

Impact for Health's Library of Frameworks

Strategy Development Templates

November 2025

2025

Introduction

Welcome to IHI's Library of Frameworks!



Purpose

This library is designed to support you at every stage of strategy-making, from **analyzing where you are**, to deciding **where you want to go**, and finally planning **how you'll get there**.



Organization

Our library is designed to support you at every stage of strategic work. The frameworks are organized in two dimensions:

- **Strategy Stage**
 - **Where are we now?** *Strategy Analysis Frameworks*: tools for understanding and diagnosing the current state.
 - **Where do we want to go? What do we need to do to get there?** *Strategy Description Frameworks*: tools for creating vision, goals, priorities and objectives
 - **How do we contribute?** *Strategy Implementation Frameworks*: tools for putting strategy into action
 - **Cross-Cutting Frameworks**: tools for structuring thinking and communication across all work
- **Focus:**
 - **The System Around Me (External)**: frameworks for understanding the broader ecosystem
 - **My Organization (Internal)**: frameworks for analyzing and strengthening our own capabilities



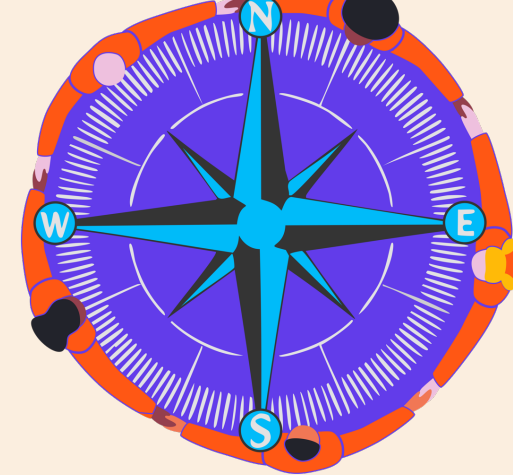
Keep exploring

This Frameworks Library is **dynamic**, as our work and tools evolve.

Reach out to the team if you'd like to **contribute new tools or suggest updates!**

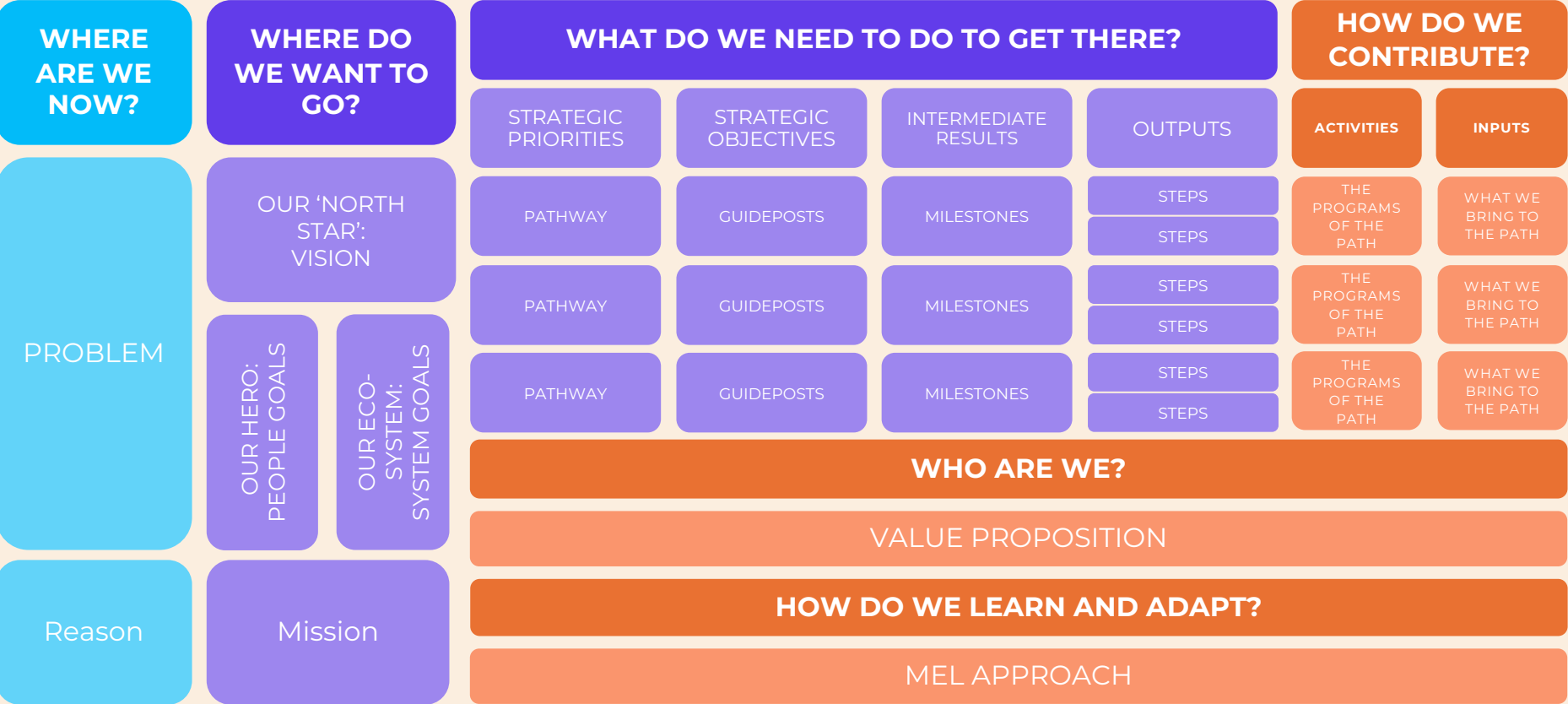
This Frameworks Library includes a curated collection of tools developed by a range of external authors and organizations. All **intellectual property rights remain with the original creators**. Impact for Health International (IHI) claims ownership only over frameworks and materials explicitly identified as IHI-developed. All external frameworks are **reproduced here solely for internal learning, reference, and non-commercial use**.

IHI's Strategy Approach



Path to Impact: Co-Creating Strategic Change

SUMMARY Impact for Health’s approach to strategy development was formed through years of ongoing collaboration and co-creation with our partners. Our approach builds off existing frameworks to coalesce into something distinctly ours: a combination of storytelling narrative elements with a rigorous understanding of strategy and organizational development. Our Library of Frameworks organizes strategy development templates at each stage of the process.



Contents

WHERE ARE WE NOW?

WHERE DO WE WANT TO GO? WHAT DO WE NEED TO DO TO GET THERE?

HOW DO WE CONTRIBUTE?

The System Around Me (External)

- 1.1 AAAQ Framework
(Availability, Accessibility, Acceptability, Quality)
- 1.2 Health Market System
(Donut Model)
- 1.3 PESTEL (Political, Economic, Social, Technological, Environmental, Legal)
- 1.4 Production to Use Spectrum
- 1.5 Socioecological Model
- 1.6 Need, Role, Resources /
Need, Players, Platforms
- 1.7 SWOC (Strengths, Weaknesses, Opportunities, challenges)
- 1.8 User Journey

My Organisation (internal)

- 2.1 Who, what, why, how, when, where (5W2H)

- 2.2 MECE (Mutually Exclusive, Collectively Exhaustive): Minto Pyramid, Issue Trees, Hypothesis Trees, Decision Trees

- 3.1 Galbraith Star Model (Organizational Design)
- 3.2 Skills/Wills Matrix
- 3.3 Value Proposition Canvas

Cross Cutting

- 4.1. Keystone Design Framework
- 4.2 SCR (Situation, Complication, Resolution)

- 4.3 SCQA (Situation, Complication, Question, Answer)
- 4.4 What? So What? Now What?

Where are we now?

Strategy Analysis





1.1 AAAQ Framework

The AAAQ framework assesses whether services are available, accessible, acceptable, and of sufficient quality, highlighting where systems fall short and where improvements are needed to ensure equitable care.

Accessibility

Facilities, goods, and services should be accessible to everyone (physically, economically, information & non-discrimination)

Availability

Facilities, goods, and services should be available in sufficient quantity and continuous supply.

Acceptability

Facilities, goods, and services should be culturally appropriate and respectful of medical ethics.

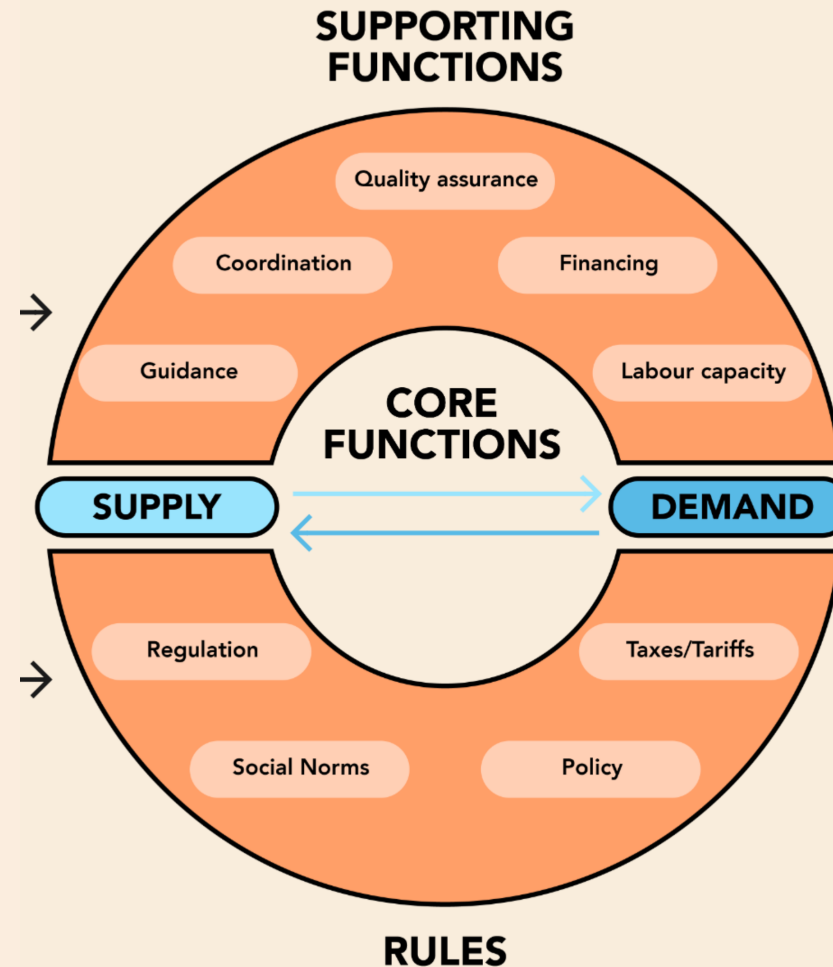
Quality

Facilities, goods, and services must be of good quality.



1.2 Health Market Systems

Understanding a health market starts with seeing how supply and demand interact within its core functions, supporting functions, and the rules that govern them.





1.3 PESTEL

The PESTEL framework scans political, economic, social, technological, environmental, and legal factors, revealing external forces that shape a market and inform stronger strategic decisions.

Political	Economic	Social	Technological	Environmental	Legal
• Policies and laws (Tax, labor, trade, etc) • Stability • Corruption	• Economic growth • Employment rates • Inflation • Interest rates • HH income	• Population • Ageing • Career views • Lifestyle • Culture barrier	• Technology incentives • Innovation • Automation • R&D activity	• Climate change • Ethical • Recycling and disposal • Sustainability	• Antitrust • Labor • Copyright • Data protection • Health and safety



1.4 Production to Use Spectrum

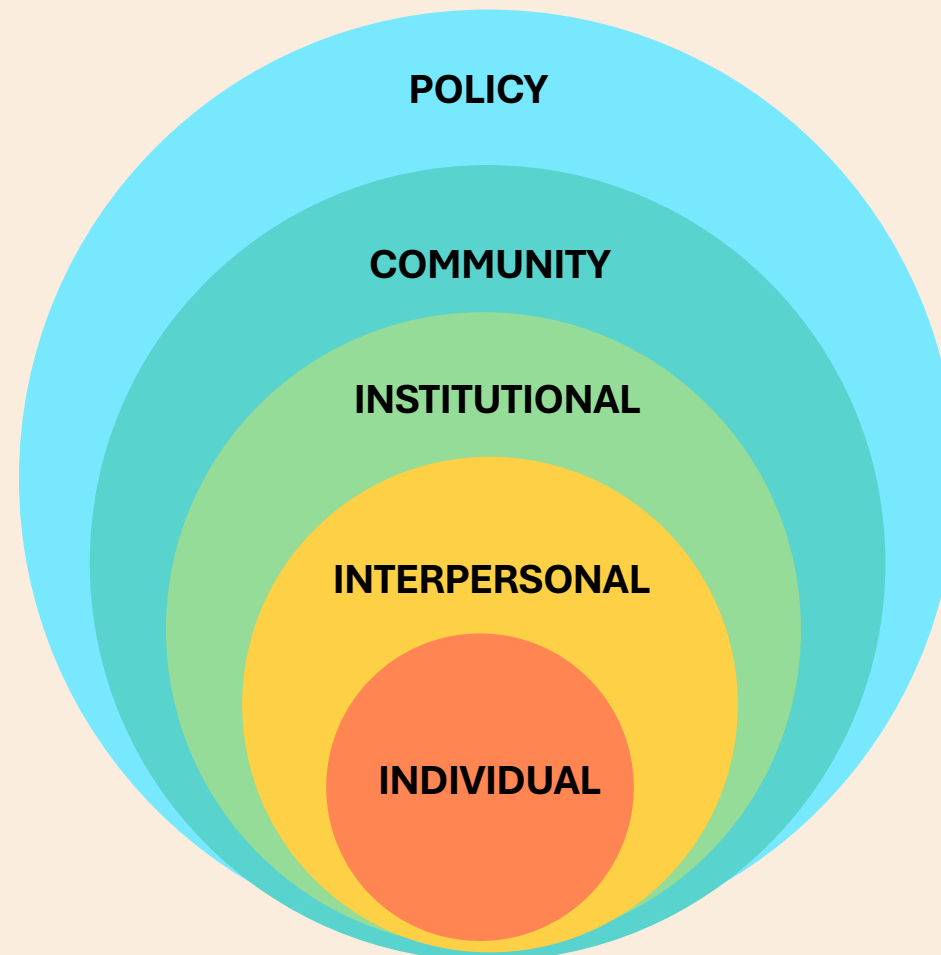
The production-to-use spectrum traces how a product or service moves from creation to end user, revealing gaps, inefficiencies, and opportunities to strengthen performance across the entire value chain.

Market Function		FP Importers & Distributors	Post MA FP Providers (Pharmacists)	Post MA Consumers
CORE	Product	1. FP stockouts are common across the value chain, although this is less common in the for-profit private sector		2. AGYW are time poor, prioritizing 'easy' methods like EC vs exploring the full method mix
	Price		3. Limited profit margin for FP methods in pharmacies	4. High and inconsistent cost of MA to the consumer in pharmacies
	Place		5. Limited FP commodity options in pharmacies	
	Promotion		6. Pharmacists do not see the business incentive to contributing to demand creation for FP commodities.	7. AGYM, especially unmarried women, experience stigma around MA and FP which prevents them from accessing care
SUPPORTING	Information	8. Significant gaps in market data for stigmatized products and services, especially in the private sector		
	Coordination	9. FP market is fragmented and largely uncoordinated around a shared PMAC agenda		
	Financing		10. Lack of upfront capital for pharmacists to secure FP commodities	
	Labor Capacity		11. Pharmacists may not have the training or incentives to provide full FP counseling for choice	
RULES	Formal rules		12. Unclear legality of MA creates hesitancy for pharmacists to provide post MA FP, and for users to request it	
	Informal rules		13. Limited community awareness around need for and availability of post MA FP	



1.5 Socioecological Model

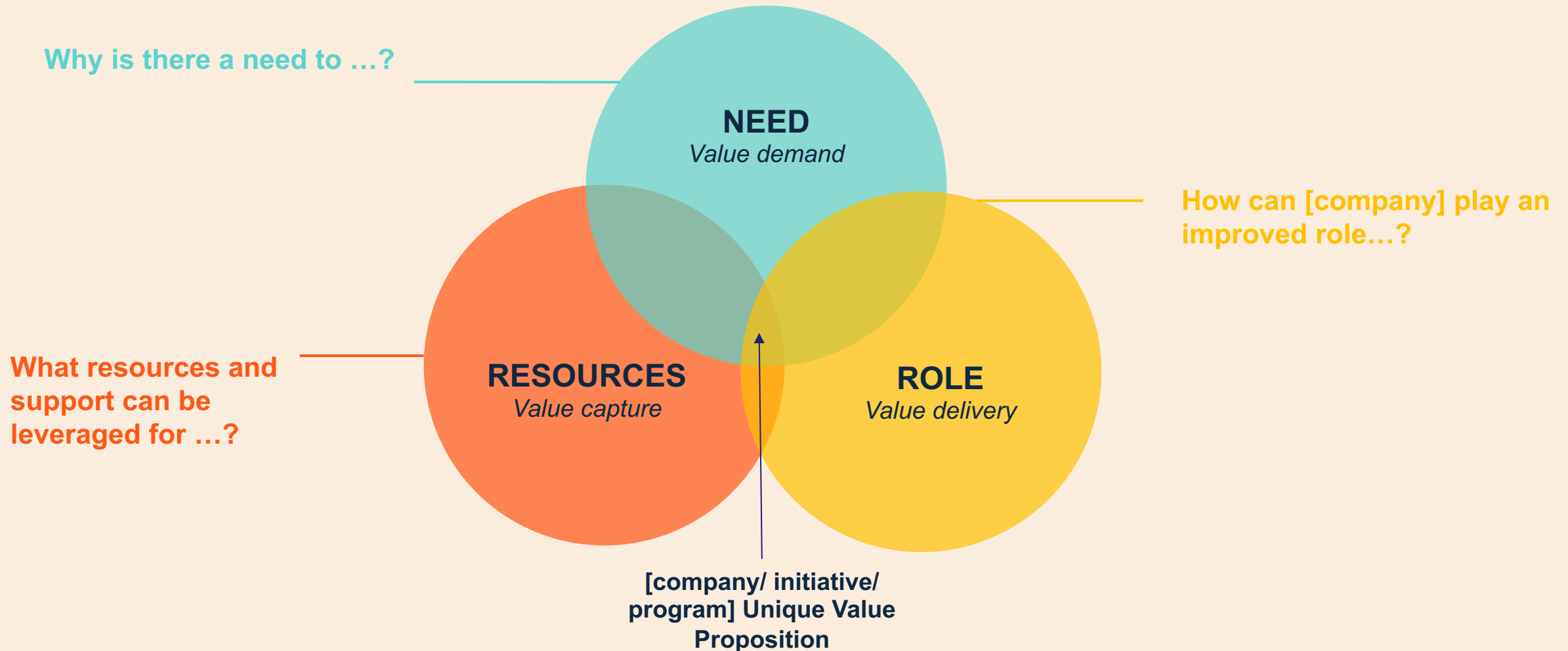
The Socioecological Model examines how individual behaviors are shaped by interpersonal, community, and societal influences, highlighting leverage points across levels to design more effective, sustainable interventions.





1.6 Need, Resources, Role

A strong value proposition emerges by scanning the landscape for unmet needs, identifying the resources that can be leveraged, and defining the specific role your company or initiative is best positioned to play.





1.7 SWOC

The SWOC framework clarifies an organization's strengths, weaknesses, opportunities, and challenges, providing a balanced view to guide strategy and strengthen decision-making.

Strengths

Weaknesses

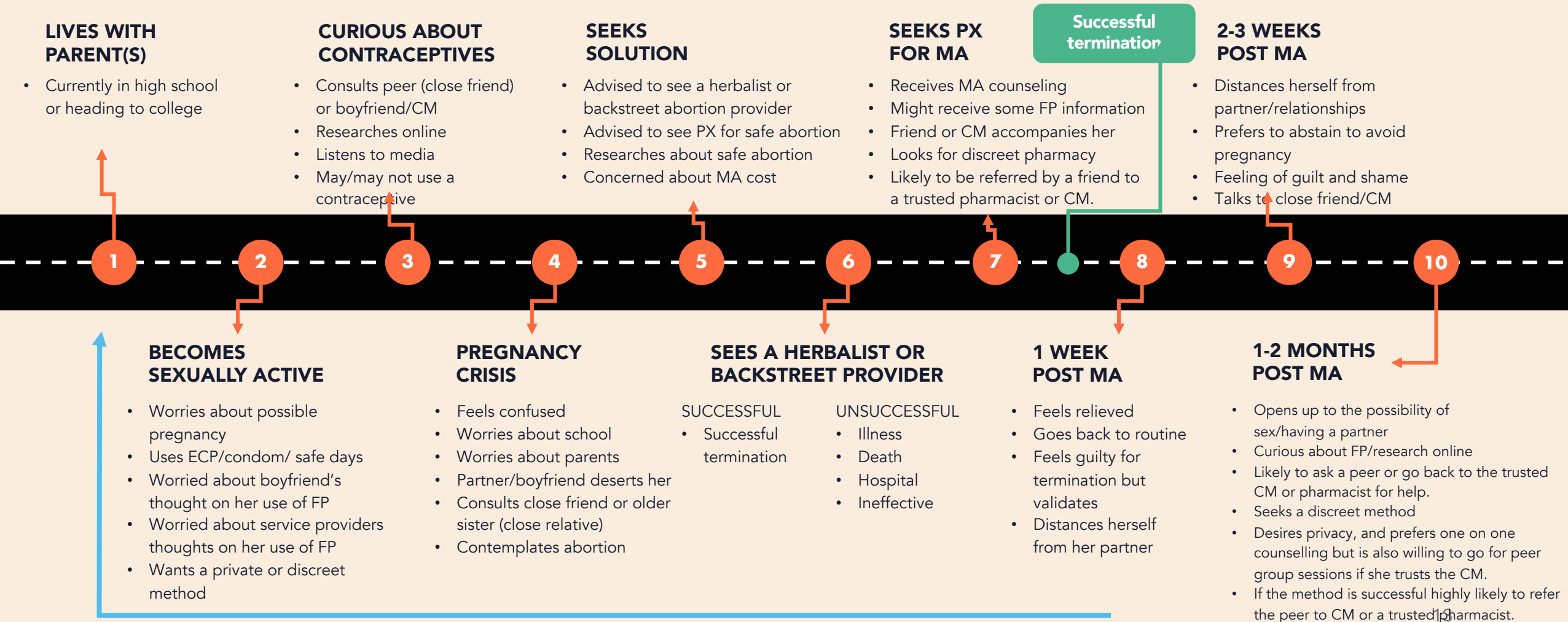
Opportunities

Challenges



1.8 User Journey

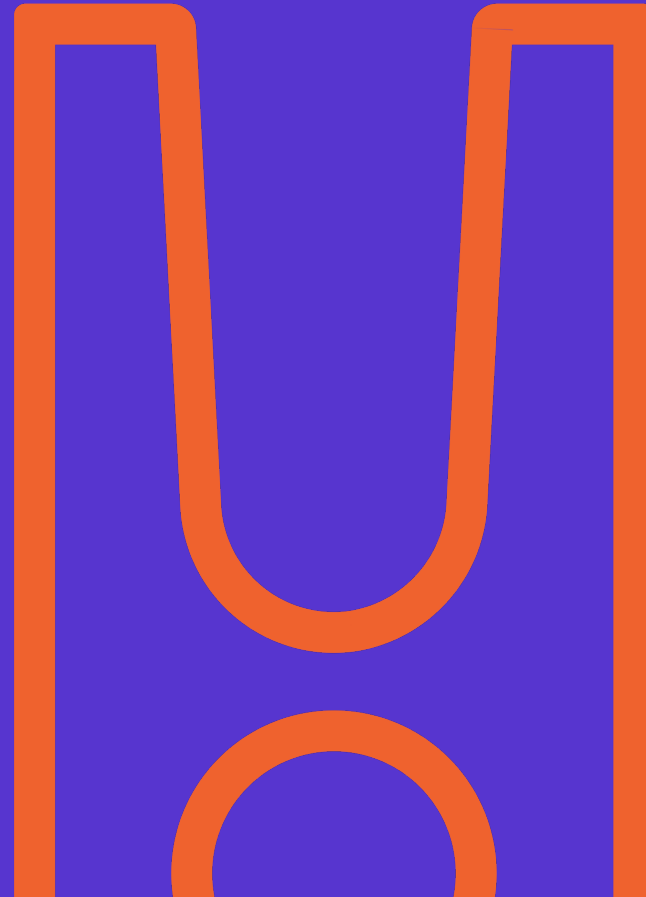
A user journey map visualizes how people move through a product or service, revealing key touchpoints, emotions, and pain points to pinpoint opportunities for a better overall experience.



Where do we want to go?

*What do we need to
do to get there?*

Strategy Description





2.1 5W2H

The 5W2H framework breaks a problem or process into clear questions, who, what, when, where, why, how, and how much, bringing structure and clarity to planning, analysis, and decision-making.

5 WHY Why is this strategy needed now, and what long-term change are we trying to create?

1 WHO Who must this strategy create value for, and who must be involved to make it succeed?

WHAT What strategic priorities or shifts will have the greatest impact over the next 3–5 years?

2

3 WHERE Where should we focus our efforts and presence to achieve the most meaningful results?

WHEN When is the right time to introduce different strategic actions, and how should they be sequenced?

4

HOW How will we deliver the strategy in a way that is collaborative, adaptive, and feasible?

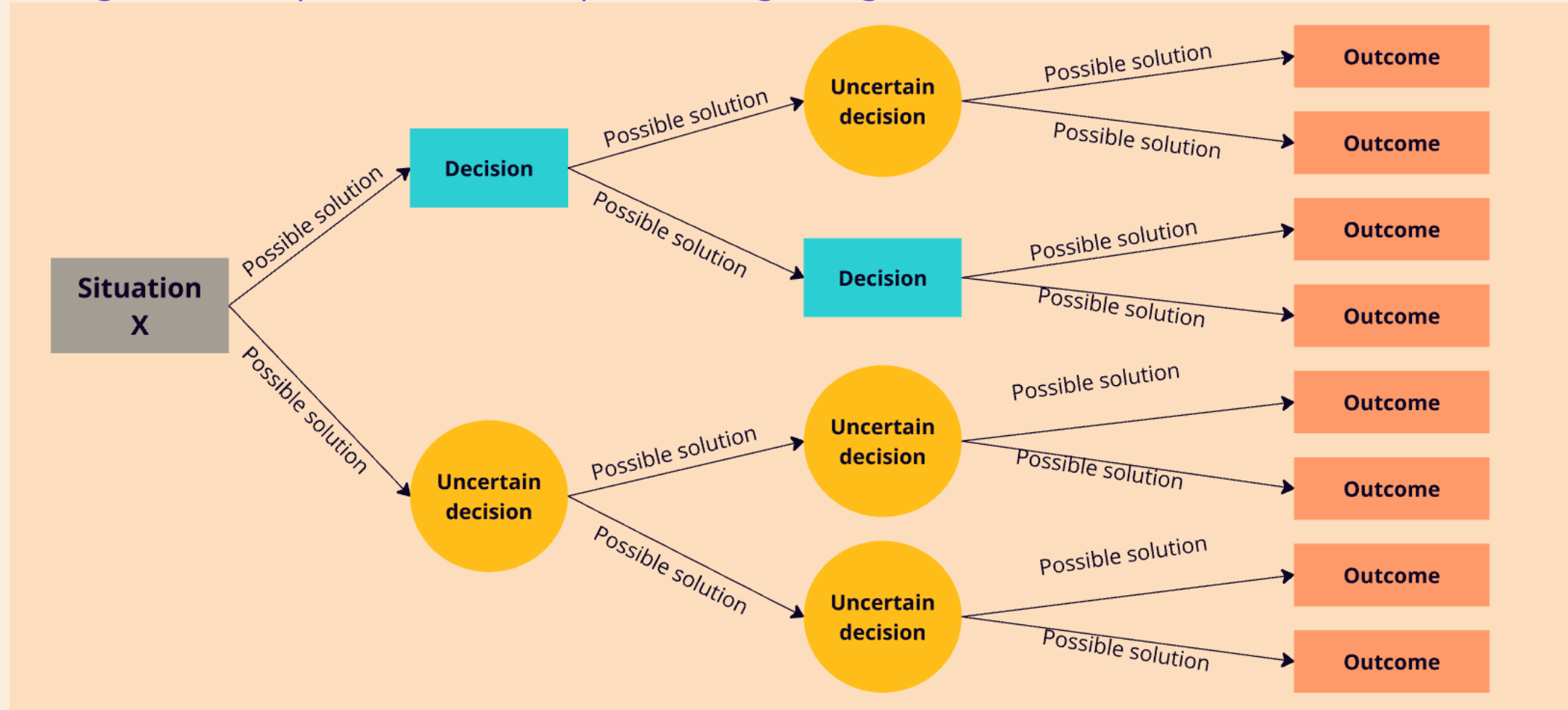
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7 HOW MUCH How much investment (financial, human, and relational) will be needed to deliver the strategy sustainably?



2.2 MECE: Decision Trees

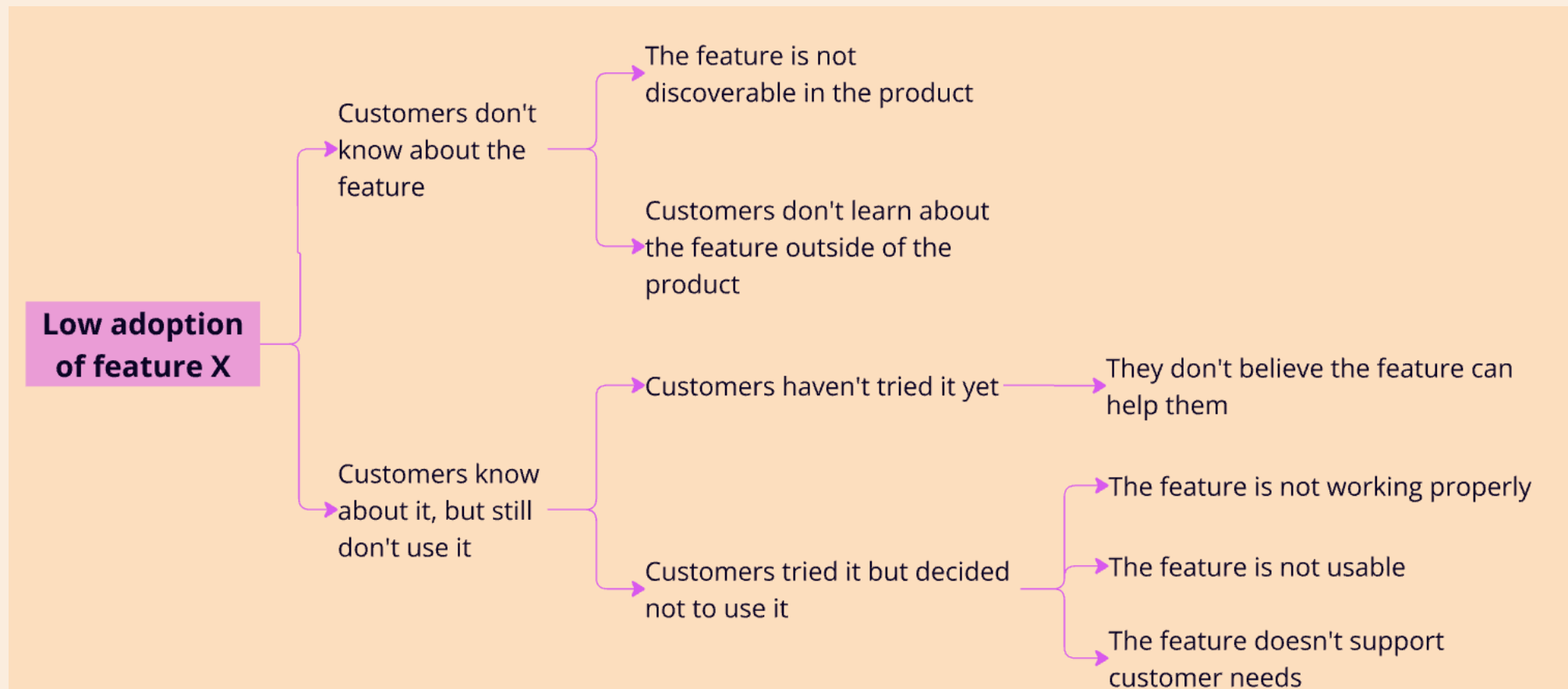
The Decision Tree framework structures choices into clear, branching paths, clarifying trade-offs, revealing the consequences of each option, and guiding more deliberate, data-driven decisions.





2.2 MECE: Hypothesis Trees

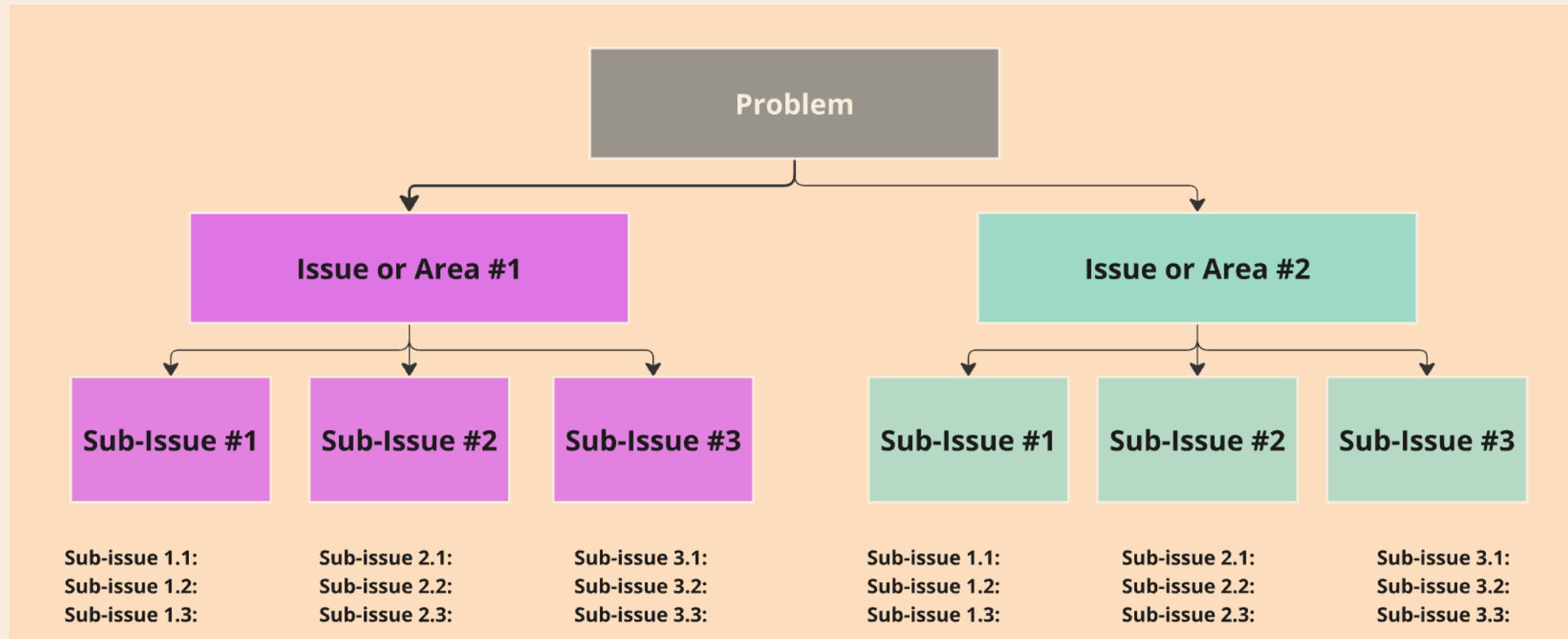
MECE-based Hypothesis Tree breaks a problem into mutually exclusive, collectively exhaustive drivers—helping teams pinpoint root causes, test assumptions systematically, and focus analysis where it will yield the greatest insight.





2.2 MECE: Issue Trees

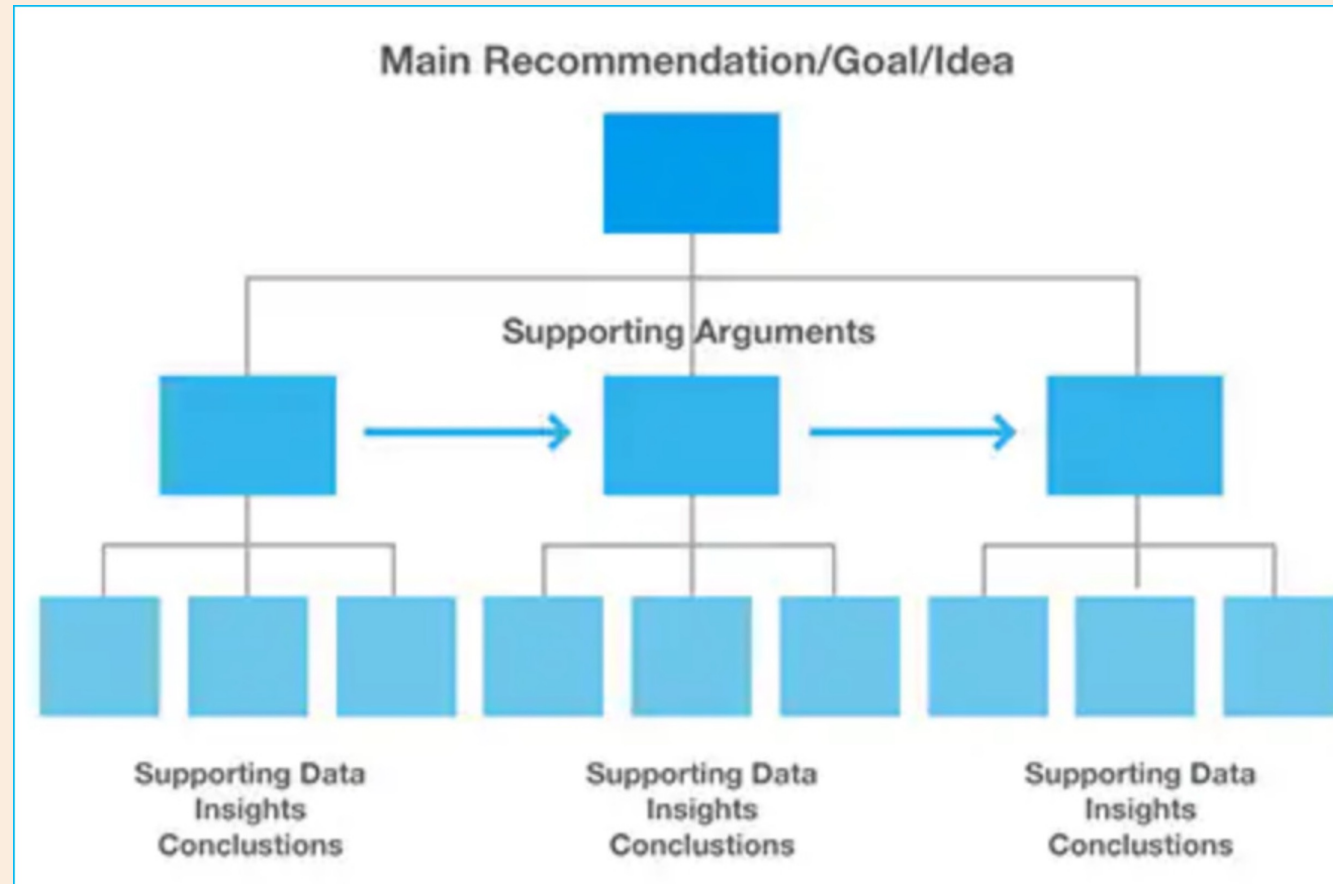
MECE-based Issue Tree decomposes a complex problem into mutually exclusive, collectively exhaustive components, clarifying the full landscape of issues, sharpening prioritization, and enabling more targeted, high-impact problem-solving.





2.2 MECE: Minto Pyramid

The MECE-based Minto Pyramid Principle structures thinking by grouping ideas into mutually exclusive, collectively exhaustive categories, creating clear, logical storylines that support sharper analysis and more persuasive decisions.



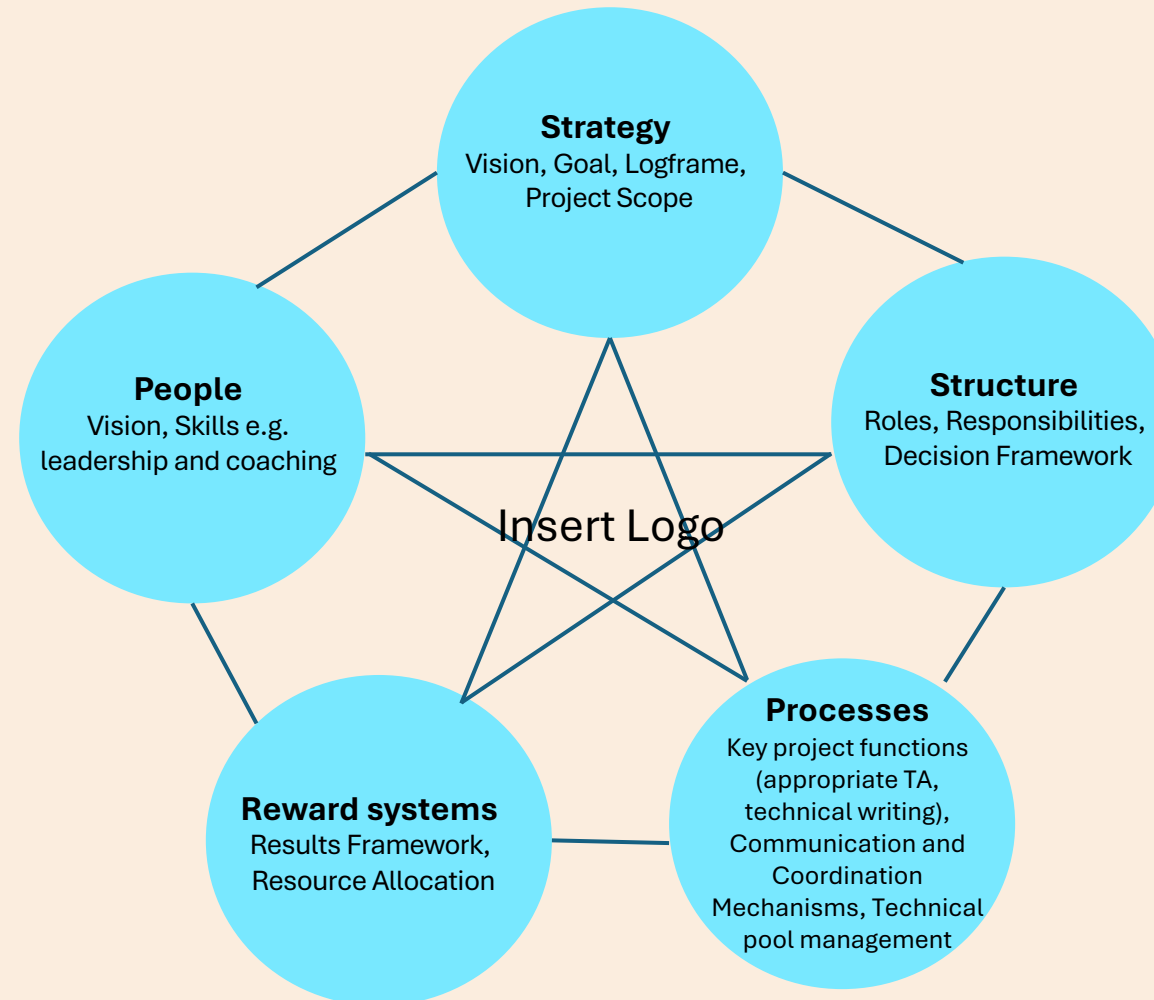
How do we get contribute?

Strategy Implementation



3.1 Galbraith Star Model

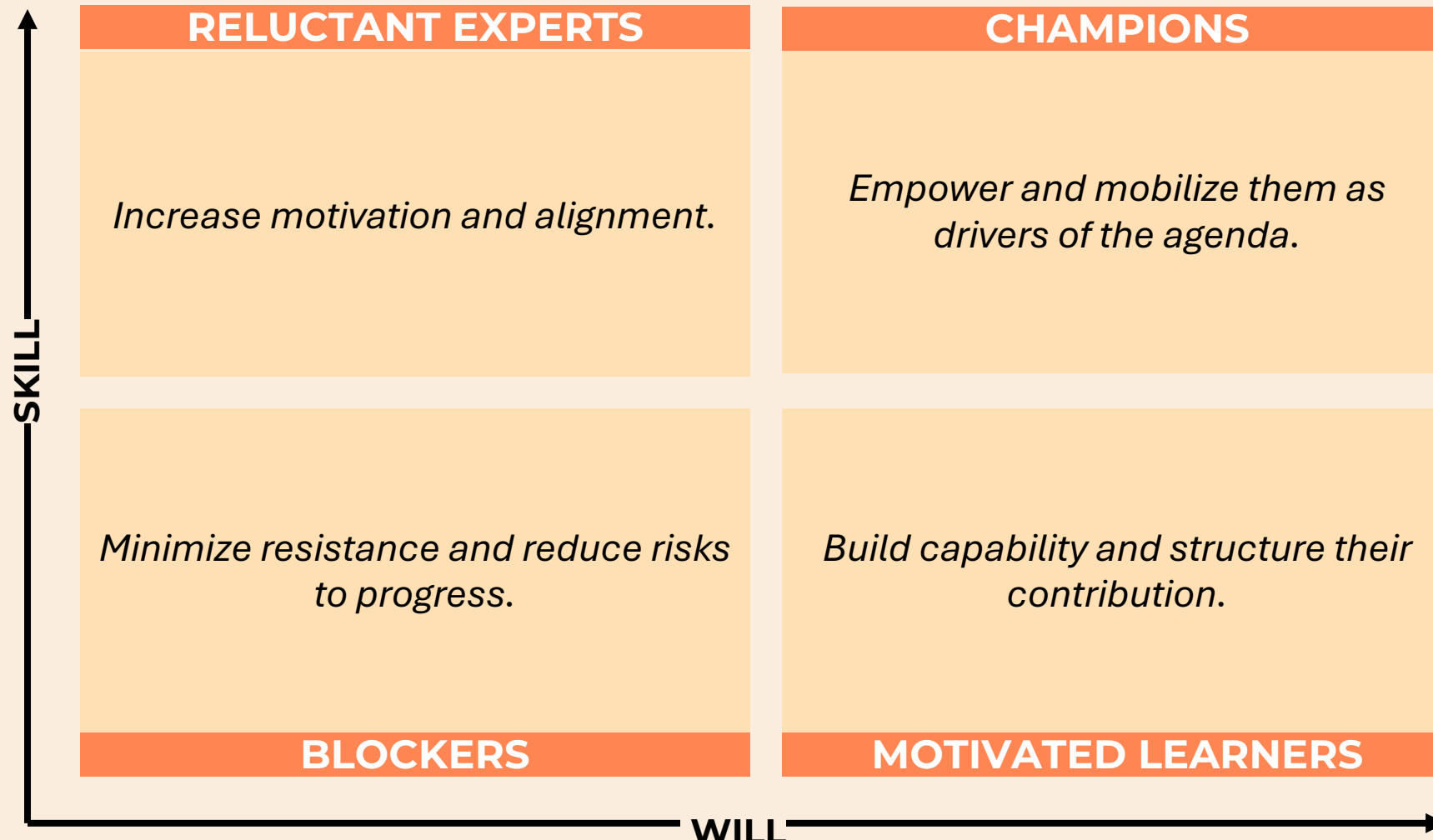
The Galbraith Star Model examines strategy, structure, processes, people, and rewards, showing how these organizational elements must align to enable effective performance and execution.





3.2 Skills/Wills Matrix

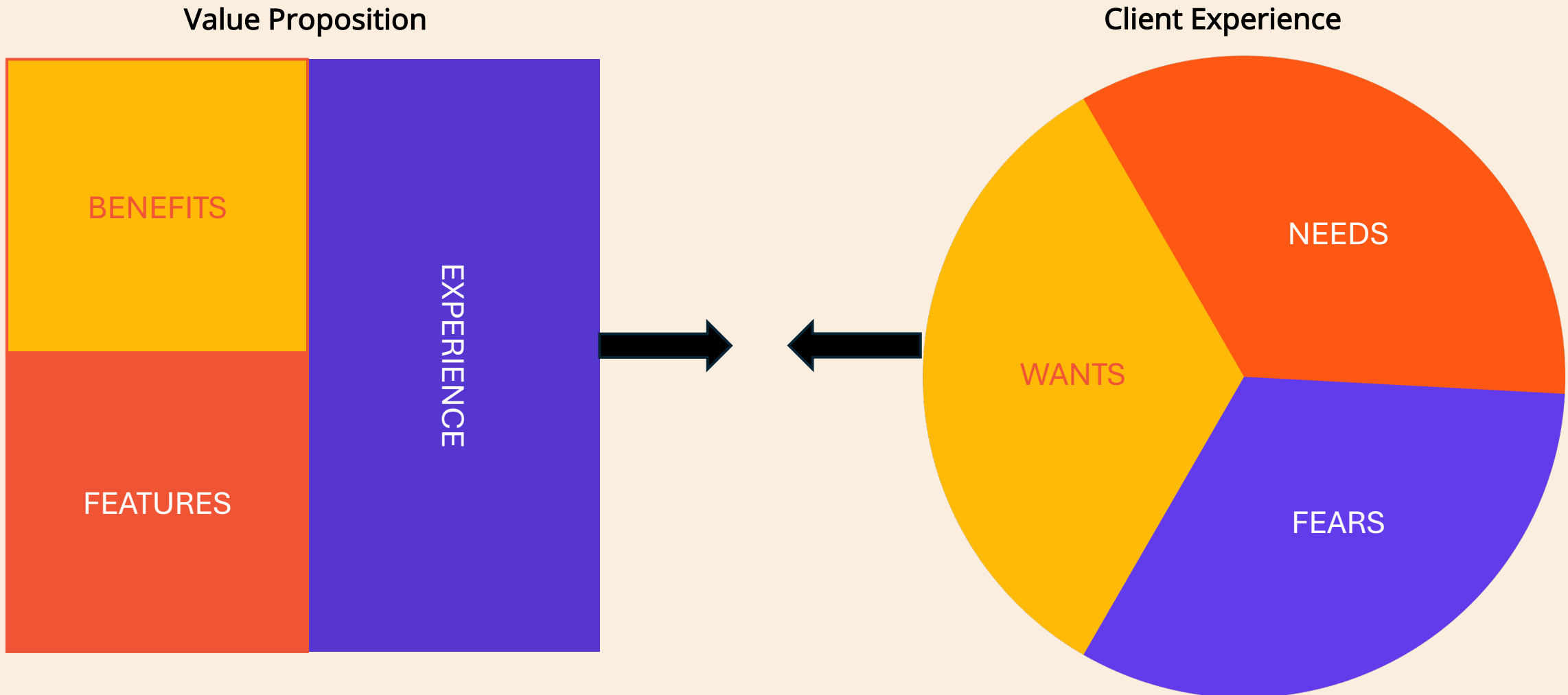
The Skills–Will Matrix maps stakeholders by capability and commitment, revealing who can drive the agenda forward, where to invest in support or motivation, and how to strategically mobilize influence for sustained progress.





3.3 Value Proposition Canvas

A value proposition is the place where your company's product intersects with your customer's desires



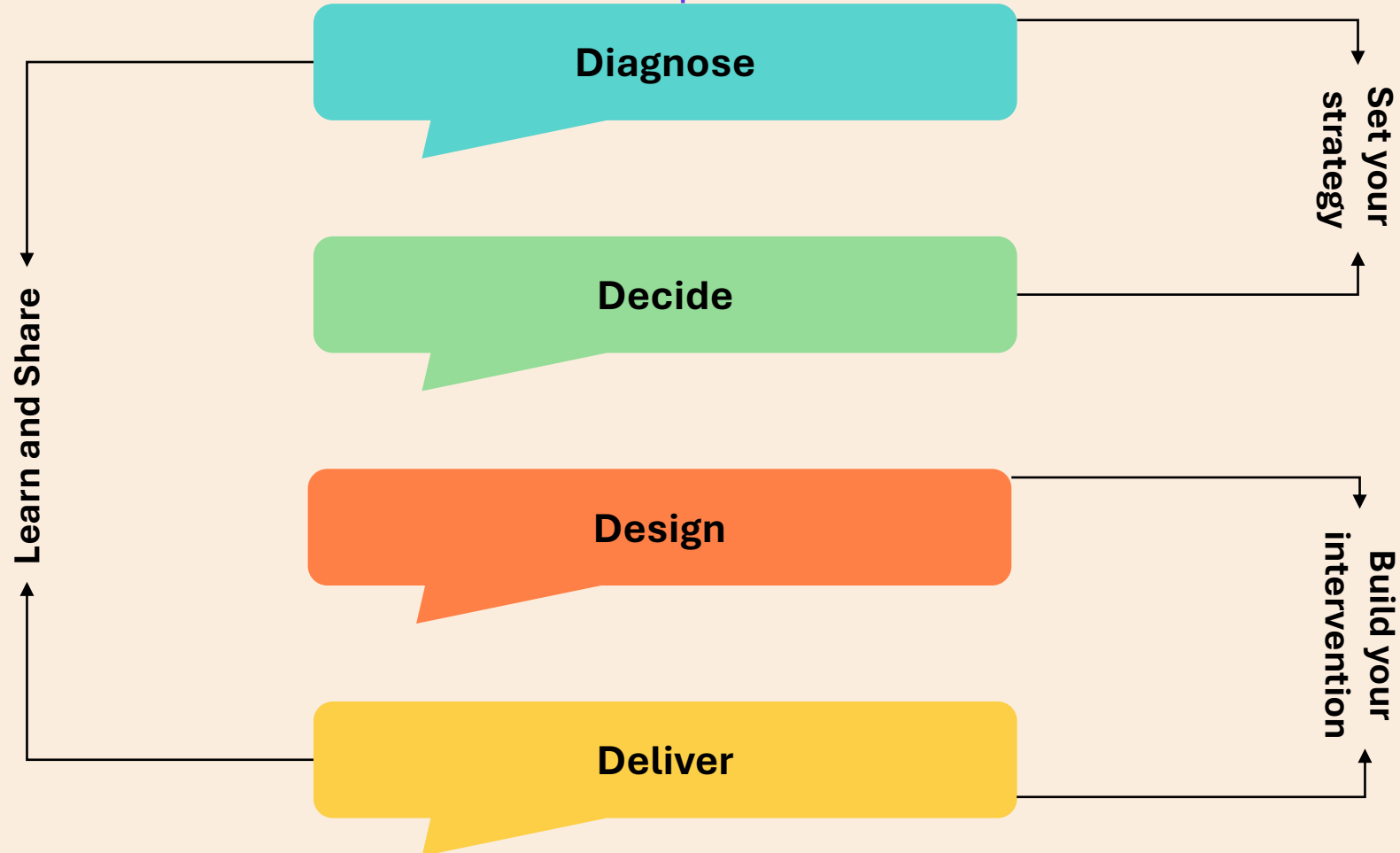
Cross- cutting Frameworks





4.1 Keystone Design Framework

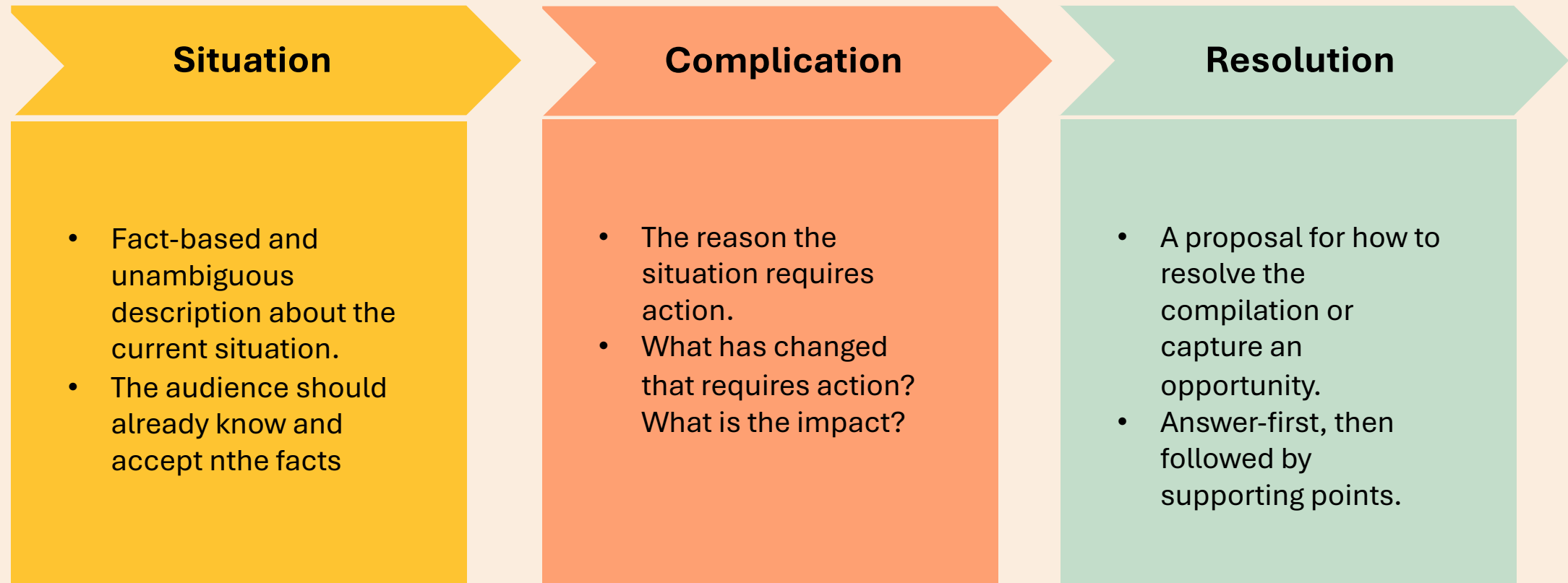
The Keystone Design Framework guides teams from diagnosing the root issues, to deciding priorities, designing targeted solutions, and delivering results, ensuring strategy design and resulting interventions are coherent, actionable, and impactful.



4.2 SCR Framework



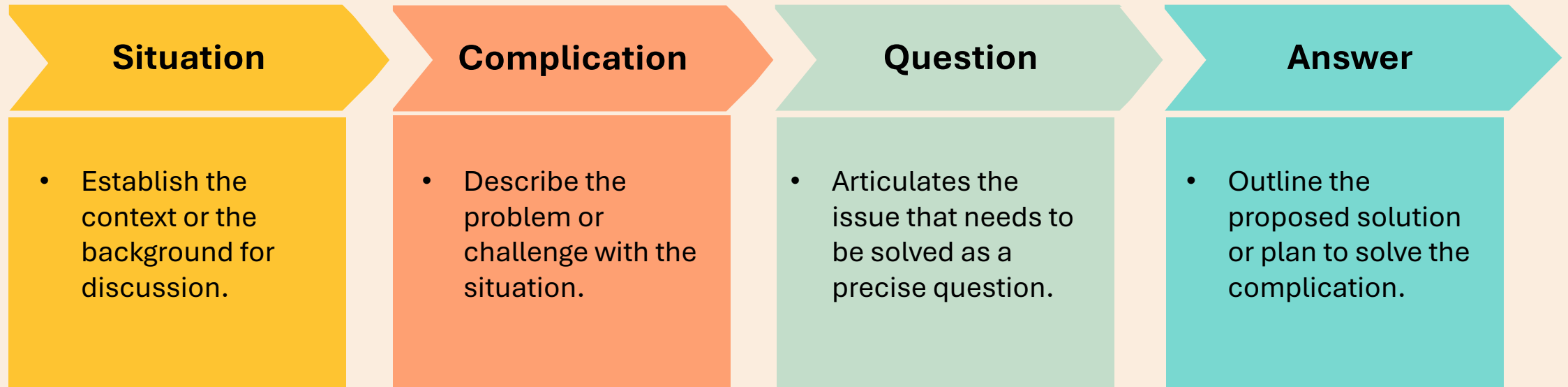
The Situation–Complication–Resolution framework structures insights by outlining the current state, the tension or barrier disrupting it, and the resolution that charts a clear path forward



4.3 SCQA Framework



The Situation–Complication–Question–Answer framework organizes thinking by defining the context, highlighting the challenge, posing the key question it creates, and providing a clear, insight-driven answer.



4.4 What? So What? Now What?



The What–So What–Now What framework can be applied from meeting facilitation to full strategy design, helping teams gather information, analyze meaning, make decisions, and translate insights into action at any scale.

	What Gather information + explore possibilities	So What Make meaning & decide	Now What Translate into action)
Purpose	<i>Build a shared understanding of the current situation, surface insights, and explore possible directions.</i>	<i>Identify significance, interpret insights, and determine what truly matters for decisions.</i>	<i>Convert decisions into clear actions, owners, and timelines to drive forward momentum.</i>
Facilitated Meeting	Participants share observations, facts, issues, and emerging ideas while exploring implications.	Group identifies priorities, clarifies meaning, and makes decisions on direction or focus.	Define specific next steps, assign roles, and agree on timelines and follow-up structure.
Strategy Development Process	Conduct data gathering, stakeholder consultations, and scenario exploration to clarify context and strategic options.	Analyze implications, compare strategic choices, and select priorities or strategic pillars.	Develop implementation plans, define indicators, assign ownership, and set governance and accountability mechanisms.

Thank You!