

CLIMATE & DISASTER RISK FINANCING ONLINE TRAINING

SESSION 7:
***MANAGING CDRF STAKEHOLDERS &
COMMUNICATING CDRF STRATEGY***

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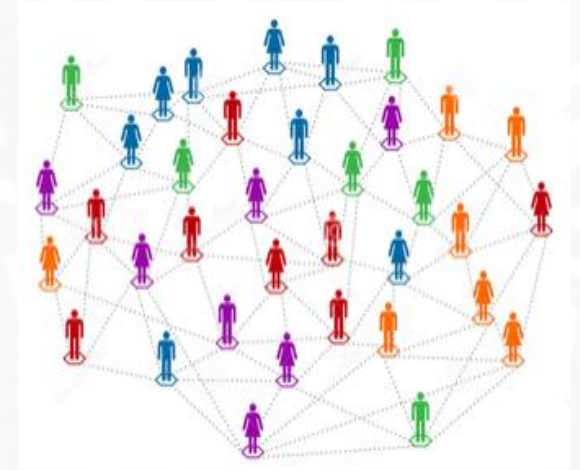
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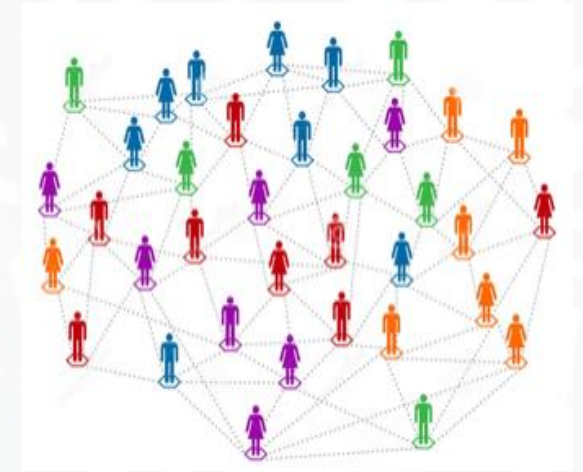
Overview

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- Who are key stakeholders who influence whether improved action on DRF happens or not?
- How are you connected to them?
- What is their understanding of DRF?
- What are their priorities? What motivates them?
- What are the best ways to engage them on DRF?



Definition

- - Those groups who affect and/or could be affected by your country's CDRF strategy
 - 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"



Mapping External Stakeholders

	Development organizations	Donors	Modelling companies	Market parties
Interest	Sovereign prosperity; Financial and physical resilience	Accountable and appropriate use of disaster relief funds	Access to quality data; Proprietary knowledge	Market penetration & growth at a risk-reflexive price
Influence	Provide resources, DRF know-how, experience on structure/organizing and legitimacy	Raising awareness; Start-up & operational funds	Risk identification; Measuring exposure; Pricing	Provide capital (payout); Risk transfer and risk management expertise

Mapping Internal Stakeholders

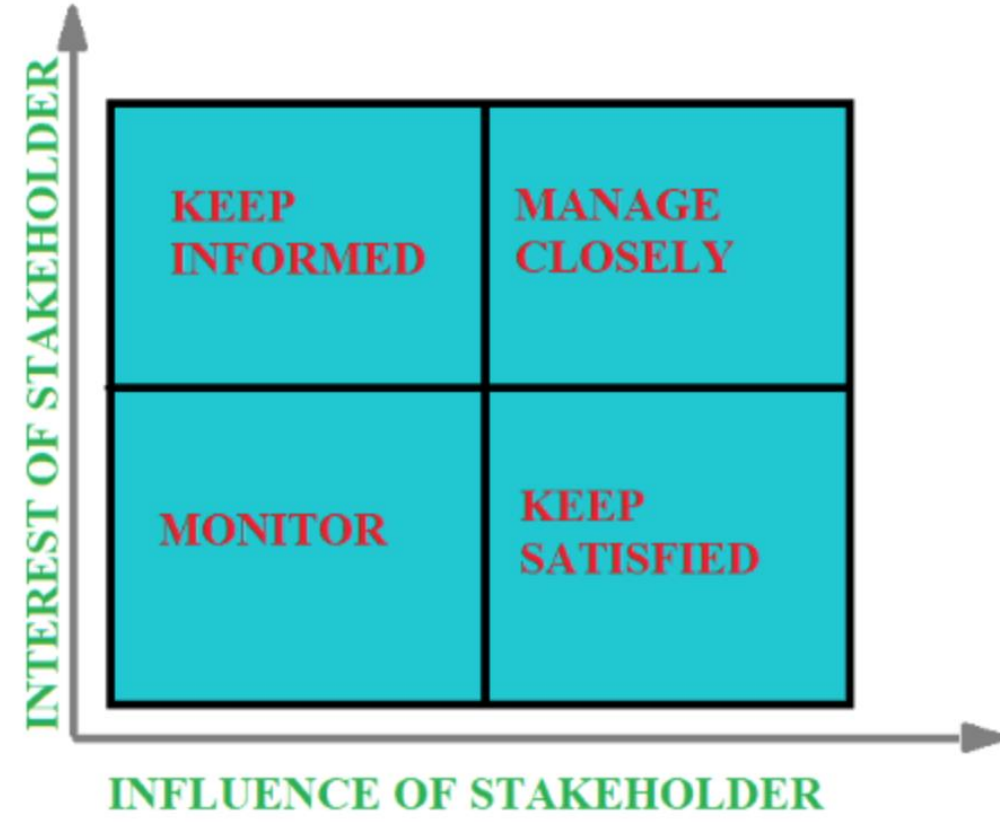
	Regional trade/ policy bodies	Politicians	Finance ministry	Other ministries & DRM functions
Interest	Sovereign prosperity; Regional stability	Remaining in power; Benefiting citizens	Appropriate/ cost- efficient use of funds/ budgets	Reconstruction; Resilience
Influence	Provide resources, Regional engagement, and legitimacy	Legitimacy; accountability; Decision-making power	Financial commitment; effective use of resources	Trust; Decision-making expertise; On the ground knowledge

Stakeholder Analysis

Aim:

- identifying stakeholders and their interests
- clarifying stakeholders' views of the CDRF strategy
- identifying some key strategic issues, and
- beginning the process of identifying coalitions of support and opposition

Stakeholder management grid



Caution:

Control

Influence

Antagonism

Coalition

Assessing stakeholder relationship

OUR Perceptions	THEIR Perceptions
How we perceive our role vis-à-vis the key issues	How they perceive our role vis-à-vis the key issues
How we perceive their role vis-à-vis the key issues	How they perceive their role vis-à-vis the key issues
How we experience them	How they experience us
What we want from our relationship with them	What they want from their relationship with us

Communicating CDRF strategy

Make sure that all information relating to the CDRF strategy is presented in a transparent way.



Communicate with stakeholders in a manner that works for them



Do not judge what your stakeholders value, instead seek to understand why.



Provide feedback to stakeholders on how their interests and issues are addressed and resolved.



Keep a careful record of all aspects stakeholder communication that occur over time.



Communicating CDRF strategy.....

STEP 1:

Make sure that all information relating to the CDRF strategy is presented in a transparent way.

- an honest, factual and easy to comprehend format, helps your stakeholders to comprehend your intentions, what their roles are and how it may affect them.

STEP 2:

Communicate with stakeholders in a manner that works for them

- Recognise that is different and choose the most suitable communication channel – email, in-person, social media, phone, group meetings.
- Provide different platforms/channels for stakeholders to communicate with you to provide their input.

Communicating CDRF strategy.....

STEP 3:

Do not judge what your stakeholders value, instead seek to understand why.

- keep an open and curious attitude in order to understand the history and concerns of your stakeholders
- Openness will help both sides to overcome hurdles and reach a creative solution, thus aligning values and interests.

STEP 4:

Provide feedback to stakeholders on how their interests and issues are addressed and resolved.

- track commitments made and ensure that strategy team members coordinate consultation events, share me information, and assign tasks and follow-up actions.

Communicating CDRF strategy

STEP 5:

Keep a careful record of all aspects stakeholder communication that occur over time.

- Meetings, emails, phone calls, commitments,
- Misunderstandings and delays can be averted if you demonstrate the history of all aspects of communication. This can be challenging for multi-year projects where representatives are likely to change overtime

A bit on Negotiation (B. Ganson, 2019)

FOR US	FOR THEM
THE PROBLEM: How would each party describe its primary goals? Its key challenges and roadblocks? What does each need and want from the other? What would be the headings in an eventual agreement? Which are most important to each?	
THE PEOPLE: What is the status of the relationship and trust among the parties? How does each party see itself and the other party vis-à-vis its own key issues? What are its aspirations for the future, in particular vis-à-vis the other?	
THE PROCESS: What are the preferred approaches for each party to beginning any negotiation, reaching agreement, and moving to implementation? What timing or sequencing issues are there? What formal or informal rules need to be respected?	
THE PARAMETERS: Who are each party's crucial stakeholders? What situation or factors does each party face – tangible and intangible – that will make it harder to get what it wants out of a negotiation? What are any lines that each party can't cross?	

A bit on Negotiation

FOR US

FOR THEM

Best Alternative to a Negotiated Agreement (BATNA): What is the best outcome without the cooperation of the other side?

FRAMING: What description of the negotiation would motivate both parties? What problem, people, process, or parameter elements need to be addressed? What “and” statements need to be made? What dilemmas need to be addressed?

EXPLORING: What are our most important questions? What are theirs likely to be? What approaches to learning and exploration can we most productively undertake together? What kind of “packages” should be considered?

DECIDING: How will we know if we have a great deal? What decision and fairness criteria are most compelling to us and our stakeholders? To them and theirs? Which might we agree on? What benchmarks might we both find persuasive?

IMPLEMENTING: Who and what needs to happen to move from agreement in principle to implementation? Which third parties may affect us? What problems do we need to anticipate and plan for? How can we anticipate and deal with disputes

Break-out session (30 minutes)

Using your country CDRF strategy, make a list of all possible stakeholders. For each stakeholder, list what the stakeholder's expectations are, and specify how each stakeholder influences the CDRF policy process. Decide what the country/govt needs from each stakeholder. Map the stakeholders onto the interest/influence grid.

Thinking about your country CDRF strategy, where are you likely to face challenges in communicating to your stakeholder(s) and why?

- i. Transparent presentation
- ii. Communication channel
- iii. Understanding stakeholder value
- iv. Feedback to stakeholders
- v. Keeping records