

1. Planning												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
<b>Strategic Direction</b>	The strategic direction of the NPHI mainly reflects the opinions of NPHI leaders and priorities of MOH and donors, and it changes frequently. Long-term goals and priorities are not explicit.		The NPHI has a vision and mission statement and has identified some goals or strategic priorities. Some efforts have been made to share these with staff. A few NPHI components have attempted to conduct strategic or action planning.			The NPHI has a clear vision, mission, and goals, as well as detailed objectives and activities, which are widely shared in the organization. Many components of the NPHI conduct systematic planning processes.			The NPHI's vision, mission, and goals are well known inside and outside the organization. They inspire stakeholders to support and collaborate with the NPHI. Plans from all major NPHI units are aligned to the NPHI's plan.			
<b>Systems</b>	The NPHI may lack written mission, vision, and goals. If they exist, they were written by a few individuals and were not developed using a formal planning process.		The NPHI is establishing formal processes to define or refine the vision and mission and to better define the goals, with a view towards ensuring these are all aligned. It does not have systems for tracking its impact.			The NPHI periodically updates its plans to take internal and external opportunities and changes into account; however, updating is often too frequent, resulting in lack of continuity and focus, or not frequent enough. The NPHI has some systems to measure progress towards its goals.			The NPHI has comprehensive systems, processes, and tools to measure progress towards achieving its goals. Progress is regularly reviewed, and adjustments made to the plans as needed. The NPHI places a priority on ensuring the plans remain relevant.			
<b>Resources</b>	The NPHI's priorities are often determined by external partners. The limited government-derived resources that are left after salaries and other required costs are allocated based on preferences of NPHI leadership and not long-term strategic thinking.		The NPHI sometimes gets help in strategic planning from people with knowledge and experience. The NPHI makes some efforts to support the stated goals and strategic priorities and raise resources for them, but donors still drive much of the NPHI's agenda.			The NPHI uses experts to ensure planning processes and results are high quality. The NPHI often uses its plans to allocate resources and identify priorities for obtaining new resources. Obtaining resources is easier because funders understand how resources will be used to achieve explicit goals.			The NPHI has staff with training and experience in planning. Most staff understand the importance of strategic and action plans. Resources are allocated according to the NPHI's plans and those of its components. The NPHI leadership works with its components to develop specific plans for increasing funding in strategic areas.			
<b>Quality</b>	The NPHI's ability to grow systematically in critical, strategic areas is limited by the lack of a strategic plan.		The NPHI's vision and mission statements are compelling. Some parts of its strategic plan are of high quality and include enough detail to shape the NPHI's work.			The NPHI's strategic plans are of high enough quality to be useful both internally and externally. Lack of detailed plans for some major components of the NPHI is a limitation.			The NPHI updates its plans as circumstances change to ensure relevance, and effectively manages the balance between staying up to date and shifting priorities too frequently. It encourages planning for strategic priorities that cut across organizational component lines.			
<b>Engagement</b>	Few staff are engaged in discussions about NPHI strategy and direction.		Some staff are engaged with discussions about vision, mission and priorities. Managers and staff are starting to align work to the broader NPHI mission and goals.			Staff are actively engaged in the planning process. Most staff understand how their work fits into the broader plans of the NPHI and its component organizations.			Staff participation in planning, implementation of the plans, and success in generating resources contribute to them embracing the NPHI's vision, mission, and goals. Staff recognize that they are important contributors to the NPHI's vision, mission, and goals.			
<b>Impact</b>	The NPHI's activities are often unrelated to each other and are not aligned to achieve a broader mission, vision, or goals. The NPHI constantly shifts focus, starting new initiatives and abandoning others, which wastes time and resources.		The NPHI's effort to align activities and operations to goals is starting to help it garner additional funding. Capacity in some priority areas is slowly increasing.			The NPHI's strategic plan and those of its components are helping the NPHI make progress toward its goals. Some opportunities are lost because plans are not updated or detailed plans are lacking for key parts of the organization. Partners and staff are sometimes confused by rapid shifts in priorities.			The relevance of the NPHI's plans and its success in implementing them help the NPHI obtain and use needed resources to achieve great impact. Alignment of the overarching NPHI plan with that of its components also contribute to success. Staff productivity is increased by being part of a mission-driven, high-functioning organization.			