**Purpose**

This is one of two Role Clarification tools intended to help NGOs and their community partners organize decision-makers into their respective roles on various decisions and actions. By outlining the decision process for financial, logistical, and policy decisions, an implementing NGO can ensure that the appropriate channels are followed and that there is no ambiguity in responsibility. The completed worksheet should be shared externally and reviewed when necessary.

**How to use this tool**This tool should be completed by NGO and community leadership. As it may spark discussion on individuals’ contractual roles and responsibilities, it is often crucial that members from multiple departments be present, particularly human resources, contracts, and finance departments. The discussion can begin with creating a list of decision-makers and those affected by NGO and community partner decisions. Oftentimes, the results from Stakeholder Mapping exercises (**Tools 5.1** and **5.2**) and other self-assessment tools can provide the basis for this list.

Next, the NGO and community partners should create a list of decision types. These may include but are not limited to the following:

* Financial decisions, disaggregated by levels of authority (e.g., petty cash, small grants, procurement, large budget decisions)
* Logistical decisions on project timeline and operations
* Personnel decisions on hiring, benefits, employment terms, and professional development
* Technical decisions on the implementation methods of specific programs
* Policy decisions (e.g., community by-laws, NGO priorities, regional or national norms and laws)

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The RACI chart organizes decision-makers and those affected by decisions into four categories:

* **Responsible:** The primary decision-making authority on an issue, often an individual
* **Accountable:**The entity that is accountable for the decision, often an agency head who usually has veto power over decisions (the buck stops here!)
* **Consulted:**Those with relevant information or expertise about an issue that must be consulted before a decision is made
* **Informed:** Those who are impacted by the decision and must be informed of changes in policy but do not have authority in the decision-making process

List the various decision types in the first column and begin discussing the decision-making roles of each stakeholder. In the appropriate columns, list the individual(s), group(s), or institution(s) that perform that role. After completion, distribute the chart to all relevant stakeholders to ensure transparency and build trust in the decision process.

While you’re completing a RACI chart, consider the ethical implications of consent to community programming. For instance, although community members may fall into the “informed” category before program implementation, it is often good practice to give community members more decision-making power than is legally mandated. If community members are actively impacted by decisions and programs, NGOs should employ a Free, Prior, and Informed Consent policy, rather than simply informing.

This tool may also lead to a realization that decision processes must change for programs to run efficiently. In these cases, the NGO and community leadership may create an ideal-scenario RACI chart, which outlines the areas where decision-making authority must change. Having these changes presented visually in the form of a RACI chart can help all stakeholders understand the proposed changes and facilitate discussion around those changes.

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| **Task** | **Completion Date** | **Responsible** | **Accountable** | **Consulted**  | **Informed** |
| 1 |  |   |   |   |   |
| 2 |  |   |  |  |   |
| 3 |  |   |   |   |   |
| 4 |  |   |  |  |   |
| 5 |  |   |   |   |   |
| 6 |  |   |  |  |   |
| 7 |  |   |   |   |   |
| 8 |  |   |  |  |   |
| 9 |  |   |   |   |   |
| 10 |  |   |   |   |  |