

# Nigeria HPN Multi-Activity Evaluation Annual Review

**Session 5: *Process Monitoring – Coordination & Collaboration***

June 29, 2022





# Presentation objectives

After this presentation, participants will be able to:

01

Describe the methods and measures used to characterize organizational networks.

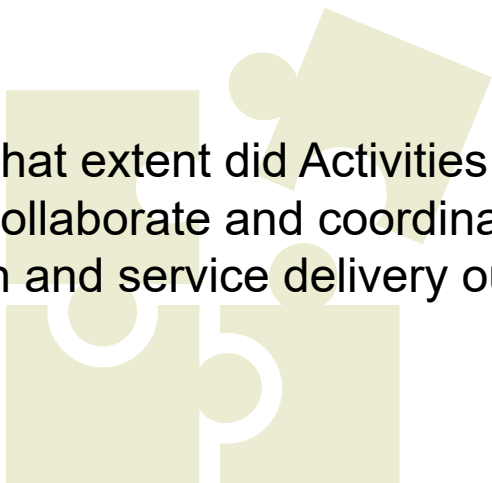
02

Discuss the findings from the 2022 assessment, especially state-level network differences.

03

Consider how these findings could be applied to HPN Activity programming, including support for sustainability through network development.

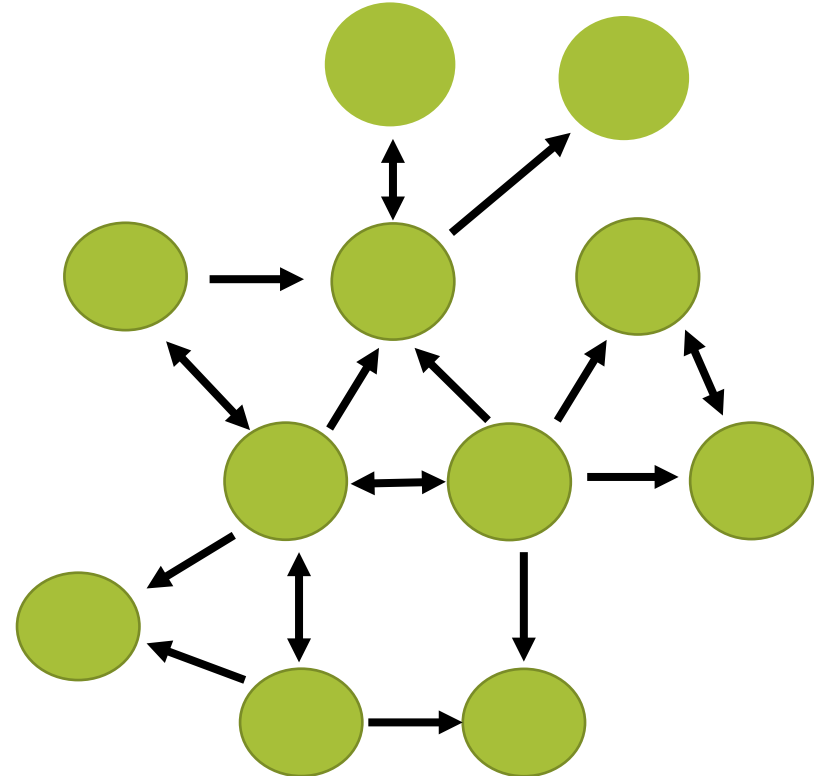
How and to what extent did Activities and government collaborate and coordinate to achieve desired health and service delivery outcomes?





# Steps in the organizational network survey

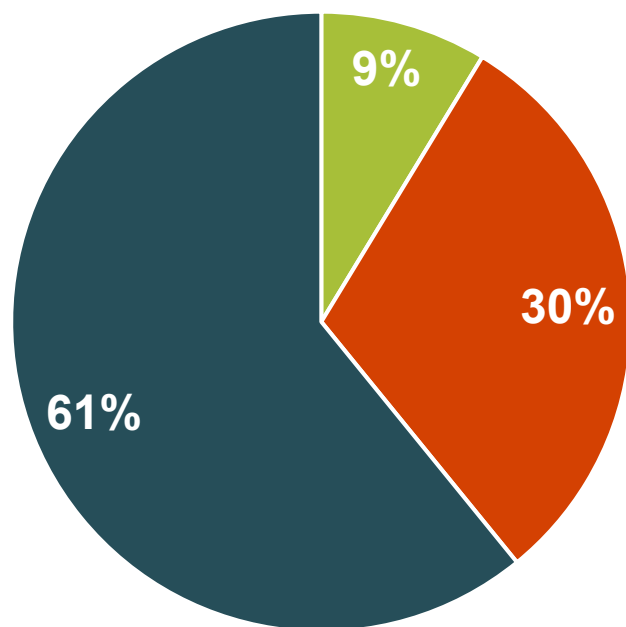
- HPN Activity implementers name up to 10 collaborating organizations (together these form the sample)
- Organizations in the sample name up to 10 others with whom they exchange resources, information, or funding
- These network relationships are identified through responses to the questions in the survey



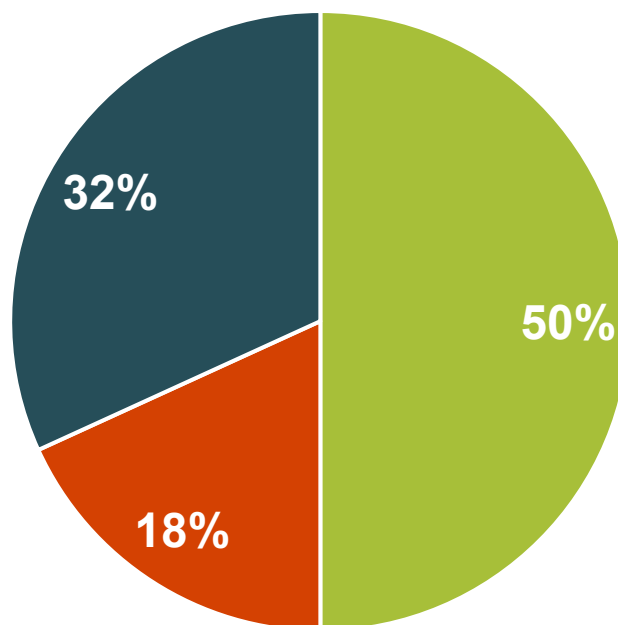


# Network survey participants by affiliation

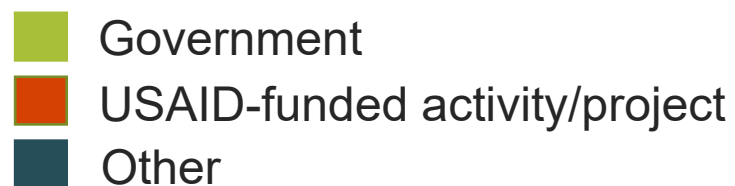
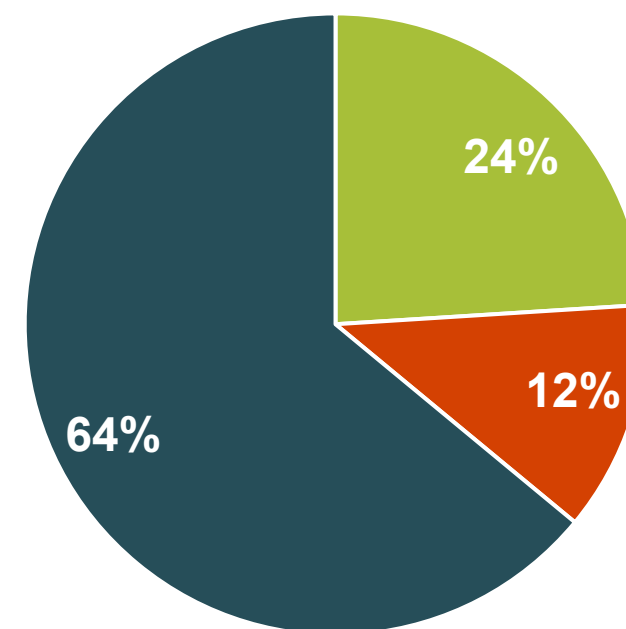
Ebonyi (n=23)



Kebbi (n=22)



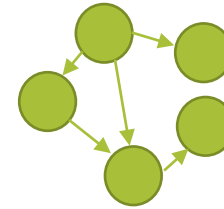
Zamfara (n=25)



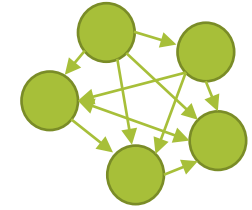


# Network measures

**Density:** How commonly do these organizations share?

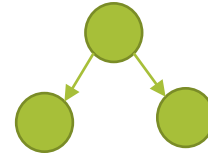


Low  
Density

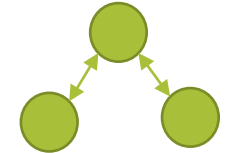


High  
Density

**Reciprocity:** How many of the sharing relationships are mutual?

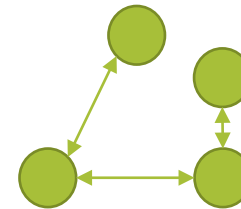


Low  
Reciprocity

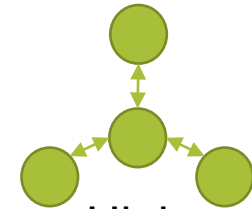


High  
Reciprocity

**Efficiency:** How many steps would it take to share information or resources between organizations?



Low  
Efficiency



High  
Efficiency

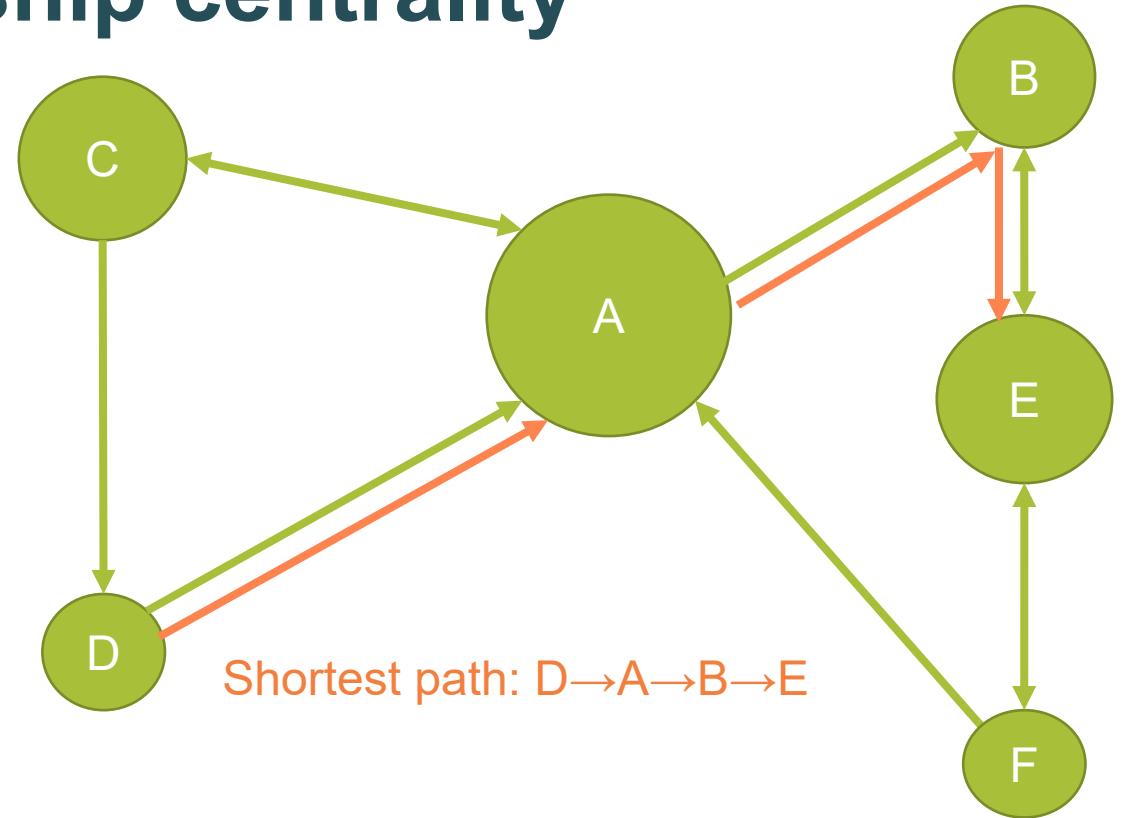


# Organization and relationship centrality

Some organizations and relationships are more central to exchange in the network.

**Example:** Information sharing from D to E.

- **A and B** are **central** because they are on the shortest path.
- **Relationships (D→A), (A→B), and (B→E)** are **central** because they are on the shortest path.



**Betweenness centrality:** Number of shortest paths organizations or relationships belong to.

# Resource Sharing Networks



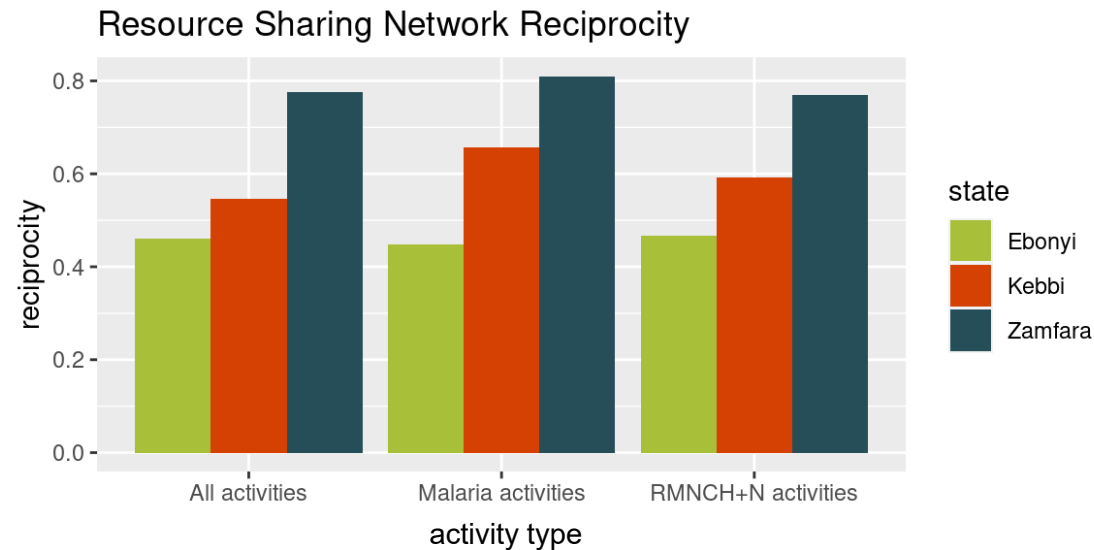
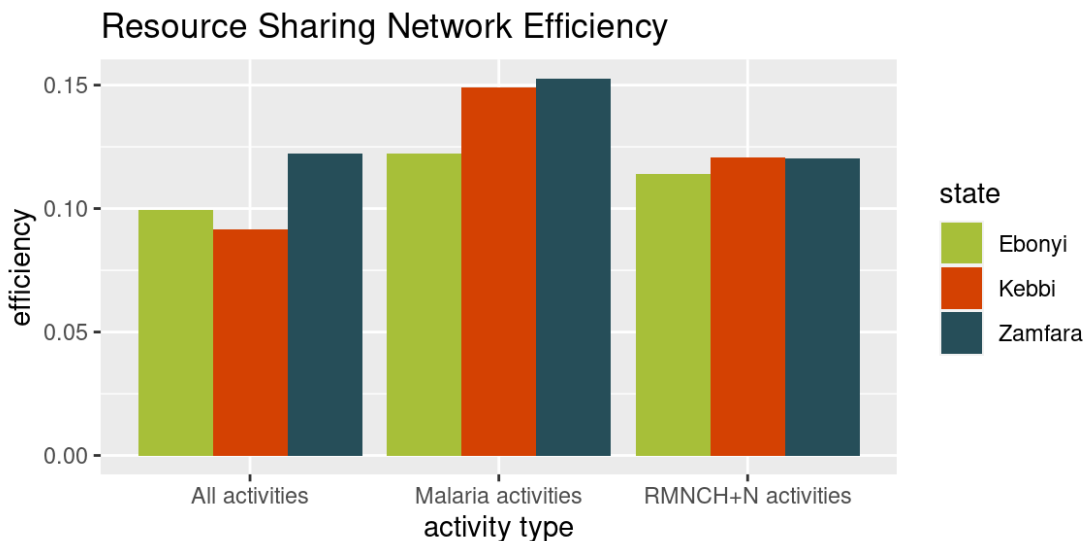
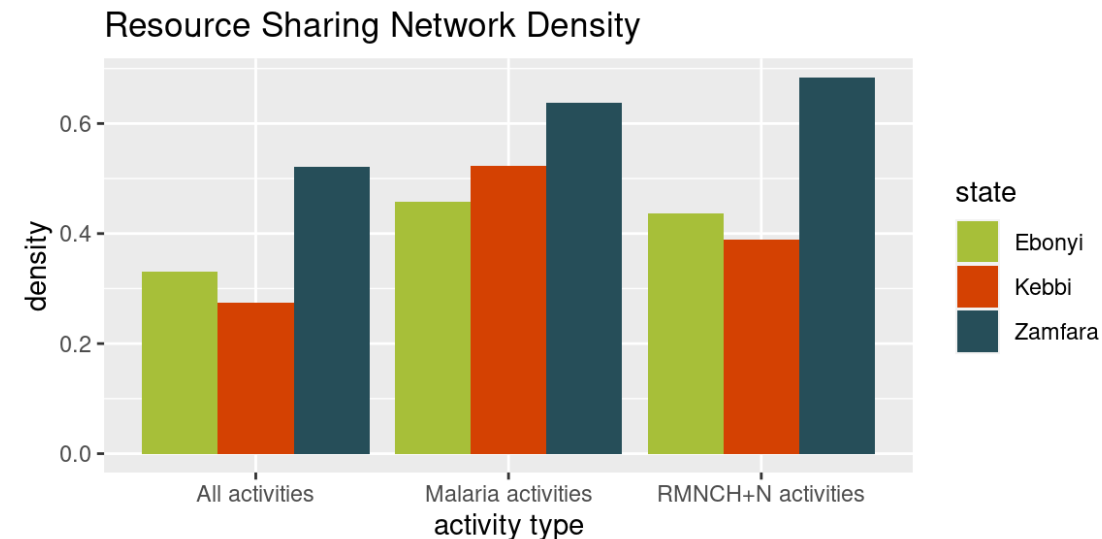
**Resource:** Something bought with money or provided in-kind, e.g., medicines/commodities, meeting/office space, media time.

How often does your organization **provide** resources to (name)?

How often does your organization **receive** resources from (name)?



# Resource sharing



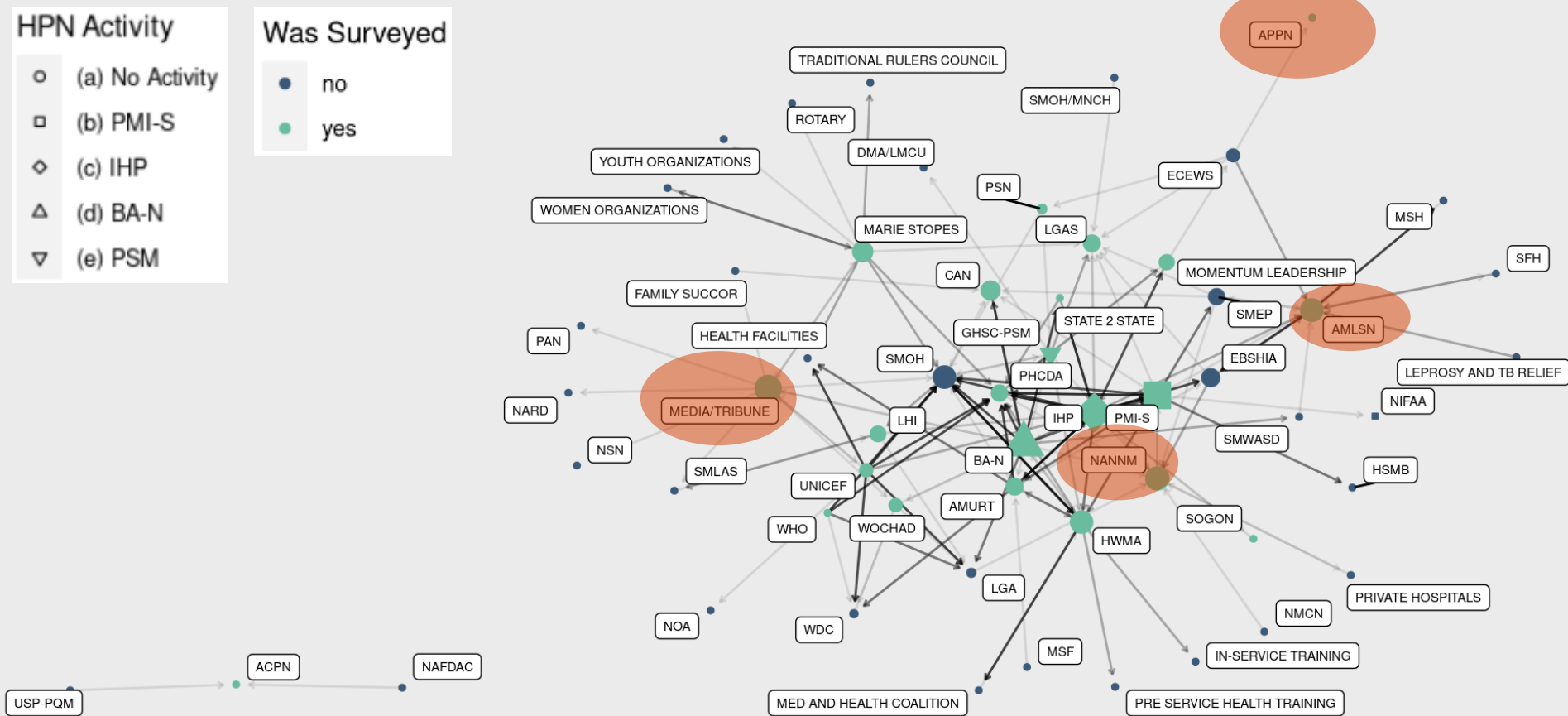
**Density:** How commonly do these organizations share resources?

**Reciprocity:** How many of the resource sharing relationships are mutual?

**Efficiency:** How many steps would it take, on average, to transport resources between all organizations?



# Ebonyi Resource Sharing Network



## Comparative scores

Density: Medium

Reciprocity: Low

Efficiency: Medium

## Most Central Organizations

name
IHP
PMI-S
BA-N
MEDIA/TRIBUNE
NANNM

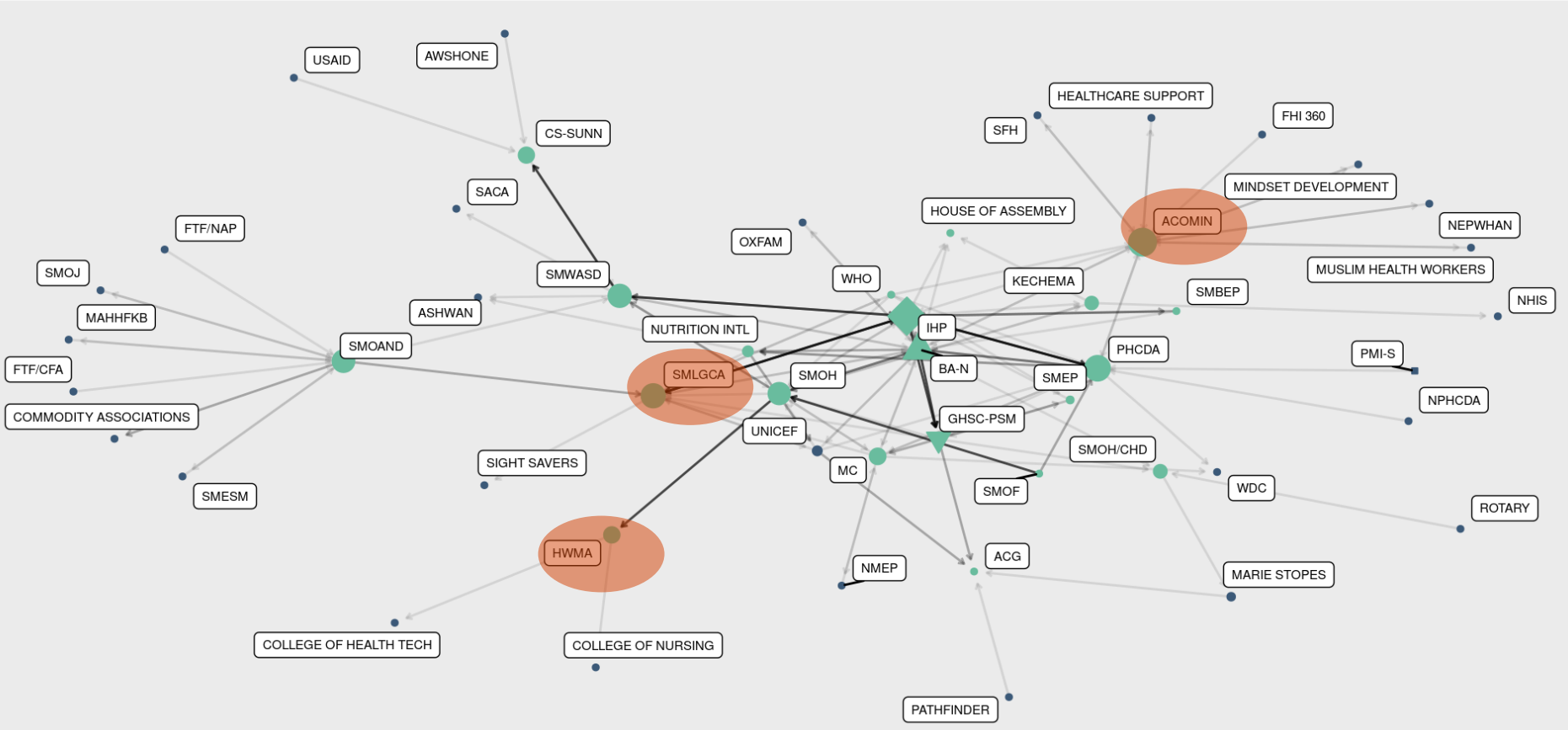
## Most Central Relationships

from	to
BA-N	MEDIA/TRIBUNE
NANNM	PMI-S
PMI-S	BA-N
CAN	BA-N
IHP	PMI-S

## Relationships That Would Improve Efficiency

From	To
MEDIA/TRIBUNE	APPN
APPN	MEDIA/TRIBUNE
WHO	AMLSN
AMLSN	WHO
WHO	PMI-S

Kebbi Resource Sharing Network



Comparative scores

Density: Low

Reciprocity: Medium

Efficiency: Low

Most Central Organizations

name
IHP
ACOMIN
PHCDA
BA-N
SMLGCA

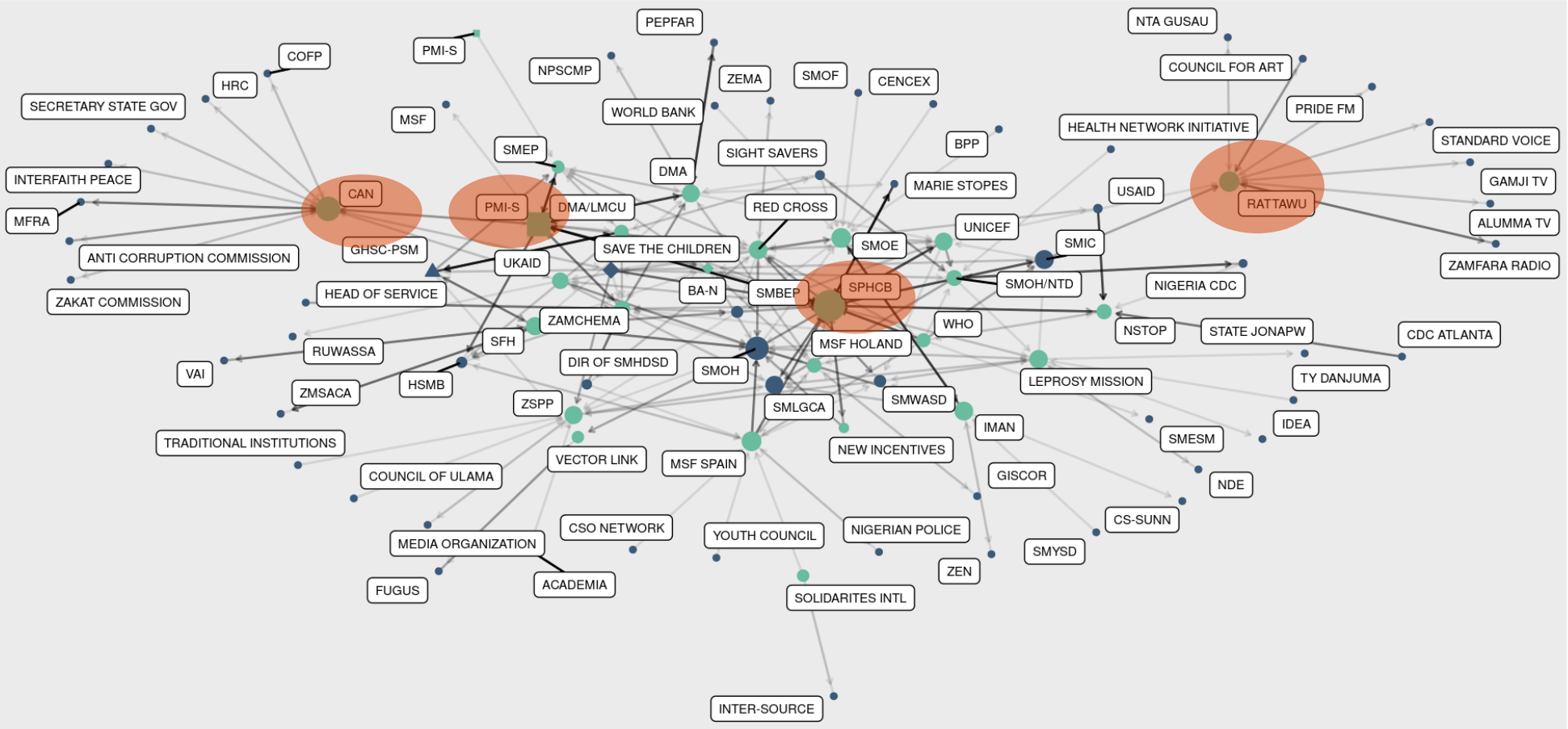
Most Central Relationships

from	to
SMLGCA	IHP
SMOAND	SMLGCA
IHP	PHCDA
PHCDA	ACOMIN
SMOH	HWMA

Relationships That Would Improve Efficiency

From	To
HWMA	ACOMIN
ACOMIN	HWMA
HWMA	BA-N
BA-N	HWMA
PHCDA	HWMA

Zamfara Resource Sharing Network



Comparative scores

Density: High  
Reciprocity: High  
Efficiency: High

Most Central Organizations

name
SPHCB
PMI-S
CAN
SMOH
RATTAWU

Most Central Relationships

from	to
SPHCB	PMI-S
SPHCB	SMIC
SMIC	RATTAWU
PMI-S	CAN
PMI-S	SPHCB

Relationships That Would Improve Efficiency

From	To
RATTAWU	CAN
CAN	RATTAWU
RATTAWU	PMI-S
PMI-S	RATTAWU
UKAID	RATTAWU



# How do states compare?

## Resource sharing

### **Ebonyi (combination approach)**

- Resource sharing density is medium, reciprocity is low, and the network has medium efficiency relative to other states.

### **Kebbi (integrated approach)**

- Resource sharing density is low, reciprocity is medium, and the network has low efficiency relative to other states.

### **Zamfara (disease-focused approach)**

- Resource sharing density is high, reciprocity is high, and the network has high efficiency relative to other states.

# Information Sharing Networks



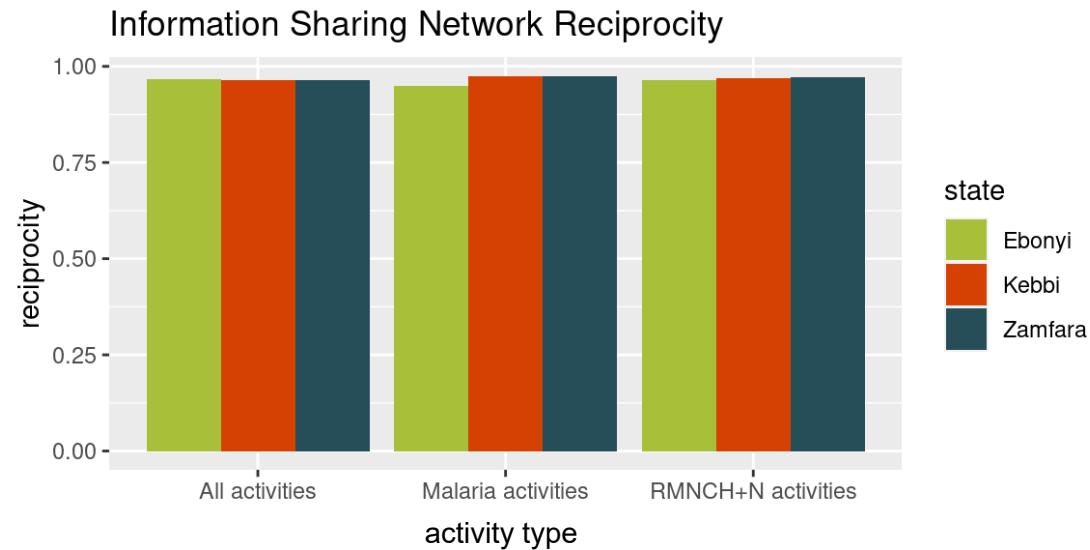
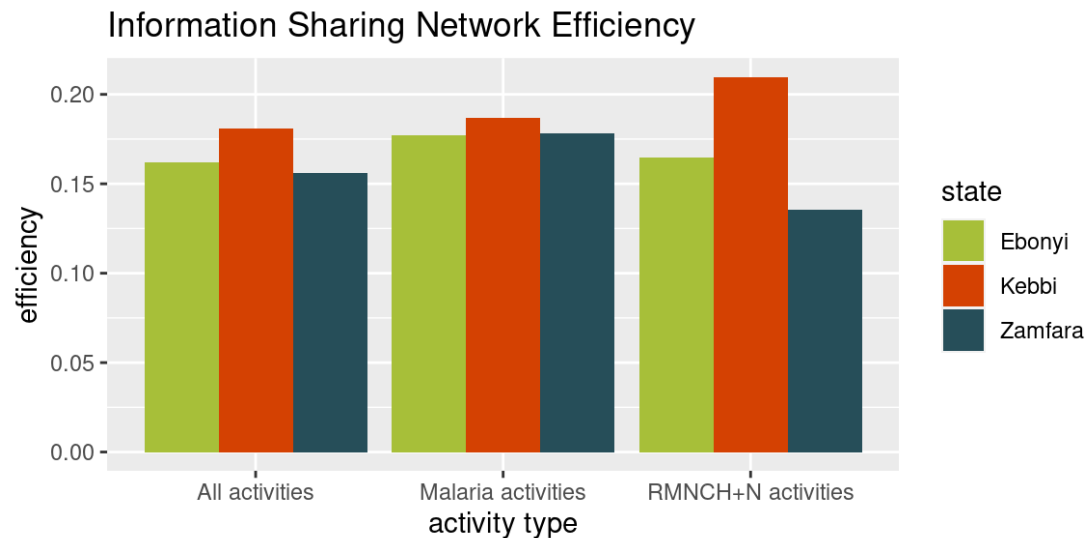
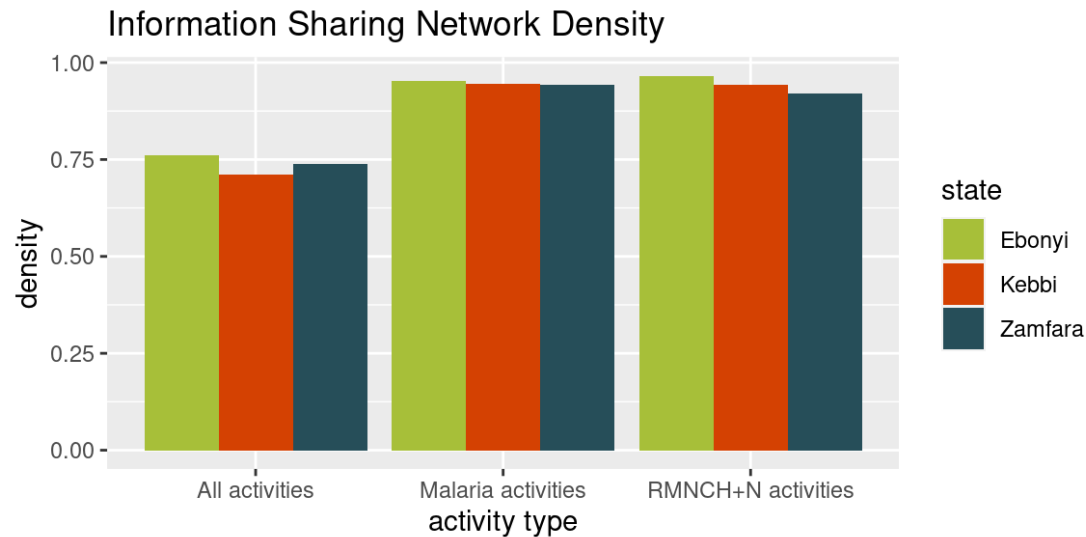
**Information:** Technical, training, educational, both formal and informal.

How often does your organization **provide** information to (name)?

How often does your organization **receive** information from (name)?



# Information sharing

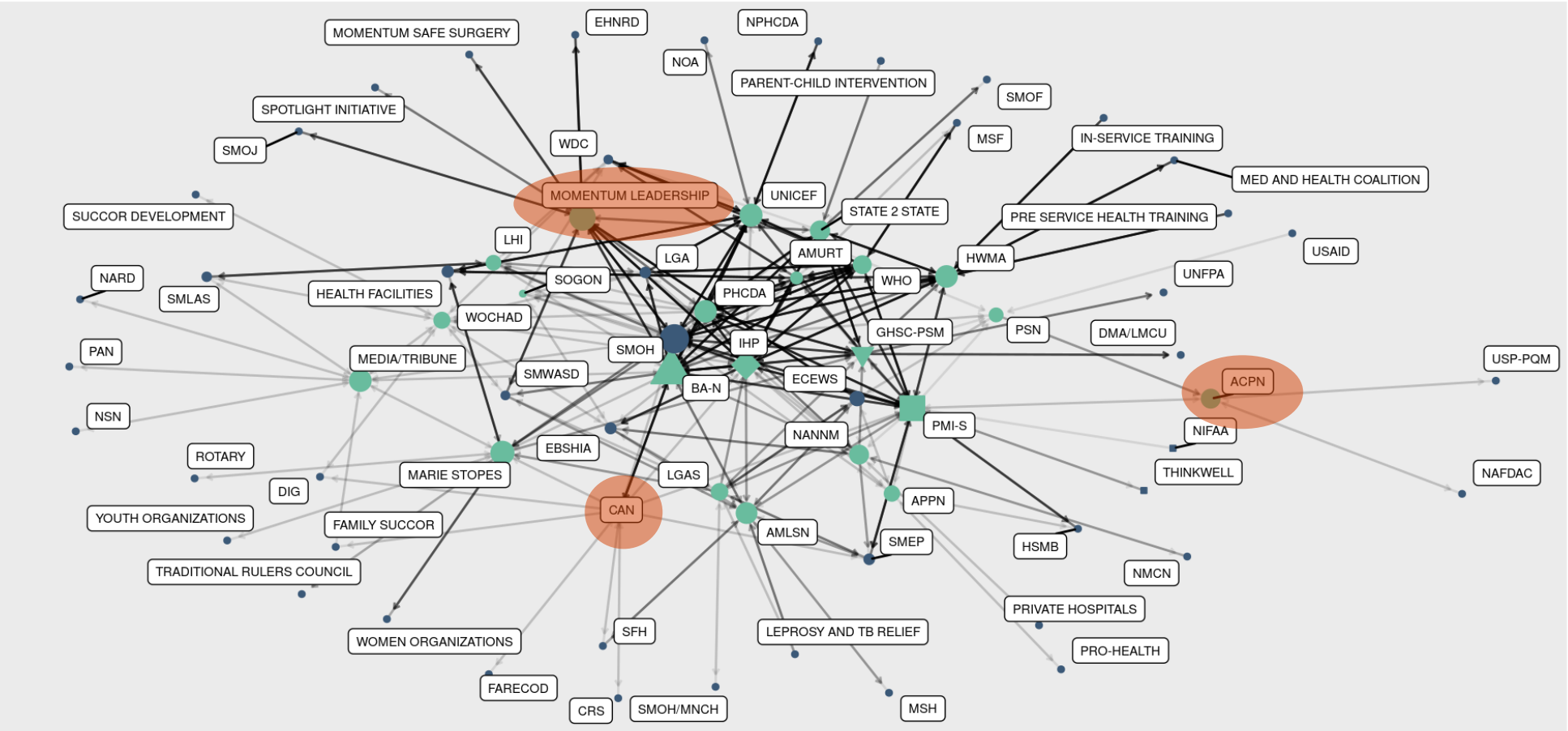


**Density:** How commonly do these organizations share information?

**Reciprocity:** How many of the information sharing relationships are mutual?

**Efficiency:** How many steps would it take, on average, to pass information between all organizations?

Ebonyi Information Sharing Network



Comparative scores

Density: High  
Reciprocity: Medium  
Efficiency: Medium

Most Central Organizations

name
BA-N
SMOH
PMI-S
MOMENTUM LEADERSHIP
CAN

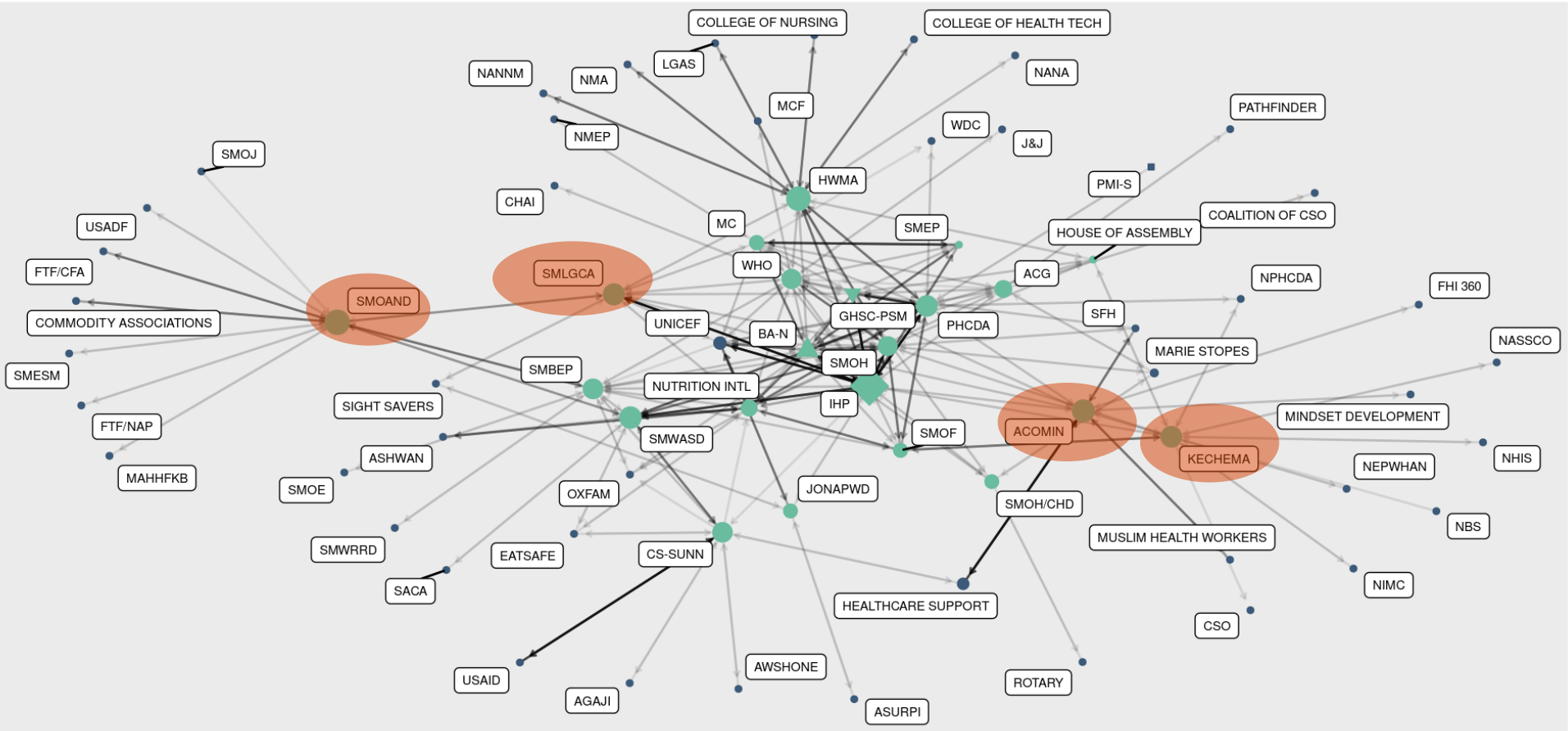
Most Central Relationships

from	to
BA-N	CAN
CAN	BA-N
ACP-N	PMI-S
PMI-S	ACP-N
SMOH	MOMENTUM LEADERSHIP

Relationships That Would Improve Efficiency

From	To
MOMENTUM LEADERSHIP	ACP-N
ACP-N	MOMENTUM LEADERSHIP
PMI-S	MOMENTUM LEADERSHIP
MOMENTUM LEADERSHIP	PMI-S
PSN	MOMENTUM LEADERSHIP

Kebbi Information Sharing Network



Comparative scores

Density: Low

Reciprocity: Medium

Efficiency: High

Most Central Organizations

name
IHP
SMOAND
HWMA
ACOMIN
SMWASD

Most Central Relationships

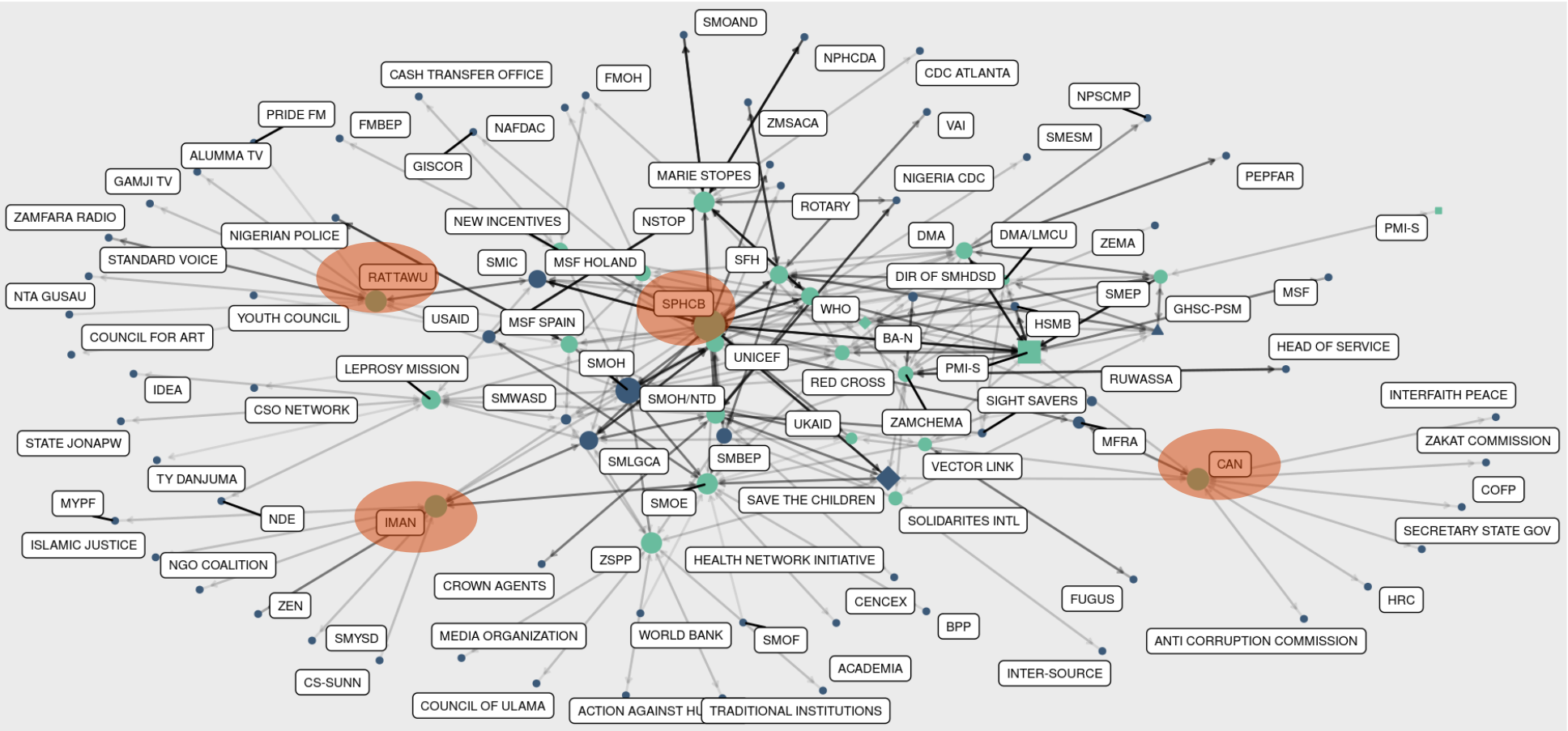
from	to
SMOAND	SMLGCA
SMLGCA	IHP
IHP	KECHEMA
HWMA	IHP
IHP	HWMA

Relationships That Would Improve Efficiency

From	To
SMOAND	KECHEMA
KECHEMA	SMOAND
SMOAND	ACOMIN
ACOMIN	SMOAND
SMOAND	ACG



Zamfara Information Sharing Network



Comparative scores

Density: Medium

Reciprocity: Medium

Efficiency: Low

Most Central Organizations

name
SPHCB
SMOH
PMI-S
IMAN
CAN

Most Central Relationships

from	to
SPHCB	PMI-S
PMI-S	SPHCB
PMI-S	CAN
SMIC	SPHCB
NSTOP	SPHCB

Relationships That Would Improve Efficiency

From	To
IMAN	CAN
CAN	IMAN
RATTAWU	CAN
CAN	RATTAWU
MSF SPAIN	CAN



# How do states compare?

## Information sharing

### **Ebonyi (combination approach)**

- Information sharing density is high, and reciprocity and efficiency are at medium levels relative to other states.

### **Kebbi (integrated approach)**

- Information sharing density is low, but reciprocity is medium, and efficiency is high relative to other states.

### **Zamfara (disease-focused approach)**

- Information sharing density and reciprocity are medium, but efficiency is low relative to other states.

# Funding Networks

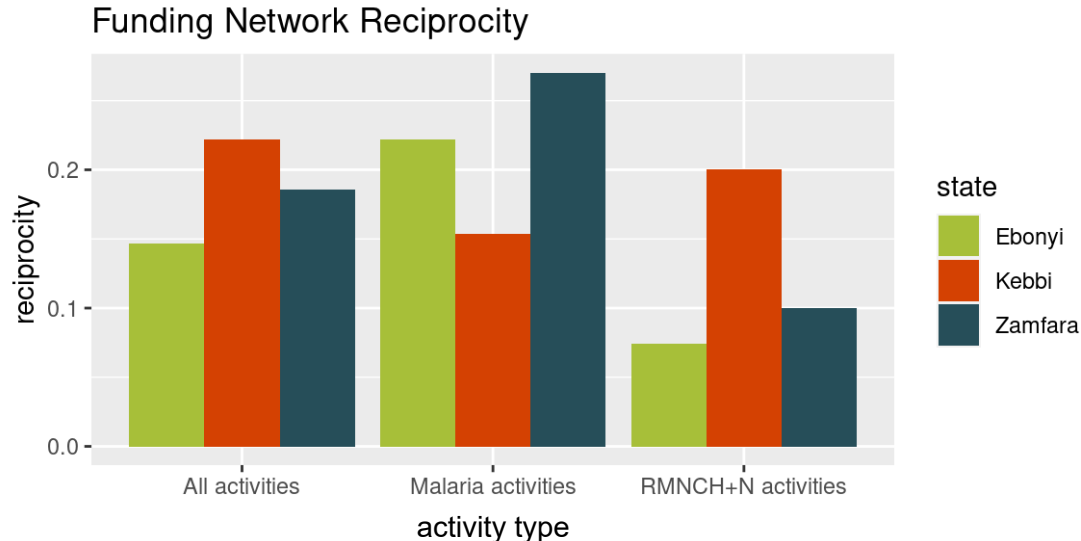
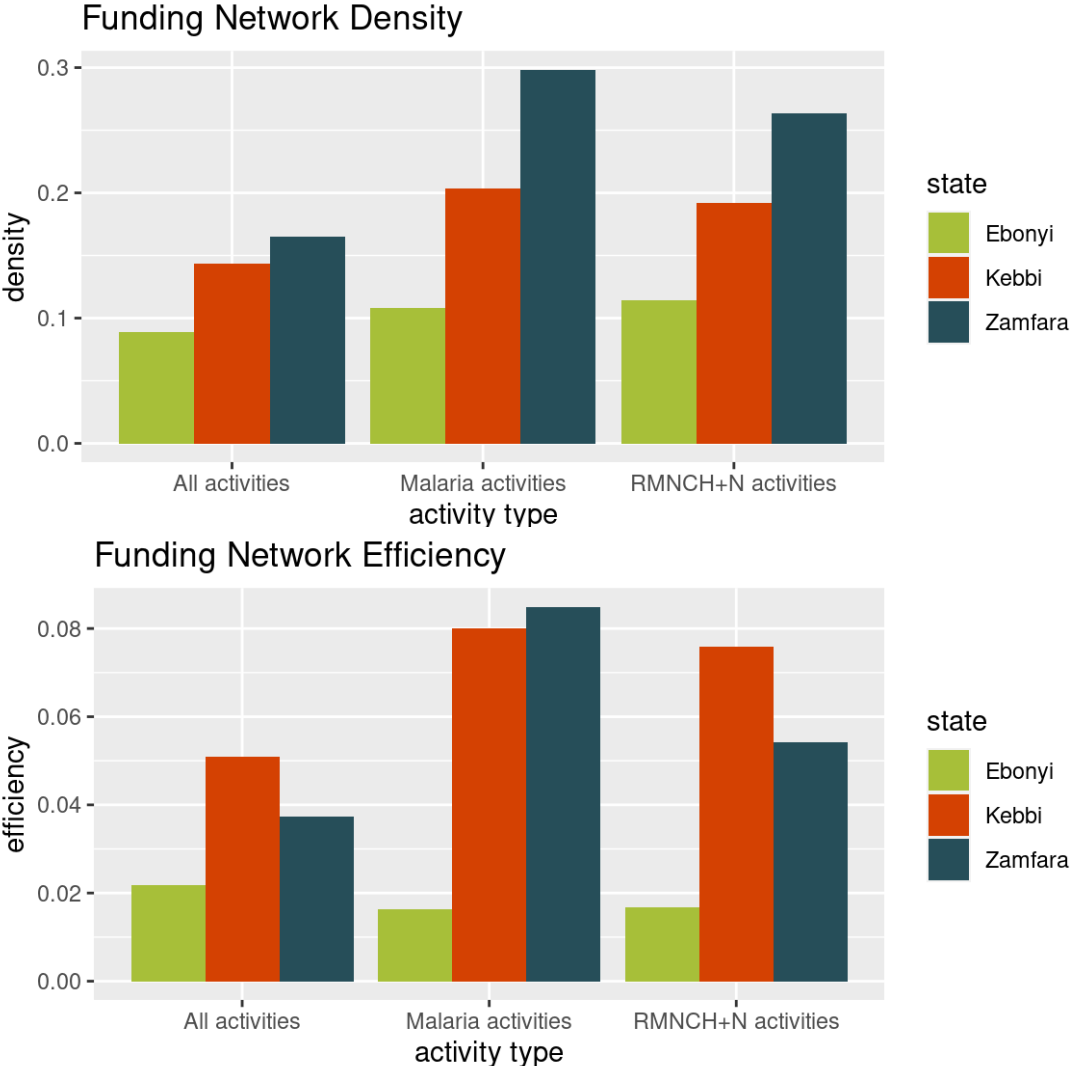


How often does your organization **provide** funding to (name)?

How often does your organization **receive** funding from (name)?



# Funding sharing

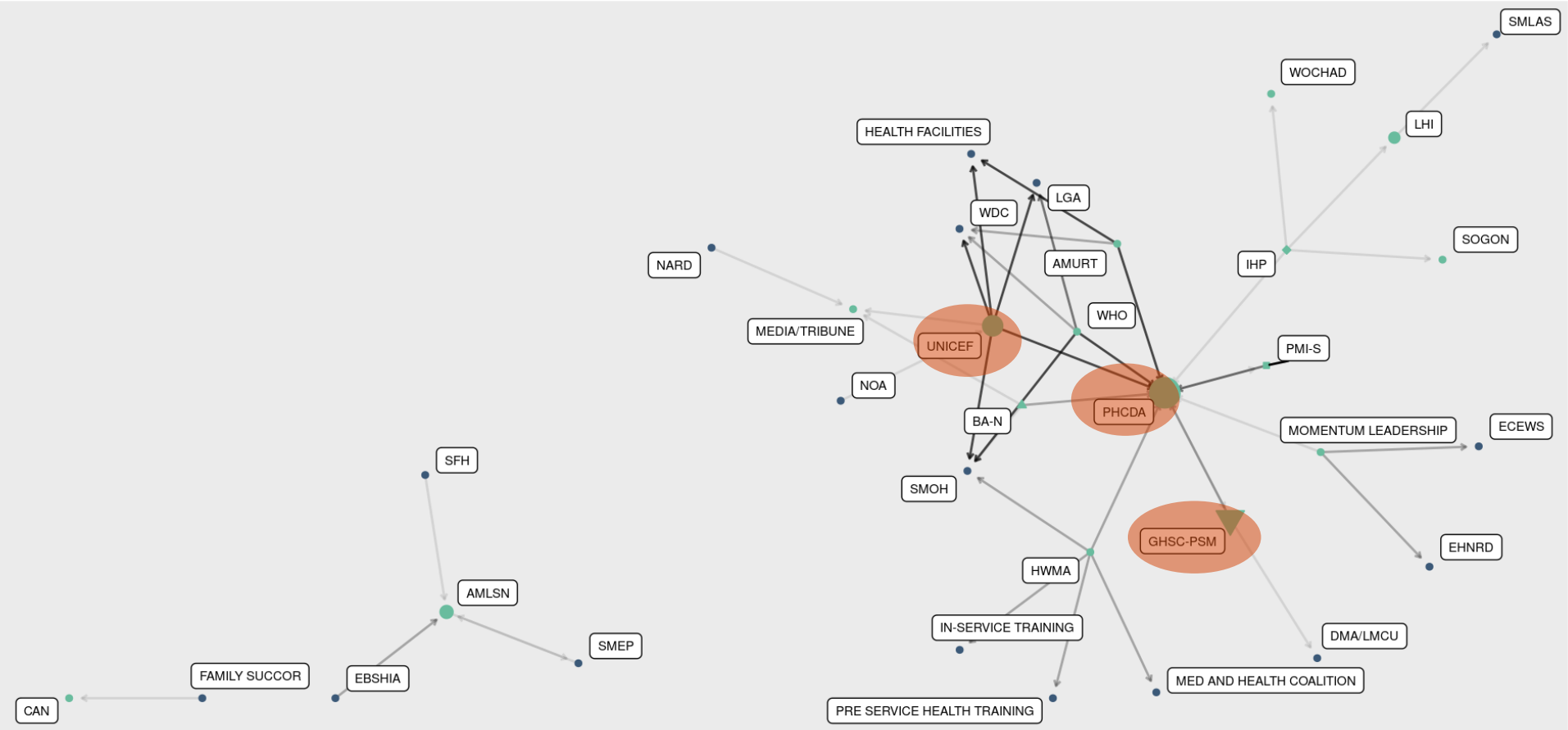


**Density:** How commonly do these organizations provide funding to one another?

**Reciprocity:** How many of the funding relationships are mutual?

**Efficiency:** How many steps, on average, would it take to share funding between all organizations?

Ebonyi Funding Network



Comparative scores

Density: Low

Reciprocity: Low

Efficiency: Low

Most Central Organizations

name
PHCDA
GHSC-PSM
UNICEF
AMLSN
LHI

Most Central Relationships

from	to
PHCDA	GHSC-PSM
GHSC-PSM	DMA/LMCU
NOA	UNICEF
PHCDA	PMI-S
UNICEF	PHCDA

Relationships That Would Improve Efficiency

From	To
UNICEF	LHI
LHI	UNICEF
UNICEF	HWMA
HWMA	UNICEF
UNICEF	IHP

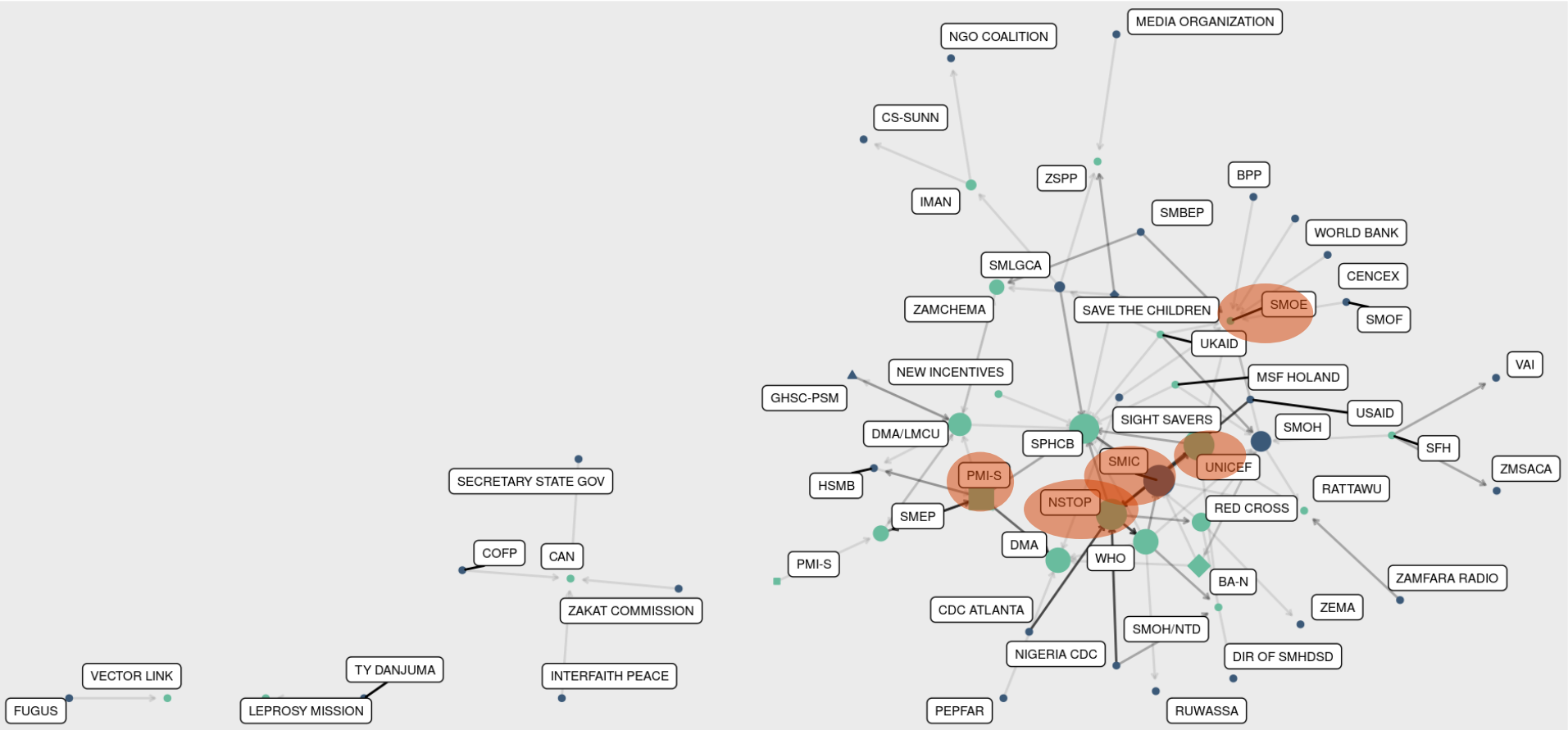
Efficiency: High

name
SMOF
IHP
PHCDA
SMBEP
SMOH

from	to
PHCDA	IHP
IHP	SMOF
SMOF	NUTRITION INTL
SMOF	SMBEP
NPHCDA	PHCDA

From	To
SMOH	ACOMIN
ACOMIN	SMOH
HWMA	ACOMIN
ACOMIN	HWMA
PHCDA	ACOMIN

Zamfara Funding Network



Comparative scores

Density: High

Reciprocity: Medium

Efficiency: Medium

Most Central Organizations

name
SMIC
NSTOP
UNICEF
SPHCB
PMI-S

Most Central Relationships

from	to
SMIC	UNICEF
SPHCB	SMIC
UNICEF	NSTOP
NSTOP	WHO
DMA	PMI-S

Relationships That Would Improve Efficiency

From	To
SMOE	PMI-S
PMI-S	SMOE
SMOE	SMEP
SMEP	SMOE
SFH	DMA/LMCU



# How do states compare?

## Funding sharing

### **Ebonyi (combination approach)**

- Funding sharing density, reciprocation, and efficiency are low relative to other states.

### **Kebbi (integrated approach)**

- Funding sharing density is medium, but reciprocity and efficiency are high relative to other states.

### **Zamfara (disease-focused approach)**

- Funding sharing density is high, but reciprocity and efficiency are medium relative to other states.



# Conclusions

## Resource Sharing

- Organizations in Zamfara more commonly, mutually, and efficiently share resources versus those in other states.
- Resources are more commonly and efficiently shared in Ebonyi versus Kebbi, but less likely to be reciprocated.

## Information Sharing

- Reciprocity in information sharing is uniform across states.
- Organizations in Kebbi less commonly share information compared to those in other states but share information more efficiently.

## Funding Sharing

- Organizations in Zamfara more commonly share funding compared to those in other states, but organizations in Kebbi have higher reciprocity and efficiency.



This presentation was produced with the support of the United States Agency for International Development (USAID) under the terms of the Data for Impact (D4I) associate award 7200AA18LA00008, which is implemented by the Carolina Population Center at the University of North Carolina at Chapel Hill, in partnership with Palladium International, LLC; ICF Macro, Inc.; John Snow, Inc.; and Tulane University. The views expressed in this publication do not necessarily reflect the views of USAID or the United States government.

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