Tool 2: Creating a Stakeholder Map

Part of the [Climate 2025 Partnerships resources](#)

Step 1: Brainstorming

Some movements will already know who their main potential partners are. Others might find it useful to identify their partners through a stakeholder mapping process. This tool is therefore for those who are less sure about who their stakeholders and partners are.

The first step in a stakeholder mapping is to have an open brainstorm to identify the people, groups and organisations within your wider ecosystem. At this first stage, include every group that has an interest in your vision, mission and objectives and / or may be impacted by them. Be as broad as possible to avoid getting stuck in your own 'echo chamber'; you want to include a rich diversity of stakeholders with a range of expertise, attitudes and geographies. Where possible, identify an individual, and name the key issues addressed by each of the stakeholders.

The following list may help you with your initial brainstorm. You can add / delete as needed:

Type of Stakeholder	Group / organisation names	Individual names if you have them
Champions / key allies		
Fundraising contacts		
High net worth individuals		
Potential investors		
Influencers and celebrities		
Brands		
Media industry		
Business contacts		
Activists / organisers		
Government		
Trade unions		
Civil society organisations		
Advisors / other climate organisations		
Specific experts (eg, academic)		
Training providers		
Add others as needed		

Step 2: Understanding Stakeholder Interests and Capacities

Capture your initial sweep of names from Step 1 in the following grid. This can be updated over time:

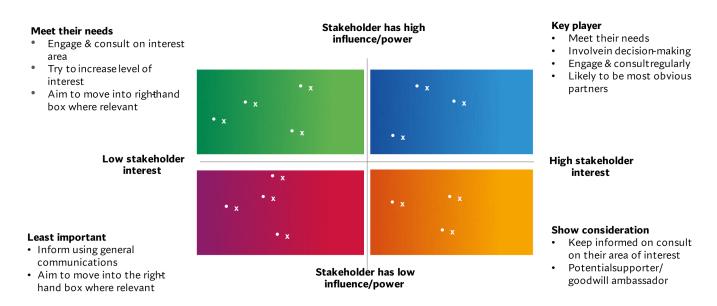| Stakeholder	Affects our issue area	Affected by our issue area	Capacities and capabilities	Influence on policy or legislative instrument/s	Name and Contact
Stakeholder Group (eg, champions)					
Name 1					
Name 2					
Name 3 etc					
Stakeholder Group (eg, brands)					
Name 1					
Name 2					
Name 3, etc					

Step 3: Analysing and Ranking Stakeholders

Ideal stakeholders will have a strong influence over, and high interest in, your goals and objectives and these will become your 'key players', including your significant impact partners. If it's not immediately clear who your significant impact partners are, your next step is to use something called a 'Boston Square' to capture the degree to which each stakeholder has influence over relevant issues, and their level of interest in your movement. A Boston Square can help you identify:

a) where awareness-raising might be required to turn a highly influential but lower interest stakeholder into a high interest potential partner;
b) where capacity development may be needed to turn a stakeholder with high interest but low influence into a stronger potential partner, depending on the kind of relationship you'd like to build with them.

Figure 5 is an example of a completed Boston Square.

Figure 5: Example of a Completed Boston Square for Stakeholder Mapping

Each * represents a stakeholder

Meet their needs
- Engage & consult on interest area
- Try to increase level of interest
- Aim to move into right-hand box where relevant

Stakeholder has high influence/power

Key player
- Meet their needs
- Involve in decision-making
- Engage & consult regularly
- Likely to be most obvious partners

Low stakeholder interest

High stakeholder interest

Least important
- Inform using general communications
- Aim to move into the right hand box where relevant

Stakeholder has low influence/power

Show consideration
- Keep informed on consult on their area of interest
- Potential supporter/ goodwill ambassador

After using the Boston Square you may wish to map and understand your stakeholder landscape beyond the two issues of influence and interest. The following list of criteria might be useful in supporting you to do this. Not all of them will be relevant for you, and we recommend a maximum of four so as not to get overwhelmed by too much information.

- **Influence**: How much influence does the stakeholder have in your issue area, either directly or via other stakeholders? It'll be important to note who they influence.
- **Expertise**: Does the stakeholder have information and expertise that could be helpful to your movement? This could be information that they have now or related to how they might help shape the future of your issue area.
- **Capacity**: To what degree does the stakeholder have the capacity to engage at the level you desire? To what extent is the stakeholder able to meet any principles of partnership and engagement that you might have adopted?
- **Trust**: Do you already know each other? How much mutual familiarity is there between you already? Do you have a track record of working well together?
- **Orientation**: Is the view of the stakeholder toward your movement / your movement's issue area collaborative? How willing do you think the stakeholder would be to engage with you?
- **Vulnerability**: To what degree will the stakeholder be impacted by your movement? Is the stakeholder a member of a vulnerable social identity group that might be impacted by your work?

Stakeholder	Influence	Expertise	Capacity	Trust	Orientation	Vulnerability

Name A	**High**: Stakeholder is a key shaper in our field	**High**: Knowledge in the issue is of value to us	**Low**: The group has few resources for engagement	**Currently unknown**	**High**: Proactive group that is highly engaged with our issue	**Low**: The work of our movement will not directly impact the lives of this group
Name B	Low	Low	Medium	Low	Medium	Medium
Name C	High	Medium	Medium	Medium	Low	Low

Some guidance:

- Expertise, influence and orientation are likely to be relevant for any strategic engagement with your key stakeholder groups
- Vulnerability and orientation are essential if there is any potential for negative human rights impacts
- When working with business / private sector, influence, trust and orientation will help you to anticipate and respond to any critiques that may shape strategic positioning

Step 4: Selecting your Engagement Approach

Table 2: Range of Possible Engagement Approaches

Engagement Approach	What it entails	Example
Monitor	Tracking or monitoring different stakeholder positions via research and / or discussion with others	Tracking the sustainability issues of greatest concern to your movement
Message	Creating targeted messages for specific stakeholder groups, adapting your communication for their needs and expectations	Communicating issue areas of relevance to your movement that may require specific positioning
Advocate	Enlisting support for a specific advocacy effort or position and / or lobbying for a change in that position	Working with a company to clarify its position on, eg, plastic waste
Consult	Engaging to get feedback or input on a particular project or plan. Implies an expectation that the movement will make changes based on the consultation	Consulting a stakeholder on planned work that may require additional expertise, such as how to approach local government about changing its policies and practice on recycling
Networking exchange	Exchanging information for mutual benefit	Meeting regularly with like-minded initiatives to provide an update on what each of you is doing and to discuss issue areas of interest. Could also involve, for example, the development of a joint directory of contacts

Commission; service agreements	Commissioning specific services, such as capacity building / training, through supplier or service agreements	Enlisting the support of a training provider to help you develop specific capacities – including partnering capacity!
Coordinate (partnering)	Working together for a common purpose to coordinate and maximise you and your partners' activities, which are still delivered separately.	Coordinating, e.g. a campaign, to lobby government on a common issue, for example, on maternal mental health resourcing and support. Activities are delivered separately, but messaging is coordinated.
Cooperate (partnering)	Pooling some resources and planning some joint activities toward a common purpose. Cooperating begins to require significant time and effort, as well as a high level of trust between partners.	Joining forces with either one, or a small number, of partners to increase your impact beyond simple coordination – for instance, contributing different resources to organise a joint statement or event.
Collaborate – for innovation (partnering)	Combining assets to create new approaches and processes (ie, different ways of doing something), delivered collectively. Involves a common vision and purpose and includes working specifically to create mutual benefit so that all involved receive added value for their individual initiative / organisation. Of importance is creativity and the readiness and capability to trial, test and learn from previously untried processes and approaches.	Co-creating a multi-stakeholder partnership to co-design and deliver a new technology for the disposal of single-use plastics.
Collaborate – for systems change (partnering)	Collaborating to bring about systems-level change – ie, changes in people's mindsets and behaviours that require a national and / or international response in terms of new national structures and legislation. Requires your theory of change to support a fundamental transformation in perspective, and thus visionary, aligned, collaborative leadership (e.g., in every partner organisation). It also requires a willingness to potentially 'give way' to greater expertise in another partner with everyone focussed on the change set out in the vision. Necessitates a well-developed partnering skill set and an understanding of systems change in practice. Of importance is creativity and the readiness and capability to trial, test and learn from previously untried processes and approaches.	Co-creating a global, multi-stakeholder partnership, with multiple strategic objectives and shared leadership, to bring about a fundamental change toward greater sustainability in the global agri-food sector.

Note: This table has been adapted from Business for Social Responsibility's Five-Step Approach to Stakeholder Engagement and vichealth.vic.gov.au's Partnership Analysis Tool

The next step is therefore to describe what kind of relationship you might have with your priority stakeholders – some of whom will be partners, while others won't. You can do this by completing the following table:

Role / Engagement Approach	Stakeholder Name/s
Partner – for systems change	
Partner – for innovation	
Partner / coordinate	
Partner / cooperate	
Service providers:	
• Eg, Training providers	
• Eg, Contractor	
• Eg, Disseminator	
Advocators:	
• Eg, Champions / influencers	
Consult:	
• Eg, Informer / consultation	
• Eg, Knowledge provider (advisors and 'experts')	
Regulator	
Resource provider	
Organiser	
Add others as needed	