

Establish decision making processes

A variety of groups may be established within the governance structure in order to advise on the evaluation.

Evaluation decisions are often made by a steering committee, with representatives from different stakeholder groups. An expert or technical reference group or an advisor with specific expertise might provide targeted advice. A diverse range of stakeholders with different perspectives might also be consulted about the scope of the evaluation or on specific issues such as the accuracy of the program logic or the interpretation of findings.

Control may be centralized in a specific manager or committee or it may be shared by a working party involving representatives from many different stakeholders.

It is important to be clear about the roles and responsibilities of steering committees and other stakeholders. They might have the following roles:

- Advise – review material and make suggestions to others who make the decisions
- Recommend – review material and suggestions and make recommendations to others who make the decisions
- Decide – have final control over decisions in the evaluation

Methods

Types of structures

- [Advisory group](#)

An advisory group can be established to provide advice on an individual evaluation, a series of evaluations, or the evaluation function within an organization.

- [Citizen juries](#)

Citizen juries are a method to engage citizens from the wider community in decision-making processes.

- [Steering group](#)

Evaluation management often involves a steering group, which makes the decisions about the evaluation. It is important to distinguish between a steering group (which makes decisions) and an advisory group (which provides advice).

Ways of exploring issues

- [Formal meeting processes](#)

Studies have demonstrated that attendance at meetings and conferences, planning discussions within the project related to use of the program evaluation, and participation in data collection foster feelings of evaluation involvement among stakeholders (T

- [Informal meeting processes](#)

Informal meetings can simply be a conversation between an evaluator and a key stakeholder that is not conducted in a formal way.

- [Round robin](#)

The “round robin” method is a technique for generating and developing ideas in a group brainstorming setting.

- [Six thinking hats](#)

The Six Thinking Hats method encourages participants to cycle through six different ways of thinking, using the metaphor of wearing different conceptual “hats”.

Ways of making decisions

- [Consensus decision making](#)

Consensus decision is a decision-making method that involves reaching agreement between all members of a group with regards to a certain issue.

- [Hierarchical decision making](#)

Hierarchical decision making involves making decisions on the basis of formal positions of authority.

- [Majority decision making](#)

Majority decision making involves making decisions based on the support of the majority of the decision-makers.

Approaches

- [Participatory evaluation](#)

Participatory evaluation is an approach that involves the stakeholders of a programme or policy in the evaluation process.