

## Institutiogramme

### What is it?

An institutiogramme is a visualisation of the relations between actors active in a certain field of analysis (sector, geographical area, etc.). It helps to identify the relevant actors in the institutional environment, and depict their relations, leading to conclusions on good relations and forms of collaboration and co-ordination that require improvement or that need to be newly established.

### What can you do with it?

Making an institutiogramme results in identifying the actors and their relationships in the field of analysis. Advantages of making an institutiogramme are that it helps to:

- Reduce the chance of forgetting/excluding actors who can (help) achieve the programme/project purpose
- Take advantage of possibilities and limitations of competition and co-operation
- Identify and use actors who have key network positions and skills
- Create a common understanding of the institutional setting

Making an institutiogramme therefore reduces the tendency to design and create parallel structures.

#### Basic (sub-) questions

- Which actors can best implement (parts of) the programme/project? (positioning of a project/programme)
- Which actor(s) can best co-ordinate/supervise the programme/project? (positioning)
- Which relations and co-ordinations are most opportune to improve, and how? (ID intervention planning)
- What are opportunities and threats to the project or organisation objectives? (step to organisation/project strategy decisions)
- What are strength, weaknesses, opportunities and threats to the sector (programme) objectives? (step to sector strategy decisions)

#### Results

- Who are the actors in the field of analysis?
- What are the relationships between the actors?

### How to use it?

#### Process

An institutiogramme can be made on an individual basis (e.g. by an adviser, who afterwards verifies his/her understanding by asking feedback) or in a group (not more than 20 people) on a participatory basis. It is also a useful tool for presentation purposes, to show the position of an organisation in its environment or for discussing the relations between organisations in a network. Making an institutiogramme takes around one and a half hour.

## Follow up

Following the institutiogramme a coverage matrix, or environmental scan could be applied to complete the institutional analysis.

## Requirements and limitations

Making an institutiogramme is one of the most useful things to do both to draw out facts and to provoke discussions on formal, informal, actual and desired situations. It is important to focus on what is relevant given the basic questions – if you are too inclusive the institutiogramme will become a bowl of spaghetti that does not give obvious insights.

Application of the institutiogramme requires good knowledge of the existing actors and their relations. The qualification of the relations (adequacy, intensity) may be subjective. The tool itself does not guarantee that all relevant actors and relations are depicted. It shows only the basic nature of relationship (hierarchy, service etc.); it is not very specific on the relations. Often more concrete instruments (e.g. coverage matrix) will have to provide additional information.

Finally, an institutiogramme (like coverage matrix and many others, but unlike an environmental scan) provides a snapshot. It does not show the development of relations over time (it can be worthwhile to depict a current and future situation next to each other and compare them).

## Practical references

MDF Syllabus “Institutional setting” 2004.

Norman Uphoff: Local Institutional Development: an analytical sourcebook with cases (1986)

Wayne C. Baker: Networking Smart. How to develop relationships for personal and organisational success (1994)

Paul G.K. Engel et al: Facilitating Innovation for Development, a RAAKS Resource Book (1995)

## Example Institutiogramme: CM

### Problem owner

CM, an (international) NGO in Asia

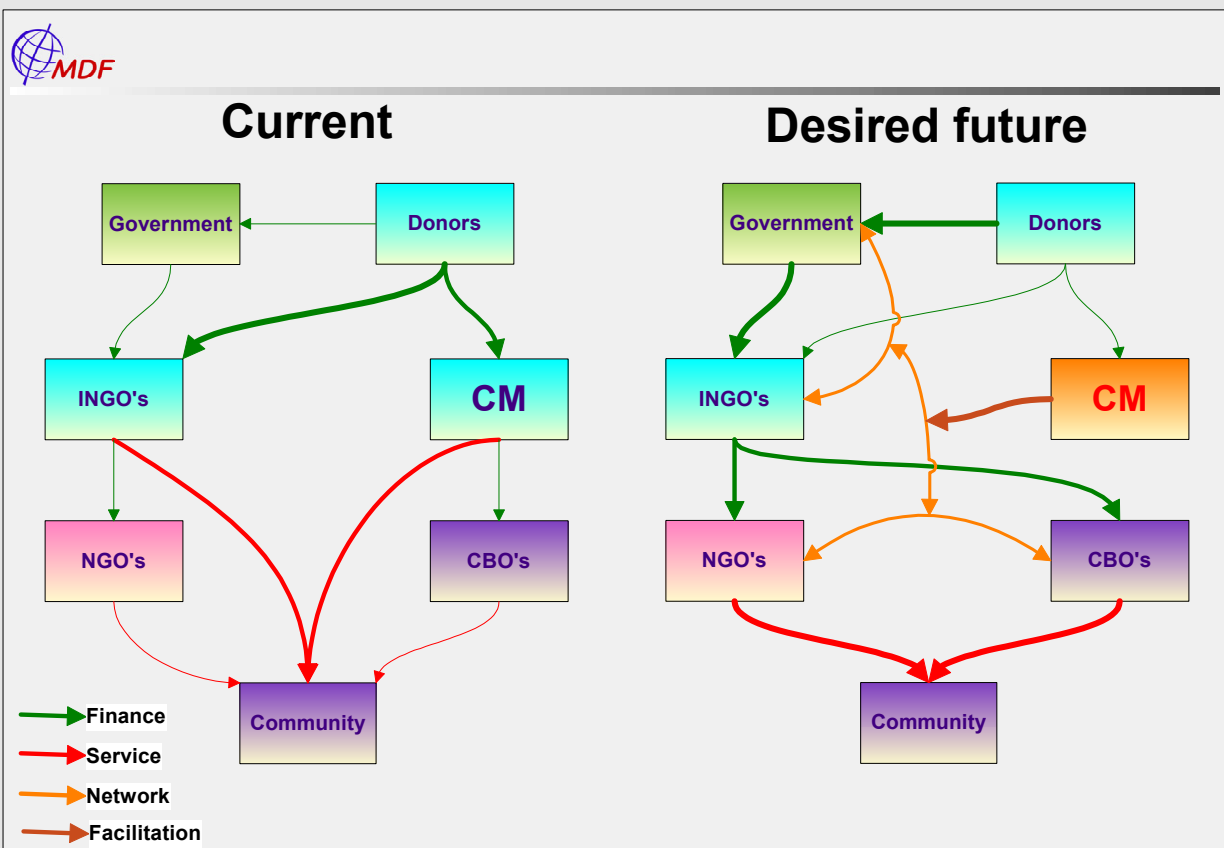
### Basic question

How can CM become an effective facilitator/consultant to and between government and INGO's on the one hand and NGO's and CBO's on the other hand, enhancing good and sustainable service delivery to the beneficiaries?

### Sub-question

What changes (need to) take place in the role and relations of CM?

To answer we depict the current and desired future (CM has already made strategic choices of the future it anticipates, and how it wants to fit in that future. The question now is about the changes CM needs to undergo).



### Assessment and further questions

- CM expects big changes in funding and implementation arrangements: A real challenge
- Will NGO's/CBO's be able to deliver the services so far delivered by INGO's and CM?
- Will the NGO's/CBO's desire the facilitation and consultancy services CM will offer?

## Example Institutiogramme: RICALDO

### Problem owner

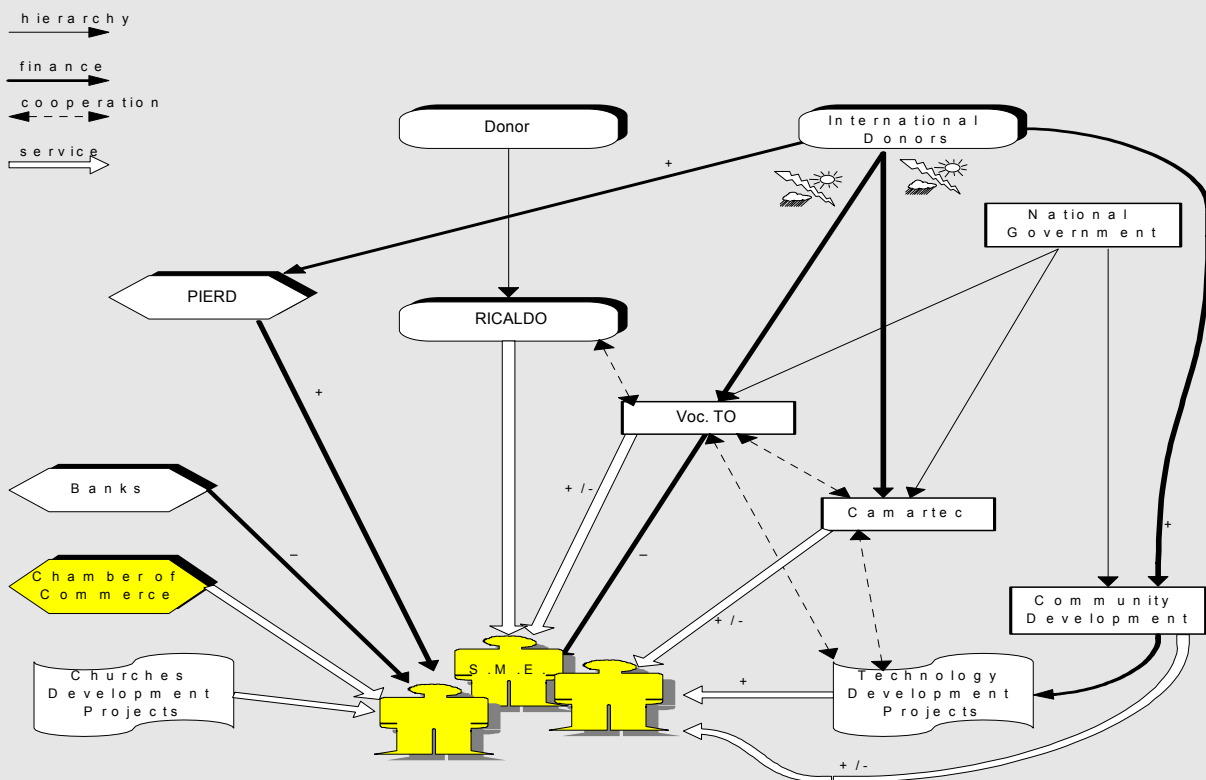
RICALDO management

### Basic question

What support to micro- and small finance enterprises should RICALDO offer to optimise the contribution of these organisations to economic growth of their target groups?

### Sub-question

What are opportunities and threats in the relations between the actors in micro and small finance?



### Observations

- International donors withdraw their support from parastatals.
- RICALDO has limited working relations with both government and private sector.
- Co-operation in technical services is better developed than in other sectors.
- There is limited co-ordination between government/parastatals on the one side and NGO/private sector on the other side.
- Services of parastatals and banks are not designed to fit the demand of the sector.

### Conclusions

- Opportunities for RICALDO to establish more intensive relations with banks & PIERD
- Space for developing an association of SME entrepreneurs.
- Possibilities for improved co-ordination between various actors.

## Steps in making an Institutiogramme

0. **Define the problem owner** who wants to intervene (more effectively)
0. **Formulate the (sub-) question** that you want to answer by making the institutiogramme. Suitable aims of using an institutiogramme are:
  - To position a project or programme (choosing who implements what and/or who co-ordinates/supervises)
  - To develop key relationships (identifying bottlenecks and designing institutional interventions)
  - To prepare strategic choices (on what to produce and how to serve your mission)
0. **Define the field of analysis**
  - Define the sector or service/product
  - Define the geographical area
  - Decide whether you depict the current, expected (when?) or desired situation:
    - Clearly distinguish desired from current and/or expected
    - Analyse the desired situation only after the current and/or forecasted situation
    - Comparing current and expected or desired situations can be of added value
1. **Define the orientation.** This may be:
  - Radian (only depicting relations between the central actor and the others), or
  - Network (depicting the relationships between all actors)
2. **Define the type of actors** to include
  - Define the level: clusters of organisations (e.g. 'NGO's'), individual organisations, units within organisations, and/or individuals within units
  - Define the type: public, private, target group
3. **Identify and position the actors** in a map (if you identify more than 20 actors, split into more institutiogrammes)

*Note: If you analyse a sector or programme implemented by several actors, place the actors that are under the control of the problem owner in the middle and draw a line around them. This helps you to distinguish relations under control and outside the control of the problem owner. Observe that this demarcation is narrower than the entire sector. Also note that this border may shift depending on which actors you contract for implementation. Before strategic orientation, verify that in- and outside are distinguished unambiguously*

4. **Optional: Cluster and order** the actors as follows, to further a comprehensiveness:
  - (Potential) implementers in the centre
  - Suppliers to the left
  - Co-ordinators and supervisors above
  - Regulators and macro-actors on top of the co-ordinators
  - Stimulators (e.g. donors) below
  - Immediate/intermediate target groups or clients to the right
  - Ultimate target groups to the far right

5. **Define the type of relations** to look into (in relation to your question). Suggestions:
  - Hierarchy
  - Services/inputs
  - Communication
  - Co-operation
  - Financial flow
6. **Draw arrows** to show the relations in the map, using
  - Different types/colours of lines for different types of relations
  - An arrow at one end (or both ends) of all lines
  - Including also (actual) informal relations (may be with a different line than formal relations)
7. **Show the intensity** of relations (frequency and importance, e.g. with line thickness)
8. **Judge the adequacy** of the relations (in view of your question), and show your judgement in the map. Also look at relations that **do not** exist, and add your judgement on cards below the map. In your judgement refer to the BQ and/or assess relations in terms of:
  - Timeliness
  - Quantity
  - Quality of service delivery

*Note: Try to distinguish judgement of the internal and external situation. If your relationship with another actor is good/bad,*

- *To what extent does it characterise the other (opportunity/threat), and*
- *To what extent is this caused by you (strength/weaknesses – remember them for the internal analysis)*

*Note: Do not have lengthy debate about whether a relation is positive or negative. In case of uncertainty or disagreement:*

- *Check whether the judgement is based on the basic question. If the basic question seems pointless or vague, refine the question*
- *Split the relation into sub-relations that are positive and negative*
- *Give the relation both a positive and a negative judgement, or no judgement at all*

*Note if there is insufficient information about certain facts, this can be noted for further research. 'Being uninformed' is in itself also a weakness or threat*

9. **Analyse the institutiogramme**, resulting in observations and conclusions:
  - Who do you propose to give which (implementing or co-ordination) task?
  - Which (key) actor do you need to analyse further?
  - What ID interventions should be undertaken?
  - Where are (main) plusses (called opportunities – write them on yellow cards) and what are main negative relations (threats – write them on blue cards)?

*Note: If you analyse relations between actors who are both under the control of the problem owner within a sector or programme, then classify the relations as strengths and weaknesses. Call plusses strengths (write them on green cards) and minuses weaknesses (write them on red cards)*