[After you decide what to do for the target group (e.g. with the Logical Framework), you need to decide who will what. You need to divide tasks within and between organisations. The below tool assists in clearly distributing and monitoring tasks and responsibilities].

Participation matrix

What is it?

A participation matrix reports whom to involve in which way in a process.

What can you do with it?

The matrix can include external and/or internal actors, such as departments and individuals within an organisation (if parties are internally subdivided, 'supervision' can be added as type of involvement).

Results
• Who will do what, particularly in change implementation   • Who will be involved with information, advise or supervision

How to use it?

Groundwork

The activities and results have to be decided upon, and the stakeholders should have been identified. This tool then determines and reports the exact task division. A participation matrix may well follow after making a LogFrame.

Process

Deciding on who does what in an institutional change process may take one or a few hours in a plenary meeting, but is more often communicated over through emails and telephone calls over a period of a few weeks.

Follow up

As probably indicated in the matrix, one or more actors will steer the whole process and check whether everybody does his or her part satisfactorily. If not agreed beforehand, the activities need to be planned in time.

Requirements and limitations

It is a common sense matrix, which leaves the assessment and decision of who can best do what to the users of the matrix.

Example participation matrix Central Statistical Office

Problem owner

Central Statistical Office

Basic question

How should the organisation introduce a computerised Management Information System?

Sub-question

Who should be involved in which topic and in what manner?

Conclusions/Plans

Activity \ Actor	Chairman	Technical officer	Deputy (data collection)	Director (production)	Director (population)	Director (project)	Deputy (data processing)	Director (research)	Director (economy)	Director (training)	Director (computers)	Director (documentation)	Director (programme)	Director (finance)
1. Sufficient resources obtained		P												
1.1 Overall development plan presented	I					P								
1.1.1 Preparation of project proposal			R			R	D				P		P	
1.1.2 Discuss the proposal with other ministries			R			P					P		P	
1.1.3 Discuss the proposal with donors			P										P	
1.1.4 Co-ordinate with the Min. of Planning to have the final proposal			P		P	P								
1.2 Efficient co-ordination mechanism operational	I													
1.2.1 Put and execute co-ordination plan (meetings, etc.)			P				R				P			P
1.2.2 Appoint a co-ordinator			P				R				P			
1.2.3 Determine the job description			P			D	R				P		P	
1.2.4 Train the staff to achieve their duties			P		R	R	R				P		P	
2. Data collection improved.														
2.1 Recurrent data collection improved	I		D											
2.1.1 Statistical data are directly disseminated to the users that are concerned.			P											P
2.2 Data collection for surveys, census, etc. is improved.	I				P			P						
2.2.1 Training for data collectors			R	P					P	P				
2.2.2 Improving the financial incentive system			P										P	R
3. Data input from data providers improved	I		R											
3.1 Train & qualify skills of Stat. Units in statistics and computers			P				I				R			
3.2 Improve the quality of skills in CSO branches			R				R							
3.3 Clarify questionnaires, definitions and instructions			R				D							
3.4 Involve Stat. Units in field work			R											
3.5 Evaluate data from providers			R	P										
3.6 Seminar for data users.			P				I				R			P
Overall supervision	D	I	I	I										

Steps in making a participation matrix

0. **Verify** the ground:
   - Activities and results, preferably time-bound
   - Stakeholders who may play a role

1. **Draw the matrix** for the (diagnosis, change- or project implementation) process
   - Columns for each stakeholder
   - Rows for each activity of the process
   - Also rows for overall supervision of components (results, purpose and overall objectives)

2. **Determine the tasks** and roles. Fill in the boxes:
   - I = Inform (gets informed)
   - A = Consult (gives advise)
   - P = Partnership (gives approval)
   - D = Control (takes decision)
   - [R = Supervision (is responsible over the delegated authority that decides. This is relevant if internal divisions of an organisation are in this matrix]

3. **Check the participation**
   - Smooth away overlap or gaps
   - Smooth away possible contradictions with existing task and power distribution