

Decision making matrix:

Identify who will be involved in decisions and what their roles will be

It is important to be clear about who will be involved in the various decisions involved in an evaluation, and what their roles will be.

It can be useful to summarise decision makers and types of decisions in a matrix which can be referred to when developing and implementing evaluation processes. It is important to ensure that -where relevant decision making structures and processes already exist- these are incorporated.

The following page contains a decision making matrix template that you can customise to suit the needs of your evaluation.

Some questions to help guide you are presented opposite.

Further guidance and resources:

Decide how decisions about the evaluation will be made – Step 1 of the *Managers' Guide to Evaluation*: www.betterevaluation.org/managers-guide

Blog: Making choices about voices - Irene Guijt and Leslie Groves share frameworks to approach and make decisions about the level of stakeholder involvement during different evaluation stages. www.betterevaluation.org/blog/choices_about_voices

Who might be involved in making decisions?

Consider the possible involvement of:

- The manager of the intervention
- An evaluation steering committee
- A technical advisory group or some individual technical advisors
- A community consultation committee or key informants from the community

What will be their role in decision making?

The role of each individual or group in relation to specific decisions can be specified as follows:

- *Consulted* - Those whose opinions are sought; they are engaged in two-way communication.
- *Recommends* - Those who are responsible for putting forward a suitable answer to the decision.
- *Approves* - Those who are authorised to approve an answer to the decision.

Informed - Those who are informed after the decision has been made; they are engaged in one-way communication

Some questions to help you adapt the matrix to your needs:

What are the key decisions in your evaluation?

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Who are the key stakeholder groups in your evaluation?

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Use this matrix to identify who will be involved in which decisions in your evaluation. You can edit the fields so that they are appropriate for your evaluation.

	Technical advisory committee	Evaluation steering group	Program manager	Senior management
Focus of evaluation	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed
Selection criteria for evaluator/evaluation team	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed
Choosing evaluator/evaluation team	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed
Evaluation design	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed
Evaluation report	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed
Release of report and data	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed	Consulted / Recommends / Approves / Informed