

Analysis of the stakeholders involves consideration of the potential sensitivity, impact and outrage the project may generate against the complexity of the project. This is done by mapping stakeholder against the matrix shown in Figure B-1. Depending on where stakeholders fall on the matrix informs the level of engagement required.

Understanding key stakeholders, their relationship and extent of influence is critical to project delivery. The analysis identifies primary and secondary stakeholders as well as what their role, influence and interest in the project is. EMM uses a risk management approach that informs the level and methods of engagement required for each stakeholder. EMM engagement with stakeholders aligns with the needs of each stakeholder group to support risk management and maximise benefits of the project. The IAP2 public participation spectrum is used to guide engagement activities.

Prioritisation of the stakeholder's communication and engagement needs is incorporated in the matrix in Table B-1. For example, those stakeholders that pose a greater risk to the project and/or have a greater interest or are more impacted are the ones that need to be more actively engaged (empowered), while those that represent a lower risk or are hardly impacted need to maintain informed.

EMM **engagement** with stakeholders aligns with the needs of each stakeholder group to support risk management and maximise benefits of the project. The IAP2 public participation spectrum is used to guide engagement activities.

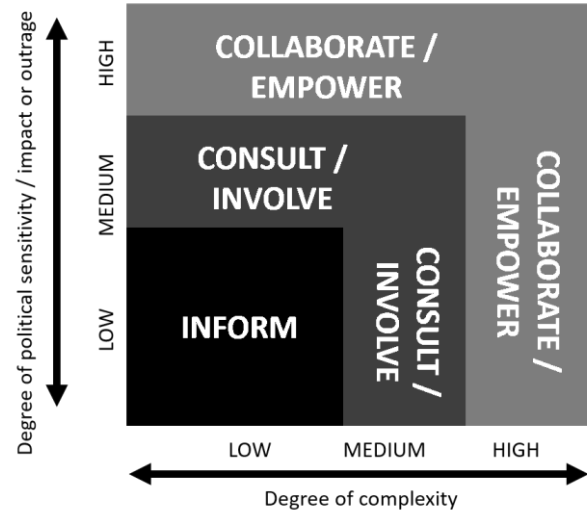


Figure B-1: Stakeholder mapping matrix

Table B-1 IAP2 public participation spectrum³

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To partner with the public in each aspect of the decision including the development and the identification of the preferred solution.	To place final decision-making in the hands of the public.

³

Source: International Association for Public Participation 2007, *IAP2 Spectrum of Public Participation*, www.iap2.org