Southeast Asia Disaster Risk Insurance Facility

PROTECT THE GREATEST HOME OF ALL:
OUR COUNTRIES

SEADRIF is a regional platform to provide ASEAN countries with financial solutions and technical advice to increase their financial resilience to climate and disaster risks.
Effective Stakeholder Engagement
Recap of Part One

Facilitator: Benedikt Signer

Speakers:
Kaavya Krishna, Training and Knowledge Lead, World Bank
Irene Leoncio, Communications and Marketing Professional
Objectives of the factsheets and webinar

- **Why** should governments develop a financial protection strategy for public assets?
- **When** can insurance be a good option for the financial protection of public assets?
- **Who** are the key stakeholders (both external and internal) that play roles in each stage of the insurance development process?
- **What** are the most important step-by-step considerations involved in the development of a strategy for public asset insurance?

**INTENDED OUTCOME:**
Government officials to develop strong understanding of the steps required to design, develop, deliver and operate effective financial protection of public assets, particularly through risk transfer and insurance.
Structure of Webinars

- 90-minute webinar for each factsheet
- Different guest speakers
- Poll results will be included in final outputs
- Live polls: Please participate
- Please share questions via Q&A function
Overview of the Knowledge Series

**FACTSHEETS 7 and 8**
- Roles and responsibilities for the government officials within an internal insurance program, the associated stakeholders, including auditing, compliance and governance, supervisory.
- Multi year aspects such as renewals and re-assessment of exposures.
- Review of procurement considerations
- Dealing with claims management
- Incorporating innovations and technologies

**FACTSHEETS 1 and 2**
- Development of an implementation roadmap for a public asset financial protection program
- How governments can agree objectives and build consensus around priorities
- How to develop internal governance and oversight functions, and ownership at each level of the insurance program
- How risks are allocated across asset owners and operators

**FACTSHEETS 5 and 6**
- Roles and options available to construction of cost-effective insurance, including common insurance structures and case studies, their pros and cons against considerations of budgets, risk appetites, and government priorities
- Introduction of pooling and mutualization of large scale public assets insurance programs
- Insurance/reinsurance concepts of retention, deductible and exclusion

**FACTSHEETS 3 and 4**
- The importance and development of Public Assets Registries, and associated Enterprise Asset Management systems.
- How to assess and quantify asset exposure, sources of data, requirements for insurance transactions
- Introductions to the use of catastrophe analytics, burning cost / technical and market rates, tariff structures, risk based pricing methods, and underwriting.
Recap of fact sheets 1 - 4

Benedikt Signer
FS1 recap: Stages in preparation and delivery of financial protection strategy

- **Design**
  - The creation of an agreed business strategy and objectives for the financial protection of public assets in line with government policy vis-à-vis asset management.

- **Development**
  - The assessment of risk and the establishment of an effective and sustainable financial protection program to achieve the strategic objectives in line with the risk appetite.

- **Delivery**
  - The operationalization of the insurance / disaster risk-financing program, under agreed procedural frameworks, ensuring effective disbursement of claims and transparent accounting in line with policy terms and conditions.

- **Renewal**
  - The continued review, redesign and renewal of the program to account for changes in exposure, risk and market trends to ensure ongoing cost effectiveness and sustainability.

Design | Development | Delivery | Renewal
FS2 recap: Policy, institutions and regulations

Public Asset Insurance Program

Why is there a need?

Strategic alignment

(1) Policy design
- How will the program align with the government's overall risk management strategies and objectives?
- What does the program cover? What are the priorities?

(2) Program design
- How will the program work?
- Who will it apply to?
- What are the obligations on program participants and the program manager?
- What governance and regulatory mechanisms?
- Where should the program be located?

(3) Legislative process
- How will it be set up?
- What institutional frameworks and tools are available to establish and support the program?

Legitimacy

Budget and Financial planning

(4) Financial parameters
- How much will participants have to contribute in premiums? (contribution levels)
- How are surplus contributions accumulated over financial years? (accumulation levels)
- At what levels should accumulated funds be capped, relative to claims and costs? (funding ratios)
- Will the funds be formally separated from government accounts?
- Will the funds be invested and if so, what will be the investment strategy?
FS3 recap: Data and information requirements

What types of data?
- Historical disaster Impacts on public assets – historical, financial, social and economic
- Current contingent funding arrangements
- Current legislative and regulatory constraints/dependencies
- Comparisons with other jurisdictions

Who uses the data?
- Government stakeholders
- Risk modelers
- Brokers or Underwriters
- Brokers or Underwriters

Tools and analytics
- Public asset registries
- Catastrophe models
FS4 recap: Improving public asset management

- More effective and forward-looking decisions
- More effective risk management
- Improved governance and accountability
- Improved financial efficiency
- Improved customer service
THANKS TO THOSE WHO FILLED IN THE SURVEY!
74 RESPONSES

Webinar series

57% The webinars were exceptional

91% The webinars were relevant or very relevant to your work

58% The webinars were fast or too fast

55% Want more audience interactions
Mid-point feedback to our program

THANKS TO THOSE WHO FILLED IN THE SURVEY!
74 RESPONSES

Fact sheet series

92% The fact sheets were good or exceptional
81% The fact sheets have just the right amount of materials
58% Want better or more visual presentations
51% Want more case studies and examples
Mid-point feedback to our program: Topics of interest
Improvements to our program

- Opportunities to interact with guest speakers in smaller group setting
- More audience interactions in webinars (we will try this today!)
- More case studies and examples in fact sheets
- Training Participation Certificate by the World Bank
### Future webinar schedule

<table>
<thead>
<tr>
<th>Topic</th>
<th>Tentative date</th>
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<tbody>
<tr>
<td>Developing and leveraging domestic and international markets</td>
<td>17-Sep</td>
</tr>
<tr>
<td>Pooling and mutual options for public assets insurance</td>
<td>01-Oct</td>
</tr>
<tr>
<td>Managing insurance programs</td>
<td>14-Oct</td>
</tr>
<tr>
<td>Innovation and the future for public assets insurance</td>
<td>05-Nov</td>
</tr>
</tbody>
</table>
Effective Stakeholder Engagement

Kaavya Krishna
Training and Knowledge Lead, World Bank, Crisis Risk Financing
What you will need for this session

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

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’?

Go to www.menti.com

Use the code XX XX XXX
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
Why is Stakeholder Mapping Important?

Stakeholder engagement is an important 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 have a much higher chance of contributing positively.
**Project design**
- Identify key stakeholders and understand their relationship with the project.
- Ensure there is clarity and a shared vision amongst key players in the project.

**Support implementation**
- Bring people together to pool knowledge, experience, and expertise to co-create solutions.
- Help build and foster partnerships and new relationships that generate value.

**Avoid roadblocks**
- Allows those who affect or will be affected by the outcomes a chance to voice their opinions ahead of time.
- Helps reduce risk and ensure that the project is fully demand driven.
- 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 Public Asset Insurance project.

1. Identify
2. Analyze
3. Prioritize
4. Engage
Step 1: Identify your Stakeholders

01
Who are people that influence if and how a public asset financial protection program can be implemented?

02
How are you connected to them?

03
What is their understanding of DRF?
Example stakeholders

**Internal Stakeholders**
- Politicians and Parliament
- Other departments in Ministry of Finance
- Other ministries
- Financial regulators

**External Stakeholders**
- Modelling companies
- Market parties (Reinsurers, Banks, Capital Providers, Brokers)
- Development organizations
- Donors
Word Cloud: Who are your top 3 Stakeholders? (External and Internal)

Go to www.menti.com

Use the code 46 28 62 3
Step 2: Analyze your Stakeholders

**Interest:**
what is important to them?

**Influence:**
what could they contribute to enable your work on Public Assets?
## Mapping External Stakeholders

<table>
<thead>
<tr>
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<th>Development organizations</th>
<th>Donors</th>
<th>Modelling companies</th>
<th>Market parties</th>
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</thead>
<tbody>
<tr>
<td><strong>Country’s prosperity; Financial and physical resilience</strong></td>
<td>Improve post-disaster outcomes, protect people, reduce poverty.</td>
<td>Access to quality data; Proprietary knowledge, selling their product</td>
<td>Market penetration &amp; growth at a risk-reflective price</td>
<td></td>
</tr>
<tr>
<td><strong>Provide resources, DRF know-how, experience</strong></td>
<td>Raising awareness; Start-up &amp; operational funds</td>
<td>Risk identification; Measuring exposure; Pricing</td>
<td>Provide capital; Risk transfer and risk management expertise</td>
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</table>
## Mapping Internal Stakeholders

<table>
<thead>
<tr>
<th>Interest</th>
<th>Regional trade/policy bodies</th>
<th>Politicians</th>
<th>Finance ministry</th>
<th>Other ministries &amp; DRM functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country’s prosperity; Regional stability</td>
<td>Decision making; Benefiting citizens</td>
<td>Appropriate/cost-efficient use of funds/budgets</td>
<td>Reconstruction; Resilience</td>
<td></td>
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| 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 |
Step 3: Stakeholder Prioritization - How to?

The fastest way to prioritize the importance of stakeholders is by considering their involvement in your project across three factors:

- **Power**: Is their power to influence the project significant or relatively limited?
- **Proximity**: Are they closely associated or relatively remote from the project?
- **Interest**: How invested are they towards achieving their outcomes?
High power, high interest (Manage Closely): you must fully engage these stakeholders and make your best efforts to engage them.

High power, less interest (Keep Satisfied): Put enough effort to keep them satisfied and engaged, but not so much that they become bored with your message.

Low power, high interest (Keep Informed): Adequately inform these people and communicate regularly to ensure that there are no major issues. People in this category can be very helpful to promote your project.

Low power, less interest (Monitor): Communicate carefully and monitor but expand too much effort.

Step 4: Engage your stakeholder

POLL: Why do you want to engage your stakeholder?

*Please check all that apply*

- Shift critical perceptions and opinions about Public Asset Insurance
- 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
5 tips to engage your stakeholders

5. Provide Value
Provide social and professional value. People like to feel part of a group and to have a voice. Engage stakeholders by demonstrating how their contribution adds value to your project and demonstrate the value you provide (networks, knowledge etc.)

4. Build Lasting Relationships
Strong relationships translated to better collaborations. People work together more easily and effectively when there is trust. Investing in building relationships can increase confidence across the project, minimize uncertainty, and speed-up problem solving and decision-making.

3. ‘Engage’ rather than ‘manage’
Why ‘stakeholder engagement’ and not ‘stakeholder management’? Stakeholders think and do what they choose. By engaging with them respectfully, you optimize your chances of influencing their choices.
5 tips to engage your stakeholders

1. 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.

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

Who are your top stakeholders?

What's in it for them?

What's your DRF narrative?
Thank You!
Effective stakeholder engagement (2)

Irene Leoncio
Communications and Marketing Professional
Engaging and Communicating with Stakeholders

Irene Leoncio
September 3, 2020
Discussion Points

1. THE GOAL
2. RELATIONSHIP COMMUNICATION PROCESS
3. DEFINING THE COMMUNICATION OBJECTIVE
4. EMPATHIZING WITH THE AUDIENCE
5. PRACTICAL TIPS
6. CASE STUDY
1. The Goal
An overarching goal of communication with stakeholders is to create trust.

You cannot really learn about the perspective of others without communicating directly or indirectly with them, and others cannot truly grasp your perspective unless you have communicated directly or indirectly with them.

Øyvind Ihlen
Department of Media and Communication
University of Oslo
2. Relationship Communication Process
The Relationship Communication Process (Lindenberg-Repo 2001)

Advertising, sales promotion, events, sponsorships and PR releases. These forms of communication are very traditional and they focus on making the promises of what the entity will do.

Contact creation is seen as the ability to create a link to the other participants, to respond to him or her and, based upon the received information, to address one another for a second time.

Connectedness is most effectively reached through a dialogue that entails the flow and improvement of understanding between the parties.

Stakeholders should participate in the value generation process.

- Low level of interaction
- Medium level of interaction
- High level of interaction

Feedback
Defining the Communication Objective
Communication Objectives

- Inform
- Persuade
- Remind
Empathizing with your Stakeholders
Put yourself in your stakeholders’ shoes to deeply understand their wants, needs, fears, and desires.

Craft communications that resonate with them, prove to them that you are on their side, and earn their trust.

Ask yourself these questions that are likely on your stakeholders’ minds:

“What’s in it for me?”  
“Why should I listen to you?”  
“Why should I trust you?”
Builds Relationships

- Communication Objective
- Empathy for the Audience
Practical Tips
**Be:**

<table>
<thead>
<tr>
<th>Clear, concise, and direct</th>
<th>Simple and easy-to-understand</th>
<th>Relatable, friendly, and considerate</th>
<th>Fresh, inspiring, and enlightening</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your stakeholders look for clarity, so keep it short and simple. Make every word count; pick the ones that deliver the most impact.</td>
<td>We are humans talking to our fellow humans. Prioritize substance over style. Choose words that your stakeholders would use in everyday language.</td>
<td>The goal is to build genuine relationships with your stakeholders. Go for a warm and welcoming tone.</td>
<td>Stakeholders tend to come from a state of anxiety. Relieve them of their worries and encourage them to look onward and upward. Use an optimistic tone.</td>
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</table>
Be:

Confident and informative

Be deliberate and purposeful. Write in the active voice, and choose words that convey a sense of conviction.

Authentic, trustworthy, and straightforward

Stakeholders are wary of being kept in the dark, leading to a default state of mistrust. Hence, value transparency. Write straightforward communications; say only what you mean.

Fact-based, supported by data and/or reliable sources

Do due diligence when it comes to research. Before communicating anything, make sure that there is truth to it.
## Don’t Be:

<table>
<thead>
<tr>
<th>Rambling or unsure</th>
<th>Detached or arrogant</th>
<th>Overbearing and controlling</th>
<th>Vague</th>
</tr>
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<tr>
<td>Stakeholders are busy; their time is valuable. They should be able to understand what you mean at a single glance. Avoid overly long and complicated sentences. Don’t use a phrase if a single word can do the job.</td>
<td>Steer clear of exclusionary, offensive, or inflammatory terms. Don’t assume that we know them better than they know themselves.</td>
<td>We want to see eye-to-eye with the stakeholders. Treat them as our partners. Avoid anything too bossy or pushy; you don’t want to sound egotistic or like a know-it-all.</td>
<td>Always err on being as specific as possible; vagueness implies uncertainty and a lack of knowledge.</td>
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</table>
Case Study
Airbnb Lays Off 25% Of Its Employees: CEO Brian Chesky Gives A Master Class In Empathy And Compassion

Jack Kelly Senior Contributor @
Careers
I write actionable interviews, career and salary advice.
Thanks!

Any questions?
You can find me at
icl2@georgetown.edu
Panel Questions and Answers

USE THE Q&A FUNCTION
Thank you

SEADRIF

SOUTHEAST ASIA
DISASTER RISK INSURANCE FACILITY

An ASEAN+3 Initiative
In partnership with The World Bank