Implementation Element	Key Questions	Ratings	
		Red (weak)	**Green (strong)**
Quality of planning Red Orange Yellow Green	■ Is it clear how (and how much) this strategy connects to our larger goal/outcomes? ■ Have we identified a key person and team responsible for leading the strategy and ensuring success? ■ Is the strategy guided by a plan (possibly as part of a larger plan) that is widely understood and has clear implementation milestones, measures of progress, risk mitigation strategies, and identification of resources? ■ Is the plan used to drive the day-to-day work of implementation?	■ The strategy and its associated goal are not clearly linked or may be working in conflict ■ We have no clear accountability for this strategy ■ We have no plan, or we have a plan that falls short in several ways: — No milestones or measures — No connection made to the goal — No analysis of risks or necessary resources ■ Plan does not reflect the current reality of the work	■ We can articulate a plausible case for how this strategy will have an impact on the goal ■ There is a clear leader and team who are held accountable for the success of this strategy ■ There is a plan for the strategy that clearly states milestones, measures of progress, analysis of risks, and identification of necessary resources ■ The team uses the plan to drive its ongoing work and monitor progress
Capacity to drive progress Red Orange Yellow Green	■ Have we specified the roles that everyone will need to play in order for the strategy to have real impact on the goal? ■ How well are we engaging with these actors to build capacity? How willing and able are they to play their roles right now? ■ Do those responsible for implementation have the necessary time, resources, skills, and support to do so effectively?	■ We do not have a clear sense of who will need to do what in order for the strategy to be successful ■ We do not have a clear sense of what it will take to reach the field at scale; our engagement with the field is sporadic and based on the hope that we will somehow reach a critical mass of people ■ Those responsible for implementation are lacking the necessary time, skills or support to implement effectively	■ We have identified the specific individuals at every level who are critical to the strategy's success, and the role each will have to play to implement the strategy at scale ■ Most of these critical individuals have sufficient capacity and buy-in, and we are working to actively build capacity and support where necessary ■ We have identified the necessary time, resources, skills and support for successful implementation and are working to ensure these exist
Evidence of implementation progress Red Orange Yellow Green	■ What evidence do we have to show that the strategy is working as intended and that it will have an impact on the goal? ■ Do we use the evidence to make mid-course corrections as needed? ■ What do the latest data say about our progress on this strategy (e.g. milestones, process metrics)? What do the latest data say about our progress on the goal itself (e.g. outcome metrics)?	■ We do not consistently collect or use evidence on this strategy, or our evidence is limited to the data on the goal (outcome metrics without process metrics) ■ We may review some data, but we do not use it to drive changes to our implementation efforts ■ To the extent we have any kind of evidence, the data are stagnant or moving in the wrong direction	■ We collect and review relevant evidence as soon as it is available; this includes both process metrics and milestones, which indicate quality of implementation and outcome metrics, which indicate progress on the goal ■ When necessary, evidence collected results in mid-course corrections ■ Data on process metrics are improving; where available, data on outcomes/goals are also improving
LIKELIHOOD OF SUCCESS (Red, Orange, Yellow, Green): Given current state and judgments above, how likely are you to successfully implement this strategy?			