

## A9: Organizational Mapping Formats to Visualize Current and Future States of Inter-Agency Coordination

- Who is this tool for? Health agency leaders and officials, as well as other social protection agencies, who wish to analyze and/or improve inter-agency coordination of population targeting functions by creating a visualization of current and/or future arrangements that exist between key ministries and agencies.
- How was it produced? The different organizational mapping formats described below were developed as part of the JLN Learning Collaborative on Population Targeting's 'implementation case learning approach'. In this case, the team or representatives from Liberia were looking to visualize the current way that different ministries worked together and, working with the rest of the group, several alternative formats were devised for displaying this. The final format chosen - plus some of the other viable alternatives - are outlined below.

Coordinating public agencies can be challenging even for relatively simple tasks, but for many of the countries in the JLN Learning Collaborative on Population Targeting was particularly difficult. For example, in Liberia's case the team faced the simultaneous rollout of three major reforms: national health insurance, a social registry, and national ID scheme. Working out the gaps in coordination that they faced at different levels, and the mechanisms that were needed to address these was a complex exercise. To make it more achievable, a visualization exercise was conducted, where the group worked together to trial different visual formats that could be used to describe both the current state of institutional coordination, and the desired future state.

The options explored allowed for various levels of complexity, depending on which elements were most important. Each of these impacted which approach might be best.

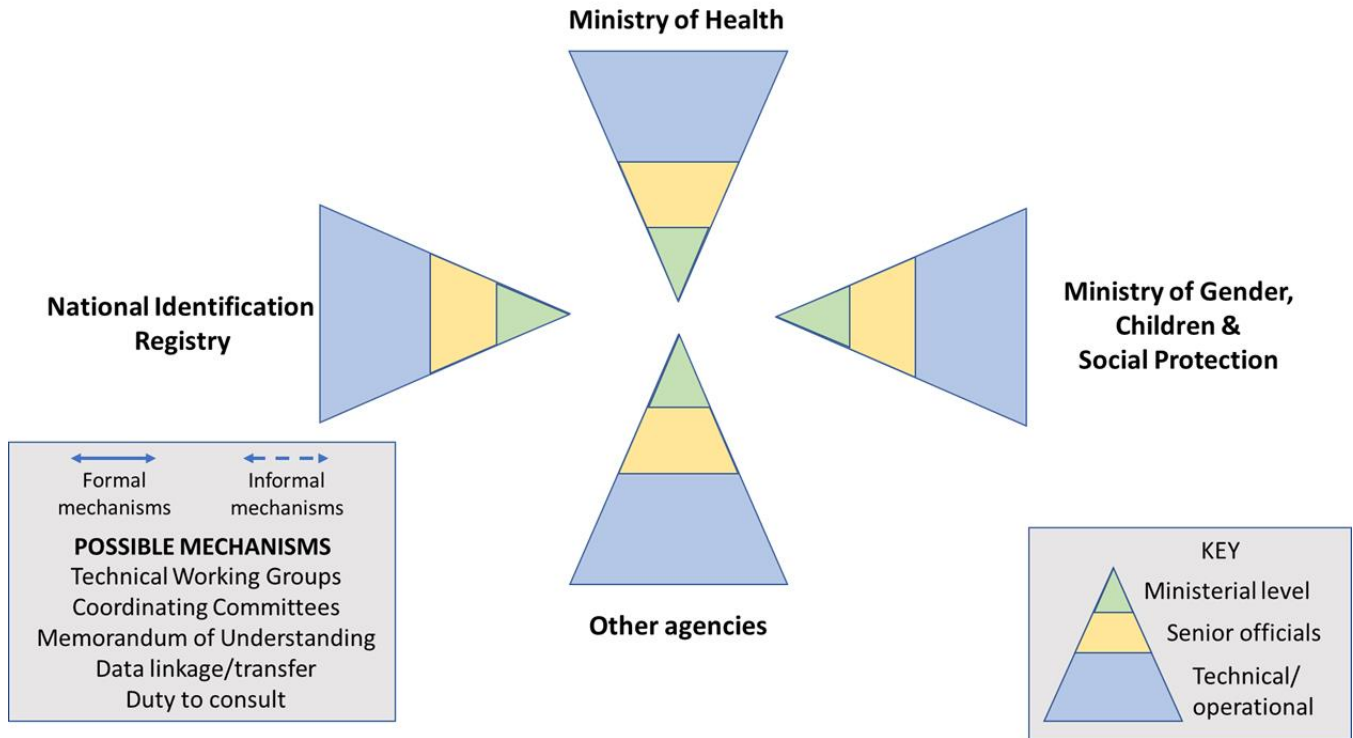
- The number of agencies displayed - whether to focus on a small group of the most important actors, or all the potential agencies across government that may need to be involved.
- The types of links displayed - whether to focus on a particular type of coordination (e.g. inter-agency committees) or all types (e.g. data exchange, formal reporting, informal information sharing etc).
- The levels of government to display - whether to focus just on national agencies, or to include sub-national tiers of government, or even local operational offices and staff.

This exercise produced two very different frameworks: one comprehensive, the other focused. These are outlined below, in addition to some other frameworks encountered as part of the group's work.

### **Comprehensive format**

The comprehensive format option seeks to display agencies looking to coordinate as 'exploded wedges', with each agency shown as a wedge with three levels: ministerial level, senior level, and

technical (or operational) level. Against these, users may input coordination mechanisms as arrows - with formal mechanisms as full arrows, and informal ones as dashed arrows. Depending on the context, specific bodies such as committees composed of members of these agencies can either be represented by arrows or additional boxes/circles within the diagram.

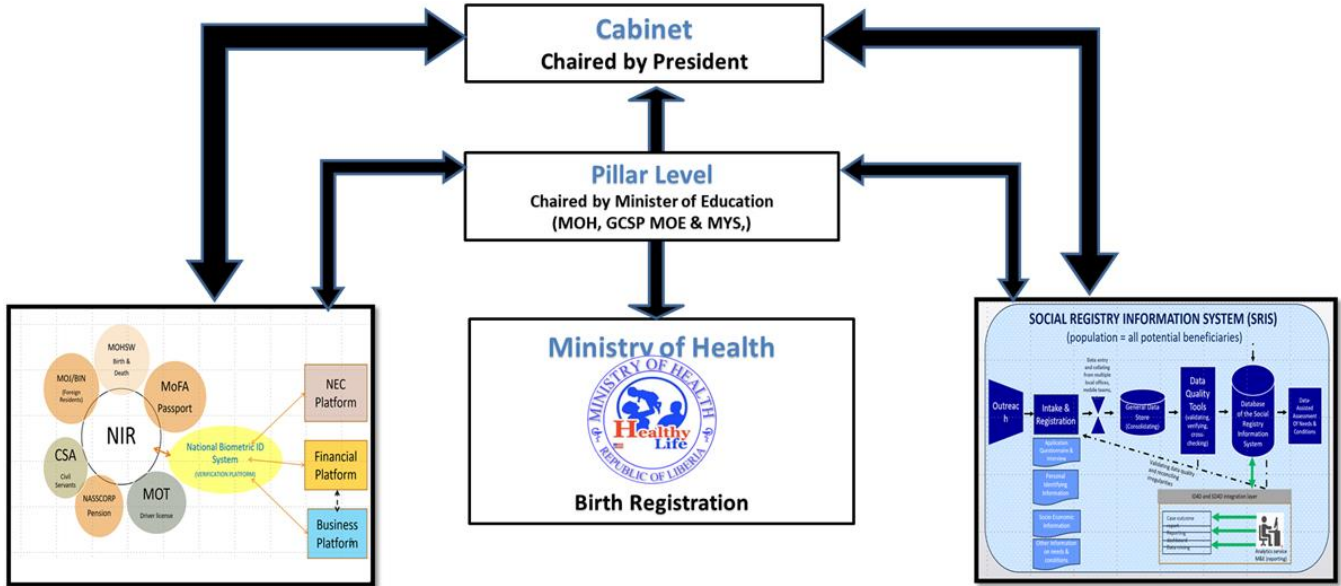


An editable Powerpoint version of this image can be found [here](#).

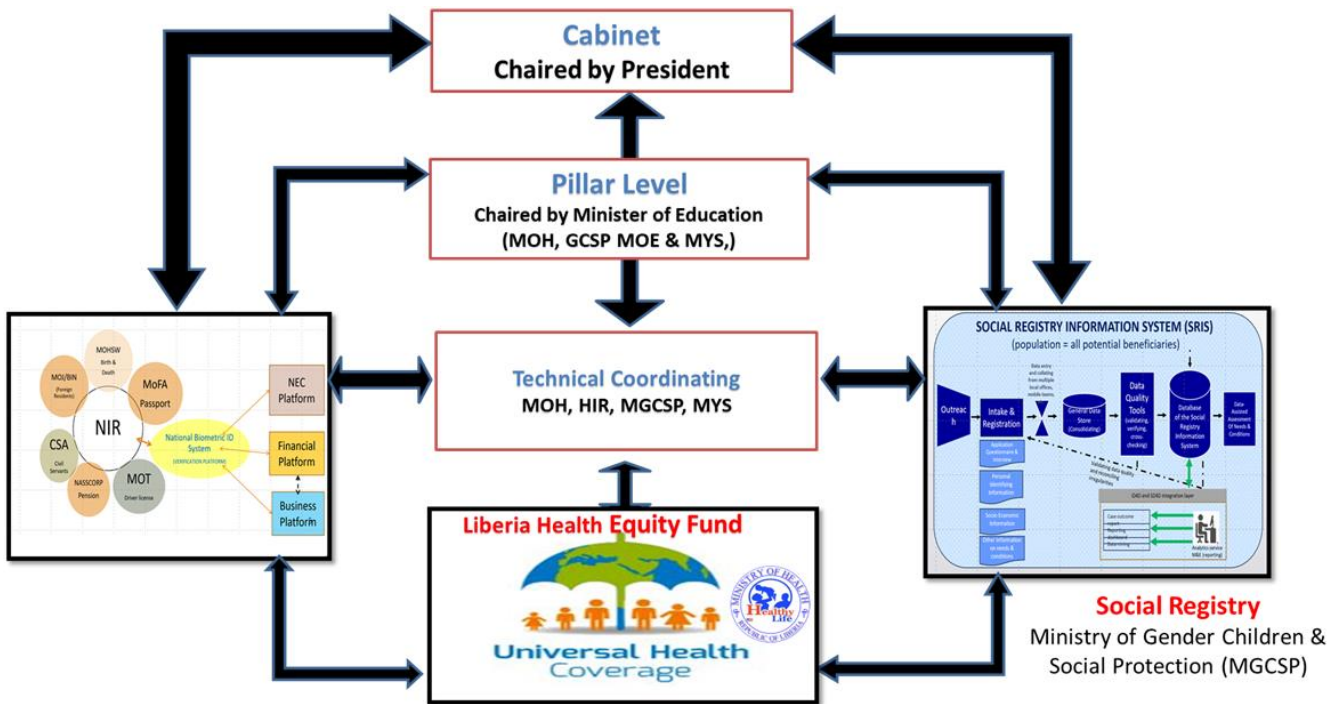
### Focused format

In Liberia's case, the 'comprehensive' format created above was overly complex, as they only wanted to focus on technical coordination between three specific agencies: the Ministry of Health, the National ID Registry and the Ministry of Gender and Social Protection). Therefore, a more simplified format was produced in which the three agencies were shown at the bottom, and the coordination mechanisms (in the form of committees) were listed with arrows showing their respective lines of accountability. The 'desired state' then shows the national health insurance scheme in operation, and an additional mechanisms - the Technical Coordination Unit - in operation at the mid-tier.

*Liberia's current state of affairs:*



*Liberia's desired state of affairs:*

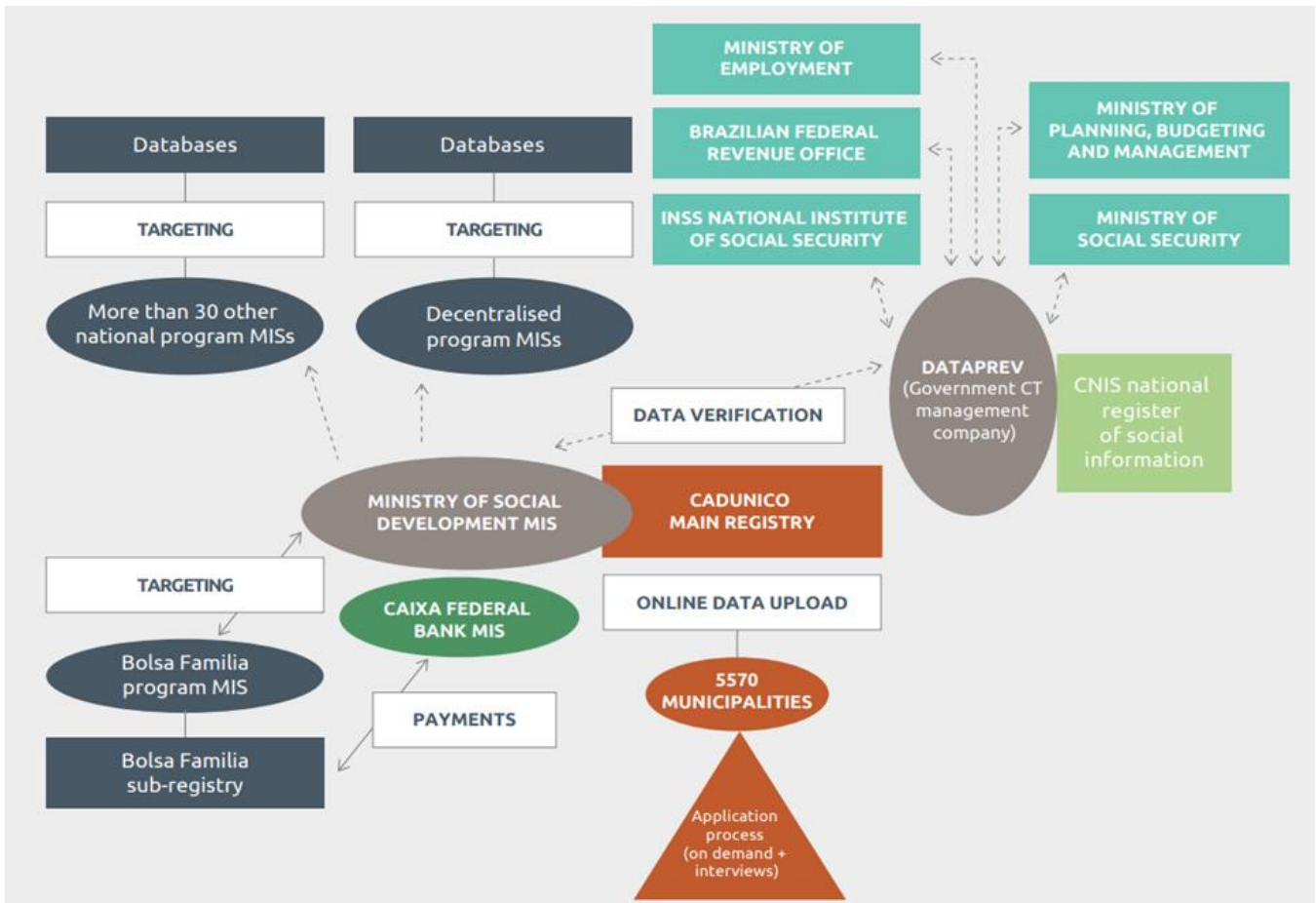


An editable Powerpoint version of this image can be found here.

**Other formats**

Both of the external case study countries featured in the collaborative shared useful formats for how they displayed inter-agency coordination.

For the Brazil Cadastro Unico case study, the key focus is information flows across many agencies - so broad organizationally, but narrow technically. For more information about this system, see the case study on Cadastro Unico in the main report.



For Philippines, the key focus is on lines of accountability and governance for the Listahanan social registry, therefore the focus is narrow organizationally, but broad technically. For more information about this system, see the case study on the Listahanan in the main report.

