

Appendix 8

Stakeholder Analysis for a Building Bridges Programme

Conducting a needs-driven stakeholder analysis will support the goals of Building Bridges in helping to establish sustainable programmes with stronger links between offender- and victim-support services.

Identifying stakeholders

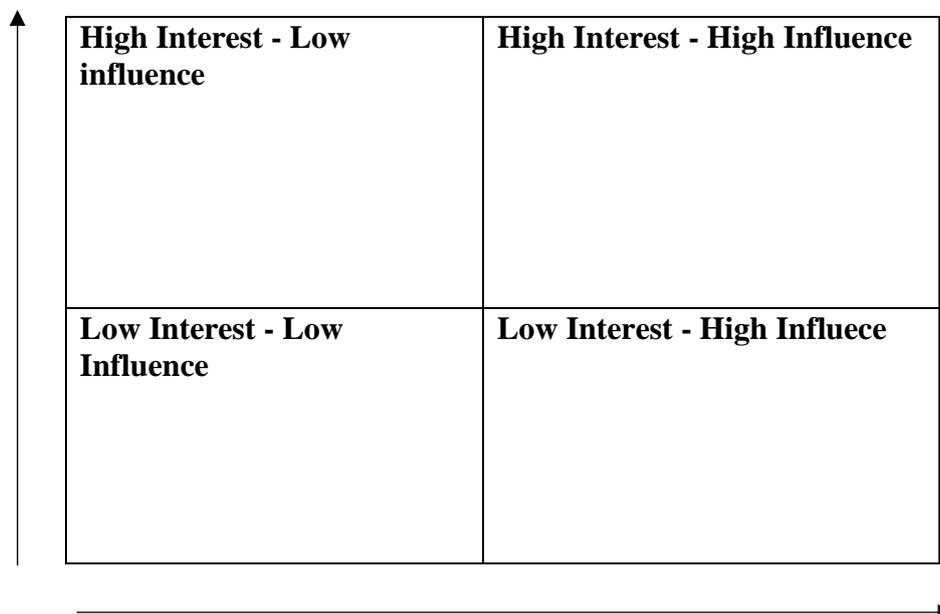
A good way to start to identify who the stakeholders are is to create a list of all individuals and organisations who could have an interest in the Building Bridges programme (i.e. could be affected or impacted by a Building Bridges programme, either positively or negatively). This can be done in a brainstorming exercise.

To expand on this, you could invite some of the stakeholders identified in this first brainstorming exercise to attend a second brainstorming exercise, to see if any organisations are missing. This will give you input from outside of your team and experience, and help you to benefit from contacts and networks that already exist.

Who are the important stakeholders?

Some stakeholders will be more important than others when setting up a Building Bridges Programme. That is, some are more influential, or need more attention than others, to ensure the programme is a success.

A good way to do this is to write each stakeholder name on a post-it note. On a flipchart, you can make 4 equally sized boxes, with arrows on the X and Y axes. like in the diagram below



The Y axis represents the INTEREST of the stakeholder, that is, how interested are they in the programme and how much does the programme affect or impact them? The X axis



represents the INFLUENCE of the stakeholder, that is, how much power do they have, and how much can they impact the success of the programme.

With each stakeholder name written on a post-it note, your team can place them on the flip chart, relative to their INTEREST and INFLIENCENCE. It is important that all team members agree with the eventual placement of each stakeholder.

You will see that those stakeholders that are in the upper-right square β with high interest and high influence – are probably quite important to your plans, whereas those in the bottom-left square - with low interest and low influence – are less important to your plans. This will help you to select the stakeholders whose support you need. The next step is to identify strategies for encouraging the support of these important stakeholders.

Planning engagement with the stakeholder.

Now you have identified those stakeholders who are important to the establishment of your programme, you can start to look at what they might want – and how you can act to encourage their support. A good way to do this is to create a piece of paper for each stakeholder, with a similar layout to the diagram, below.

NAME		
HOW DO THEY INFLUENCE THE BUILDING BRIDGES PROGRAMME?		
WHAT DO WE NEED FROM THIS STAKEHOLDER?		
WHAT DO THEY EXPECT FROM A BUILDING BRIDGES PROGRAMME?	HOW DOES OUR BUILDING BRIDGES PROGRAMME MEET THESE EXPECTATIONS?	HOW CAN WE CHANGE? HOW CAN WE IMPROVE?

On this sheet of paper, you can identify the ways in which this stakeholder can influence your programme, and gather some ideas about what you need from this particular stakeholder. For example, an important stakeholder might be a victim support group. They influence the programme by being able to provide victims to the programme (or prevent victims from



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participating). More than just the support of this stakeholder, you need for them to believe in the value of your programme, and their commitment to the goals of the programme.

Once you have thought about these and made notes on the sheet of paper, you can identify a list of things that this stakeholder might expect from a Building Bridges Programme. Perhaps you are able to sit down and talk with this stakeholder, or perhaps you need to imagine what they might expect, from your own experience or professional understanding. You can list this in the first bottom column on the left.

In the middle column, you can try to identify how well your programme meets these expectations. A good way to do this is with coloured marker pens. Making small coloured marks against each of the expectations in the right-hand column. A green mark indicates that you are successful in meeting a certain expectation. An orange mark means you are on the right track, but perhaps have some work still to do. A red mark means that you do not fulfil this particular expectation at all – perhaps you need to address this issue.

In the right-hand column, you can think of strategic ideas for helping to better meet the expectations of the stakeholder. This might help encourage their support, and help you to establish a sustainable programme with positive impacts across as many victims and offenders as possible.



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