

# Strategic Decision-Making Framework

*Purpose: a structure for the assessment of new strategic projects or initiatives*

<b>Fit</b>
Does meeting this need sit within our vision and <b>core</b> purpose? Does it sit within our existing strategic plan?
Is this a good fit for us? Are there others in this space better placed to meet this need?
What risks would this project entail? As an organisation are we well-placed to take those risks at this time?
What are the wider organisational benefits of this project? E.g. income generation, reputation & profile, diversification of our skills and expertise
What systems, staffing, skills and partnerships, do we already have in place that could support this project?
What might be the effects on our other work in the short, medium and long term? Would the net effect be to enhance or detract at each stage?
<b>Need</b>
Is there a significant, evidenced need that is likely to continue, or grow?
How robust is the needs assessment data? Are there other sources we could research? What assumptions need validating / testing? (Do we have the capacity to do this? Can we use proxy indicators or qualitative feedback?)
What's the impact if we do nothing? What other sources of support are there? What others are planning?
Why should we increase our level of support to this group before other groups? Does the data support this?
Do we fully understand the scope and complexity of the need and what we would have to do to address it well and within an appropriate timeframe?
What scale of intervention can we offer and does that adequately address the need or would it be better suited to a larger (or smaller) organisation? Should we consider a consortium or partnership approach?
<b>Feasibility</b>
What's the likelihood of funding, where it will come from and what might be the duration of support? Could this divert funds to our other projects?
Do we have / can we build capacity (skills, systems, structures) to respond well, in a timely manner?
Are our governance, leadership and management capacities robust enough to take this on?
Are there any other restrictions that could prevent us doing this? Legal, infrastructure, H&S, ethical, technical, insurance etc?
How could we mitigate any of the potential risks or downsides? What's the cost of doing so?
Is our planned intervention the only approach to address the need? could we do less or differently? with existing resource or through a partner / subcontractor?

## Process

- Reflecting on the answers to all the 'fit' questions, what would you give as a 'go ahead' score out of 10? (Please note that sitting on the fence with a '7' is strongly discouraged!) Then score out of 10 for 'need'. Then score out of 10 for 'feasibility'.
- *It's suggested that projects or initiatives scoring over 24/30 are considered for the next stage of development*

## Other questions to consider

- Do we have the right people making this assessment?
- What are the milestones / timings for decision making?
- How can we refine the framework?
- Should we weight the scoring?
- What does this exercise reveal about where we are as an organisation?