

Stakeholder Mapping *Toolkit*

A generic, reusable framework for identifying, scoring and prioritising stakeholders on any policy file.

1-10 SCORING SCALE EDITION

How this toolkit is structured

Why Stakeholder Mapping Matters

Purpose, categories, and where this fits in your PA process

Step 1 — Identify Stakeholders

Build your long-list, with an AI-assisted pass to challenge it

Step 2 — Define the Unit of Analysis

Decide exactly what you're scoring before you start

Step 3 — Select Your Criteria

Choose which of the 8 available criteria answer your question

Step 4 — Collect Evidence & Score

Ground every score in a source, with AI-assisted research

Steps 5–6 — Plot & Plan

Build the matrix, then prioritise action by quadrant

Why stakeholder mapping matters

A stakeholder is any individual or organisation with an interest in — or influence over — a policy issue, and who can affect, or be affected by, its outcome.

— Adapted from Pitman (1985)

“*You can't win a campaign without knowing who can help you win it, and who can stop you.*”

— Chris Rose, How to Win Campaigns

WHERE THIS FITS

Stakeholder Mapping & CRM is one of the fourteen steps of Structured PA — sitting between Monitor & Intelligence and Direct Engagement.

Done well, it turns engagement from reactive outreach into a structured, evidence-based prioritisation exercise.

Stakeholder categories



Political & institutional actors

Elected officials, committee members, party groups



Industry & trade associations

Companies, sector federations, business groups



Media

Journalists, outlets and commentators covering the issue



Diplomatic actors

Embassies and international representations



Civil service / administration

Drafting officials, technical desks, agencies



NGOs & civil society

Advocacy groups, unions, consumer organisations



Think tanks & academia

Research bodies shaping the evidence base



Other affected parties

Any additional actor with a stake in the outcome

The six-step process

01**Identify**

Build a categorised long-list of stakeholders — allies and opponents alike.

02**Define the unit**

Decide exactly what you're assessing: the whole proposal, one provision, or your specific ask.

03**Select criteria**

Choose which of the 8 available criteria actually answer your question.

04**Collect & score**

Ground every score in a real, citable source — never a guess.

05**Plot the matrix**

Composite Influence against Composite Agreement, on a common scale.

06**Interpret & plan**

Turn the matrix into a prioritised action for every stakeholder.

Identify stakeholders

Sources for building your long-list

- Institutional registers (parliament, commission, ministries)
- Legislative/committee membership and past voting records
- Public consultations and stakeholder submissions
- Media coverage and monitoring of the issue
- Your organisation's existing network and past engagement history
- Trade associations and coalitions active on the file

QUALITY CHECK

- ✓ Every institution relevant to the file is represented
- ✓ Both supporters and opponents are on the list — not just allies
- ✓ Civil society and industry are both covered, where relevant
- ✓ The list is not limited to contacts you already know

AI-assisted long-list building

Before you finalise your list, use AI to challenge it — to widen your search, not to replace your judgement.

WHAT AI CAN HELP YOU CHECK

- Institutional documents, org charts and registers for names you may have missed
- Consultation submissions and public comment records
- Media coverage of the issue, including trade press
- Committee membership and past voting records

DON'T FORGET SOCIAL MEDIA

- Who is actively talking about this issue, being quoted, or replying to others?
- Emerging voices aren't always in a directory yet — social activity is often the first signal that someone matters.

GUARDRAIL *AI surfaces candidates for you to verify — confirm every suggested name against a real source before it goes on your list.*

Define what you're assessing

Decide this before you score anything — it changes the answer.

The proposal as a whole

General support or opposition to the file overall — the broadest, and least precise, unit.

A specific article or provision

Position on the one part that actually affects your file — often where the real fight is.

Your specific advocacy ask

Alignment with the exact change you are seeking, not the dossier in general.

EXAMPLE *a stakeholder can support a packaging law in general — the proposal as a whole — while strongly opposing the one exemption clause that matters to you. Score consistently against the unit you chose, and record which one you used in the Excel tool.*

Select your criteria (1–10)

Mandatory: score at least one Influence and one Alignment (Agreement) criterion for every stakeholder. **Additional:** Engagement, Access and Effectiveness — add only where they sharpen the picture. Full definitions and score bands are on the next two pages.

1. Influence (General)

MANDATORY

Ability to influence legislation, decisions or government action in the stakeholder's area of competence.

3. Influence over Proposal

MANDATORY

Influence over the direction, timing or content of the specific proposal or dossier.

5. Agreement with the Proposal

MANDATORY

The stakeholder's own position toward the proposal itself.

7. Access (for your organisation)

ADDITIONAL

How feasible it is for your organisation to reach and engage this stakeholder directly.

2. Influence over Government

MANDATORY

Ability to influence government decisions specifically.

4. Engagement / Activity on the Issue

ADDITIONAL

How actively the stakeholder is engaging publicly with the issue — distinct from how much influence they hold.

6. Agreement with Your Position

MANDATORY

How aligned the stakeholder is specifically with your organisation's position (not just the proposal in general).

8. Effectiveness (General)

ADDITIONAL

The stakeholder's track record of turning influence into outcomes.

Influence & Engagement criteria

Influence (General)

MANDATORY

7–10	High	Institutional senior role / major media player
4–6	Medium	Key institutional role / media player
0–3	Low	Institutional role / other

Influence over Government

MANDATORY

7–10	High	In government (senior position) / key opposition figure
4–6	Medium	In government (lesser position)
0–3	Low	Outside government / non-political stakeholder

Influence over Proposal

MANDATORY

7–10	High	Drafting official / Rapporteur / Committee Chair
4–6	Medium	Key official in department / key committee member / key media
0–3	Low	Official / committee member / media / other

Engagement / Activity on the Issue

ADDITIONAL

7–10	High	Frequent statements, posts, questions; strong media presence
4–6	Medium	Occasional public statements or media presence
0–3	Low	Rarely or never active on the issue publicly

Agreement, Access & Effectiveness criteria

EXAMPLE a stakeholder can back a proposal in general — high Agreement with the Proposal — while fighting your specific ask within it — low Agreement with Your Position (e.g., supports the packaging law, opposes your exemption clause).

Agreement with the Proposal

MANDATORY

7–10	High	Statements, positions or amendments in favour
4–6	Medium	Balanced or neutral position
0–3	Low	Statements, positions or amendments against

Agreement with Your Position

MANDATORY

7–10	High	Public support aligned with your specific position
4–6	Medium	Partial or conditional alignment
0–3	Low	Opposed to your specific position

Access (for your organisation)

ADDITIONAL

7–10	High	Established relationship; history of meetings
4–6	Medium	Some access; occasional meetings; relationship developing
0–3	Low	No or rare access; history of declined meetings

Effectiveness (General)

ADDITIONAL

7–10	High	Strong track record: high share of voice, successful amendments
4–6	Medium	Moderate track record of impact
0–3	Low	Limited or no track record of impact

Collect evidence & score

Every score must be traceable to a real source — never a guess.

- Institutional websites, registers and org charts
- Voting records and committee minutes
- Consultation responses and position papers
- Legislative/procedure trackers
- Briefings, summaries and media monitoring
- Trade press and social media presence
- Your own meeting notes and CRM history
- Network intelligence (informal, but recorded)

Record the source next to every score in the companion Excel tool — it is what makes a score defensible later.

AI-assisted evidence research

Once you know who to score, AI can help you find and organise the evidence faster.

- Statements and speeches
- Voting records
- Consultation responses and position papers
- Social media activity
- Previous meeting notes and internal records

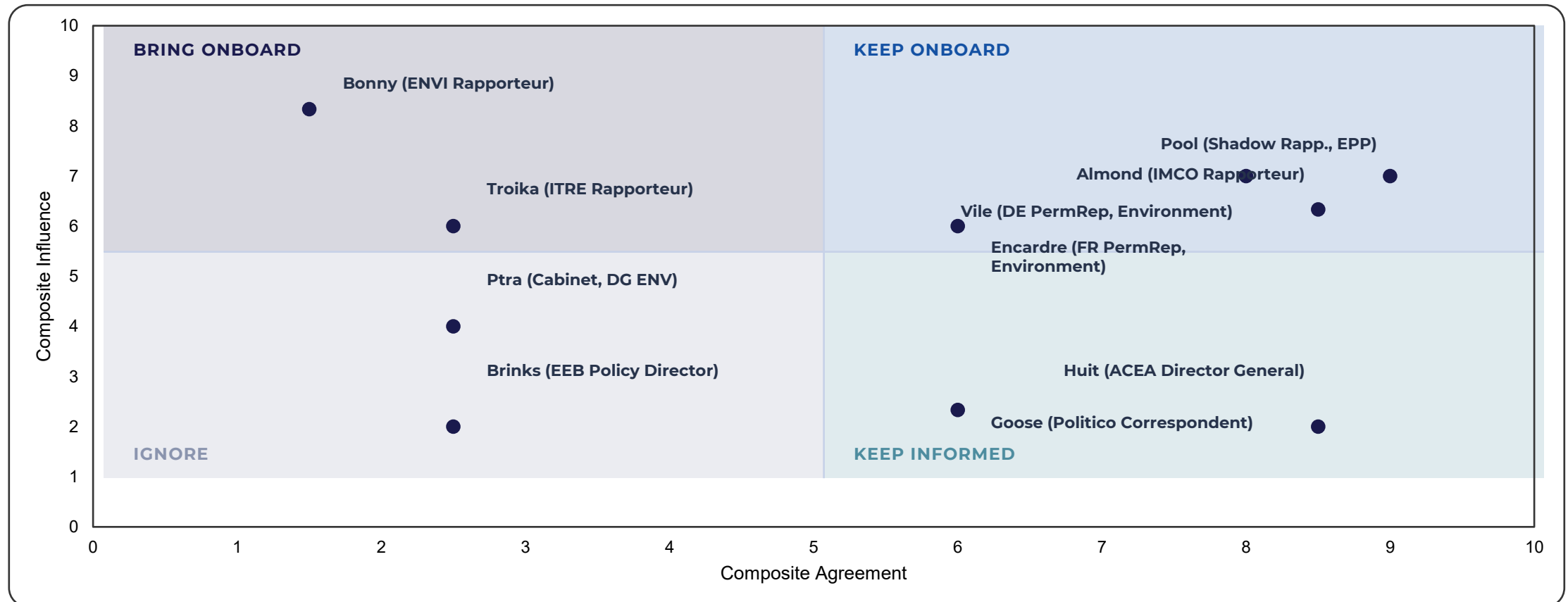
EXAMPLE "Summarise [stakeholder]'s public statements on [proposal] over the last 12 months, with dates and links."

GUARDRAIL AI helps with discovery and synthesis. It should not itself become the evidence — every final score still needs a traceable, identifiable source in the Evidence / Sources column.

Plot your matrix

Composite Influence = average of Influence (General), Influence over Government, Influence over Proposal

Composite Agreement = average of Agreement with the Proposal, Agreement with Your Position



The four quadrants

Keep onboard

High Influence, High Agreement

Maintain the relationship: keep them informed, use them as champions, and protect the relationship from complacency.

Bring onboard

High Influence, Low Agreement

Highest-priority engagement: invest time in direct dialogue to shift their position or neutralise opposition.

Ignore

Low Influence, Low Agreement

Monitor only: track for changes in influence or position, but do not spend active engagement effort here.

Keep informed

Low Influence, High Agreement

Low-effort maintenance: keep them updated as potential allies or amplifiers, without heavy investment.

From mapping to CRM

A stakeholder map is only as good as its last update. If you move from a one-off mapping exercise to ongoing relationship management, consider capturing:

Last interaction

When did you last speak with this stakeholder?

What was discussed

A short note on the substance, not just that contact happened.

Position expressed

What did they actually say, in their own words or a paraphrase?

Follow-up

What, if anything, needs to happen next as a result?

Relationship owner

One named person responsible for this stakeholder.

Next action & review date

The concrete next step, and when you'll revisit the record.

This is not a CRM course — just a starting point for the fields worth adding once mapping becomes an ongoing process.

RECAP

Before you close this file, *check every box.*

- ✓ You defined your unit of analysis before scoring anything
- ✓ You selected the criteria that actually answer your question
- ✓ Every score is scored on a common scale, with a source
- ✓ Composite Influence and Agreement are calculated, not guessed
- ✓ The matrix has been reviewed with your team, not just one person
- ✓ Every quadrant has a named next action and owner