	Basic	Developing	Advanced	Leading Edge
top: **Coalitions, Discussion Guide for Use with Partners. Note: This is a generic Discussion Guide, meant to guide discussion about developing a coalition for a specific topic.**				

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	Basic	Developing	Advanced	Leading Edge
Strategic Direction	A coalition does not yet exist for the topic of interest (e.g., noncommunicable diseases, One Health, etc.). Most of the organizations interested in creating the coalition lack defined goals and objectives and/or strategic plans. Priorities for the developing coalition have not been identified.	A coalition exists in an early form. Some organizations participating in the coalition have strategic plans. The coalition has identified some priorities to be addressed through collaboration, but joint planning efforts have been limited.	Organizations generally have strategic plans, which increasingly align with the country's national strategy. The coalition has defined the priorities best addressed through collaboration. It has conducted joint strategic planning and has detailed plans for addressing some high priorities, though the coalition itself does not have a formalized strategic plan.	Organizations' strategic plans align with the country's national strategy and those of other coalition members. The coalition has a strategic plan, and members have combined resources to meet the plan's goals and objectives. Progress towards achieving goals is assessed regularly, and plans are updated as needed.
Systems	Communication among organizations is ad hoc, and differences in messages and recommendations from different organizations about key issues sometimes create problems. Organizations tend to not have systems for transparency and accountability.	Leaders of organizations know each other, but meetings to discuss priorities and coalition activities are ad hoc. There are no systems to identify and organize around joint priorities. Transparency and accountability are increasing, but few organizations have formal policies on these.	Systems are in place for regular meetings and communication. Regular discussions avert contradictory messaging and controversy. Coalition activities have clear leadership and roles are clearly defined. Regular reporting on activities of organizations and the coalition is beginning to occur. The coalition is establishing formal policies to ensure accountability and transparency and encourages the same of participating organizations.	The coalition has clear leadership and a defined management structure. Systems of communications ensure that problems are prevented and, when they do occur, are addressed quickly. The coalition has systems for regular reporting on efforts of its members and the coalition. Formal policies to ensure accountability and transparency are followed by the coalition and its members and are regularly reviewed and updated.
Resources	Organizations have limited resources with which to do their work and little to contribute to joint efforts for a future coalition.	Organizations have resources for some of their priority activities, but they have limited staff to contribute to coalition efforts. The coalition has not conducted donor mapping. It is aware of some donors whose interests align with its goals but does not regularly seek funding from them or work systematically to identify new donors.	Organizations increasingly have resources to implement their priority activities and to invest in working with others that share their goals. Organizations contribute staff time to lead and manage coalition efforts. Results of donor mapping are increasingly used by the coalition to apply for funding.	Shared goals and collaboration have resulted in increased resources for individual organizations and the coalition. The coalition has dedicated staff who actively work to ensure collective resources are used efficiently and effectively. Donor mapping and quality proposals have substantially increased funding.
Quality	Work on the topic area is limited in scope and quality. Almost no multi-organizational efforts occur. Websites and social media presence, if they exist, are often not updated or are of poor quality.	More organizations are doing high-quality work on NCDs, but the amount they can do remains limited. Organizations' websites are often up-to-date, and social media presence is increasing.	Work of organizations and the coalition, such as communications materials, guidelines, and events, are generally of high-quality. Websites, social media, etc. are constantly updated.	The coalition uses innovative approaches to increase reach, maximize impact, improve efficiency, and continuously improve quality.
Engagement	Organizations engage with stakeholders on an ad hoc basis. When efforts of different organizations earmark the same populations, they rarely coordinate.	Organizations are beginning to regularly engage key stakeholders and to coordinate their stakeholder engagement efforts.	The coalition has conducted stakeholder mapping activities. The coalition is increasingly broad-based, and members seek to make their stakeholder engagement efforts complementary.	The coalition and participating organizations match their messaging and activities to the needs of different stakeholders. They work together to maximize stakeholder engagement.
Impact	A few organizations can demonstrate data suggestive that their work has impact, but generally the impacts are limited in scope and/or duration.	Several organizations have measured impact of their work. However, these are typically limited in scope, and the benefits may not persist. There are almost no examples of organizations working together to increase impact.	Organizations and the coalition are beginning to show impact using several measures, such as population knowledge, access to services, and behavioral changes. Some impacts on outcomes have been measured.	The impact of the organizations and the coalition can be seen in surveillance and research data. Behaviors and health outcomes have been impacted, including among people who are underserved and groups that are disproportionately affected.