

# Quick Guide

## How to use the [Stakeholders Analysis Matrix](#)

The Stakeholder Communication matrix aims at helping UNHCR staff/partners implementing outreach initiatives to identify key stakeholders before carrying out meaningful actions and ensuring the final messaging is consistent to different communications needs. The key to identify stakeholders is to widen perspectives, not focusing solely on target populations and considering the Organization's reputation extends far beyond the people it serves.

This *two-by-two* matrix helps creating categories of interested or affected parties. The vertical axis of this matrix represents **Value**, while **Importance** lies on the horizontal. In this scheme, some of your stakeholders, such as refugees, stateless persons and other affected people<sup>1</sup> receive value, (mostly in terms of key information that is relevant to make important decisions about their own refugee status or receive lifesaving assistance) while others deliver it, namely UNHCR either directly or through an implementing partner. Likewise, some of the stakeholders are indispensable for the very existence of the Organization, whereas others merely contribute to its success.

This matrix can be used to assign names to these categories. For example, communities (upper right), organizational (lower right), other communities (upper left), and collaborators (lower left.)

**Step 1.** Use the laundry list below to identify all of your constituencies within each quadrant. At this stage, though, don't worry about prioritization. Just make sure that you have included **all of** your stakeholders. Select all that apply.

- **Affected people (Primary stakeholders who receive key information value):**

*List all communities who will be directly impacted by the action.*

- Current target population (possibly, write down different segments through AGDM approach), i.e. N. of x language speaking women, children, older people...
- Potential target population (are there any new communities to be involved by the action you are considering? How will they be impacted?)

- **Organizational (Primary stakeholders who provide key information value)**

*List all UNHCR staff who will be directly implementing or supporting the initiative, as well as implementing partners in direct contact with the primary stakeholders*

- *Protection, Community-Based, and AAP staff, field officers*
- *External Relations staff managing social channels that can be used to amplify messages or provide communications support to activities (tailoring language, social listening, brand identity, visuals, infographics etc...)*
- *Program staff managing relations with implementing partners*

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<sup>1</sup> Depending on operational needs, host communities may well be integrated under the category of Affected People

- *Community leaders or community volunteers*
- **Other communities (Secondary stakeholders who receive key information value):**  
*List all communities who will be indirectly impacted by the action or program.*
  - Host communities (if not directly benefitting from action or program)
  - Other local communities
  - CBOs/NGOs
  - Advocacy groups
  - Opinion leaders
  - Religious groups (faith leaders)
  - Activists
  - Analysts
  - Volunteers
  - Suppliers
  - Distributors/vendors
- **Collaborators (Secondary stakeholders who provide value):**  
*List all wider partners and collaborators who are currently supporting or may potentially support the action or program.*
  - Donors
  - Government
  - Other Partners (other UN agencies, NGOs)
  - Media
  - Human Rights/humanitarian associations
  - Philanthropists
  - Academia
  - Strategic alliances/ networks

**Step 2.** Identify your key stakeholders by placing them from the highest to the lowest interest or involvement. If possible, limit yourself to ten interested or affected parties:

High-involvement, high-interest stakeholders: I.e. Directly impacted populations and implementing staff/partners are the key stakeholders, whom you should manage and engage. They are at the core of your communication efforts.

Low-involvement, high-interest stakeholders: I.e. funding donors, host Government. Keep these constituencies well informed.

High-involvement, low-interest stakeholders: I.e. local authorities, national/regional forums or working groups (i.e. Interagency, networks). This group needs to be satisfied, yet not over-communicated.

Low-involvement, low-interest stakeholders: Wider networks, media. These are the stakeholders that need to be monitored. You can keep communicate and efforts to a minimum.

To facilitate this process, you can create another *two-by-two* matrix by assigning 'involvement' to the vertical ax and 'interest' to the horizontal one.