
Stakeholder Mapping, Lobbying Ethics and Online Campaigns for Public Affairs Teams Course

18 – 22 October 2027
Rome





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Programme Summary

Stakeholder mapping, lobbying ethics and online campaigns for public affairs teams is the subject of this five-day training course for senior public affairs and government relations leaders, ending in a public affairs stakeholder mapping and campaign plan for one policy issue. Engagement now leaves a public record, so every contact and message must be justified and measured. The programme moves from principles, through diagnosis of current practice, to design of tools, then to application on a live issue. Mars Training Centre UK delivers this programme on stakeholder mapping, lobbying ethics and online campaigns for public affairs leaders.

The Business Case

Public affairs functions must show how engagement with officials and communities changes decisions. Without a shared method, monitoring is scattered, online activity drifts from policy objectives and lobbying contacts are hard to defend under scrutiny. A structured approach lets directors prioritise issues and brief leadership with evidence.

- Policy Responsiveness: Improves as monitoring and issue ranking give earlier sight of proposals that affect the organisation.
- Reputational Risk: Falls as contacts, messages and online posts follow a documented ethics test.
- Engagement Effectiveness: Rises as campaign activity is tied to stakeholder objectives and reviewed against evidence.

Principles and Evidence Base

- OECD Recommendation on Principles for Transparency and Integrity in Lobbying: It frames the ethics tests and contact records built in Sessions 2 and 3.
- OECD Digital Government Policy Framework: It shapes how participants read the digital channels and data practices of the public bodies they engage, in Sessions 1 and 3.
- OECD principles on AI: They guide the rules for using automated tools in monitoring and message drafting in Session 4.
- Stakeholder influence and interest analysis: It underpins the mapping method used from Session 1 to Session 5.



Intended Participants

- Public affairs directors who set engagement priorities and answer to senior leadership for policy outcomes.
- Government relations heads who manage relationships with ministries, agencies and legislative bodies.
- Ministry communications leaders who plan public messaging and respond to organised interests.
- Policy and regulatory affairs managers who monitor proposals and brief executives.

The programme serves energy, banking, health and public agencies, and suits mixed groups.

Learning Outcomes

1. Participants will be able to construct a stakeholder map that ranks actors by influence, interest and position on an issue.
2. Participants will be able to evaluate lobbying contacts and messages against an ethics and transparency test.
3. Participants will be able to diagnose gaps in policy monitoring and online presence.
4. Participants will be able to design an online campaign with objectives, audiences, channels and measures.
5. Participants will be able to justify the use of automated tools in monitoring and drafting with documented safeguards.
6. Participants will be able to prioritise issues and brief leadership with evidence.

Programme Structure

Day 1: Stakeholder Mapping and Public Affairs Principles

Who influences the decision, and how is that influence described?

- Influence and Interest Grid
- Issue Life Cycle Model
- Decision Pathway Diagram
- Coalition and Opposition Profile
- Digital Government Channel Review

Day 2: Lobbying Ethics and Transparency

What contact is defensible, and how is it recorded?

- Lobbying Integrity Principles Test
- Contact Register Template
- Conflict of Interest Screening Form
- Gifts and Hospitality Rule Set
- Disclosure Decision Tree



Day 3: Diagnosing Monitoring and Online Practice

Where does current monitoring and online activity fall short?

- Policy Signal Source Audit
- Response Time Log Analysis
- Social Listening Sample Review
- Message Consistency Audit
- Reputational Exposure Heat Map

Day 4: Designing Monitoring Systems and Online Campaigns

What campaign design and controls meet the objective?

- Campaign Objective and Audience Brief
- Channel and Content Calendar
- Evidence Pack Format
- Automated Tool Use Safeguards
- Measurement Dashboard Specification

Day 5: Applying the Methods to One Policy Issue

Is the plan ready for leadership approval?

- Applying the Session 1 Grid to the Chosen Issue
- Testing Contacts Against the Session 2 Ethics Test
- Closing Gaps Found in Session 3 Audits
- Rehearsing the Leadership Briefing
- Completing the Stakeholder Mapping and Campaign Plan

Methodology

The programme uses structured exercises on anonymised policy scenarios from several sectors. Participants map actors, apply an ethics test to realistic contact requests, audit sample monitoring outputs and draft campaign briefs in pairs, with feedback on each work product.

- Suggested activity: Mapping the actors in a draft regulation and ranking them by influence and position.
- Suggested activity: Reviewing a set of contact requests and deciding which to accept, decline or disclose.
- Suggested activity: Auditing a week of online posts for consistency with policy objectives.



Capstone Output

Each participant completes a public affairs stakeholder mapping and campaign plan for one policy issue. It holds a stakeholder map, a contact register, a monitoring source list, a campaign brief with channels and measures, and a leadership briefing outline. The plan is used to align the team and brief executives.

Frequently Asked Questions

Is a programme on stakeholder mapping, lobbying ethics and online campaigns suitable for senior leaders?

Yes. Stakeholder mapping, lobbying ethics and online campaigns are taught at director level and assume current responsibility for engaging officials or regulators.

Which references do stakeholder mapping, lobbying ethics and online campaigns rest on in this programme?

Stakeholder mapping, lobbying ethics and online campaigns rest on the OECD lobbying integrity principles, the OECD Digital Government Policy Framework, OECD principles on AI and influence and interest analysis.

How is the plan from stakeholder mapping, lobbying ethics and online campaigns used at work?

You use the stakeholder mapping and campaign plan to align your team, brief executives and review engagement after each stage of a policy issue.

How do stakeholder mapping, lobbying ethics and online campaigns differ from a programme on corporate communications?

Stakeholder mapping, lobbying ethics and online campaigns centre on influencing public decisions, while corporate communications centres on general messaging.