

EDI assessment frameworks

The assessment framework is a set of common criteria for measuring the progress of any area of focus – a goal or a strategy, at any level of your system. The criteria are centered on one crucial question: What is the likelihood of delivery? That is, what’s the likelihood that we’ll deliver on this goal?

Most of the criteria in assessment frameworks are rated using a red to green scale, which can help if you are rating disparate strategies, but need to be able to see the big picture of implementation.

The original assessment framework developed in the Prime Minister’s Delivery Unit under Sir Michael Barber is a very extensive tool, which contains several sub-criteria. The ones that we use most frequently at EDI are condensed versions that focus 3-5 main criteria and are 1-2 pages long. We often adjust the language in the assessment framework rating descriptions to align with system context and areas of focus. While these changes are an important step in making the framework useful for your context, you must make sure that the core elements of the framework remain rigorous and consistent.

There are 2 types of assessment frameworks in this document:




- 3-element version: This version is used most commonly. It is usually 1 page long and asks users to evaluate 3 key areas:
 - Quality of planning
 - Capacity to drive progress
 - Evidence of progress

We generally recommend that you use this form as a starting point. This version and the next are best for supporting a quick assessment of progress.



- 5-element version: This version adds 2 additional areas to elaborate on the 3-element version, including:
 - Degree of challenge
 - Stage of delivery

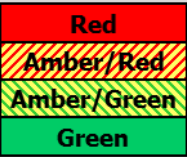
Generally this version would only be used when there is a particular difficulty in comparing the things you are assessing, and you need to acknowledge that some are more difficult or starting from a different place.

EDI ASSESSMENT FRAMEWORK, 3-ELEMENT

Implementation Element	Key Questions	Ratings	
		Red (weak)	Green (strong)
<p>Quality of planning</p> 	<ul style="list-style-type: none"> ■ 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? 	<ul style="list-style-type: none"> ■ 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: <ul style="list-style-type: none"> – 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 	<ul style="list-style-type: none"> ■ 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
<p>Capacity to drive progress</p> 	<ul style="list-style-type: none"> ■ 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? 	<ul style="list-style-type: none"> ■ 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 	<ul style="list-style-type: none"> ■ We have identified the specific individuals at every level 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
<p>Evidence of implementation progress</p> 	<ul style="list-style-type: none"> ■ What evidence do we have that 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)? 	<ul style="list-style-type: none"> ■ 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 	<ul style="list-style-type: none"> ■ 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
<p>LIKELIHOOD OF SUCCESS (Red, Amber-Red, Amber-Green, Green): Given current state and judgments above, how likely are you to successfully implement this strategy?</p>			

EDI ASSESSMENT FRAMEWORK, 5-ELEMENT

Implementation Element	Key Questions	Ratings	
		Very High (VH)	Very Low (VL)
Degree of challenge	<ul style="list-style-type: none"> ■ What is the scale of the task? ■ What barriers, obstacles, or risks exist to be overcome? 	<ul style="list-style-type: none"> ■ Achieving this goal would require a major step change in performance ■ The barriers to progress are significant, the work is complicated, major organizational changes are required, and/or there are high-impact implementation risks that are difficult to manage 	<ul style="list-style-type: none"> ■ Progress of the type we envision has precedent ■ Barriers to progress are low; the strategies to achieve the goal are well-understood and straightforward, with few if any risks to manage
		Red (weak)	Green (strong)
Quality of planning 	<ul style="list-style-type: none"> ■ 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? 	<ul style="list-style-type: none"> ■ 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: <ul style="list-style-type: none"> – 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 	<ul style="list-style-type: none"> ■ 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 	<ul style="list-style-type: none"> ■ 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? 	<ul style="list-style-type: none"> ■ 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 	<ul style="list-style-type: none"> ■ We have identified the specific individuals at every level 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

Implementation Element	Key Questions	Ratings	
Evidence of implementation progress 	<ul style="list-style-type: none"> ■ What evidence do we have that 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)? 	<ul style="list-style-type: none"> ■ 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 	<ul style="list-style-type: none"> ■ 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
Stage of delivery	<ul style="list-style-type: none"> ■ What is our current phase of implementation? 	Early Development (1) <ul style="list-style-type: none"> ■ Policy and/or planning is still the majority of the work at hand ■ The major steps toward implementation have not begun 	Irreversible Progress (4) <ul style="list-style-type: none"> ■ Implementation is complete ■ Progress would continue without our action
LIKELIHOOD OF SUCCESS (Red, Amber-Red, Amber-Green, Green): Given current state and judgments above, how likely are you to successfully implement this strategy?			