experience

Preparation   Flexibility

Be clear and concise...

Storytelling = Story listening

Thank You

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Effective Communication During Stakeholder Engagement

Facilitators & Barriers

Henry Chimbali – External Affairs Officer (World Bank Group-Malawi)

Communication's Landscape in Malawi

Data on Access to Information

- About **46%** of the households owned a functional radio in Malawi with individual radio listenership at **71.1%**
- **11.6%** of the households in Malawi have a working television set
- Local TV stations have a viewership of **69.8%.**
- About **37%** of households in Malawi in 2019 owned a mobile telephone which was accessible to every household member.
- **2.8%** individuals in Malawi owned a computer in Malawi in 2019
- **2.9%** of households had a family postal address in 2019
- **14.6%** of individuals in Malawi have access to internet. (Urban =40.7 & Rural 9.3%)

Source: The 2019 Access and Use of Information and Communications Technologies survey (MACRA)

Electronic & Print Media

1 **57%** of individuals usually listen to Zodiak Broadcasting Station

2 **39.4%** usually listen to MBC Radio 1

3 **37.7%** usually listen to MBC Radio 2

4 **19.7%** usually listen to Radio Maria

12000 copies/day

1:12

Pass on Rate

1:18

15000 copies/ weekend

Effective Communication

Managing Expectations

Sense of comfort – but requires examining on whether you are asking too much or NOT

Factors to consider during Communication with Stakeholders (Malawi context)

1 Language/Education/Literacy

2 Cultural Insensitivity/Religion

3 Managing Expectations

4 Environment & Settings

5 Public Discourse/Politics

Mode of Engagement Vs Information Access

COVID-19 has more
challenges than opportunities

Examples/Discussion

When was the last time you experienced/conducted a successful/unsuccessful stakeholder communication session?

What were the lessons learned?

First meeting at a new workplace?

1

Facilitators of Effective Communication

Upstream Engagements (Ministers and Policy makers)

1 Mastering the subject/authority   **2** Timing

3 Brevity and clear

4 Bring allies/canvass with others

5 Follow up/consistency

Barriers of Effective Communication

1 Lack of feedback

2 Irrelevant issues/overload of information

3 Technical/device challenges

4 Trying too hard/seeming desperate

5 Non-verbal/Body language

Thank You

Questions