



What is the Stakeholder Participation Planning Tool?

The stakeholder participation planning matrix is a tool for organizing engagement with stakeholders throughout an evaluation process. It both guides planning and organizes the plan in a clear and consolidated format. It can be used to also [inform dissemination planning](#).

The template is organized around the overlapping stages of the evaluation process. These include:

- **Planning:** Deciding to evaluate, creating the evaluation questions, and developing the Statement of Work
- **Design:** Deciding on a design for conducting the evaluation (this may be included in detail in an Evaluation Statement of Work or in the work plan prepared by the evaluator)
- **Implementation:** Evaluation team develops the final design, collects data, analyzes the data, and drafts an Evaluation Report
- **Recommendations:** Evaluators will identify the findings and likely conclusions during an evaluation process.
- **Review:** According to ADS 201, all Evaluation draft reports must go through a peer review process
- **Use:** This stage may overlap with other stages but refers to how the evaluation will be used by the stakeholders.

Stakeholders are the individuals, teams, and organizations that have a vested role in the evaluation. The template should work for most evaluations. Users might add or delete columns for the evaluation stages.

What is Stakeholder Participation?

Stakeholder participation in evaluations means the ways in which people and groups will be impacted by, contribute to, and learn from the evaluation. USAID's Office of Local Sustainability's Framework for Stakeholder Participation presents a spectrum of participation from less to more stakeholder led. Those relevant to Evaluation include:

1. **Informed:** stakeholders receive information regarding the evaluation and may share their views; USAID may or may not consider or act on these views.
2. **Consulted:** stakeholders share their views with USAID; USAID is committed in some way to consider or act on these views and to communicate how input is being used.
3. **Partnership:** stakeholders are part of a formal system that provides an opportunity to work with USAID to make decisions jointly.
4. **Delegated Power:** stakeholders take the lead in making decisions and acting on the evaluation within jointly agreed parameters.

Different stakeholders will participate differently in an evaluation, and even one stakeholder may exhibit different types of participation from stage to stage, all of which is captured in the matrix.

When to use the Stakeholder Participation Planning Matrix?

Evaluations involve many stakeholders at each stage of the evaluation, so it is best practice to plan stakeholder participation at the early planning stage. The tool can be used and updated throughout the evaluation process.

How to use the Stakeholder Participation Planning Matrix?

When planning an evaluation, identifying who are the stakeholders is the first step. The evaluation commissioner (or manager) should collect and review available information about the project or activity to be evaluated and brainstorm a list of key stakeholders for project or activity. For each stakeholder:

For each stakeholder....	Examples
1. Determine if the stakeholder is internal or external.	<ul style="list-style-type: none"> Internal stakeholders include actors within USAID External stakeholders are those outside USAID
2. Consider the stakeholders' interests. What are their interests in the project or activity to be evaluated? What are their interests in the evaluation itself and its recommendations?	<ul style="list-style-type: none"> Making policy Making operational decisions Providing inputs into the evaluation Reacting to findings Champion of the evaluation Skeptical or hesitant about the evaluation Impacted by the evaluation
3. Consider the stakeholders' perspectives. What are their incentives for participating and in what way? What means and resources do they have to participate?	<ul style="list-style-type: none"> How is the stakeholder engaged in the implementation of the activity or program (directly, indirectly, actively, passively)? How is the stakeholder engaged in the implementation of the evaluation?
4. Determine participation roles. What is the appropriate role for the stakeholder at each state of the evaluation?	<ul style="list-style-type: none"> Informed Consulted Partnership Delegated power

Once the evaluation commissioner considers these questions, then with those stakeholders who are a partner in the planning, consider a plan for stakeholder participation guided by the questions in Box 1.

BOX 1: KEY QUESTIONS AND OPTIONS FOR STAKEHOLDER PARTICIPATION BY EVALUATION PHASE

The evaluation commissioner (or evaluator) might ask the following questions when considering which stakeholders to engage in each stage of the evaluation.

Overall

- How is the stakeholder engaged in the implementation of the activity or program (directly, indirectly, actively, passively)?
- How is the stakeholder engaged in the implementation of the evaluation?

EVALUATION STAKEHOLDER PARTICIPATION PLANNING TOOL

- What resources — including time, funding, staff capacity — are available for participation in evaluation?
- When is the evaluation scheduled relative to activity or program implementation? How does the timing line up with key program cycle or work plan activities?

Planning

- Is the evaluation in the activity MEL Plan? Which stakeholders are engaged in the MEL Plan?
- Which stakeholders might be engaged in the evaluability assessment?
- Which stakeholders might be part of the evaluation team, whether internal or external or from the MEL platform or a local provider?

Design

- Might the implementing partner participate in question development?
- Will the evaluator share the design with the implementing partner?
- Does a participatory method fit for the evaluation questions?
- How will recommendations be developed, and which stakeholders should participate in recommendation development?
- Will the evaluation commissioner and evaluation team co-create the evaluation questions? The inception plan for the evaluation?

Implementation

- Will there be field-based analysis with local stakeholders? Which stakeholders should participate in the analysis?
- What is the role of stakeholders in data collection?

Review

- Which stakeholders review the evaluation findings?
- In what format will reviews take place, and are all key stakeholders able to use that format?
- When will reviews take place in the process?

Recommendations

- Which stakeholders will participate in the co-creation of recommendations?

Use

- What is the role of stakeholders in evaluation dissemination?
- What stakeholders might participate in evaluation translations?
- How might stakeholders enact recommendations?
- Which stakeholders might produce or advise on additional evaluation-related products?

The Stakeholder Planning Matrix tool can be used to document these plans (see the abbreviated version of which is shown in Table 1. For each stage in the evaluation, select the expected participation role; with the plan to reach out to the stakeholder described in the corresponding cell. Continue across the table, entering the participation role and plan for each evaluation stage. See the example line in the [stakeholder participation planning matrix template](#).

Table 1: Abbreviated Matrix				
Internal / External	Stakeholder		Evaluation Stage	
	Interests		Planning	Design
	Stakeholder 1		Participation:	Participation:
	Interests:		Plan:	Plan:
	Stakeholder 2:		Participation:	Participation:
	Interests:		Plan:	Plan:

HOW CAN I LEARN MORE?

- › [Stakeholder Participation Planning Matrix Template](#)
- › [Evaluation Toolkit](#)
- › [Evaluation Toolkit: Engaging with Stakeholders](#)
- › [Developing an Evaluation Dissemination Plan](#)
- › For more information, please email us at mande@usaid.gov