

Tool 23: Swim lane diagrammes

Phase	Phase 3: How are we going to get there? Strategy formulation
Sub-phases	Sub-phase 3.1: Develop strategic options and prioritisation Sub-phase 3.3: Strategic action planning
Name of tool	Swim lanes diagramme
Objectives	A swim lane diagramme is used to help map a process and its relationship with different stakeholders
Under which circumstances to use the tool	Use the tool: <ul style="list-style-type: none"> ✓ To explore the relationship between planning and implementation activities and different stakeholders through the different project phases ✓ Particularly useful to map out processes for obtaining agreement to proposals
Main actor(s) responsible	Planning team
Target / beneficiary	<ul style="list-style-type: none"> ▪ Planning team ▪ Stakeholders involved in planning teams
Description of tool	<p>A swim lane diagramme is a way to relate the activities in a planning process with the main institutions involved over planning phases. It is particularly useful when a complicated set of approvals is necessary, often involving different organizations and both central and local governments. The work with the tool can be done by the planning team. It is good to work through it with representatives of the different organisations involved, so that there is agreement on the process.</p> <ul style="list-style-type: none"> ▪ <u>Step 1</u>: Prepare a chart with the time across the top, subdivided by the four phases. This can be on a computer, but for participation it is good to make it on a large sheet of paper. See the example, below, to see how this works in practice. The example is for a strategic planning process in Egypt where approval of different levels of government is necessary. ▪ <u>Step 2</u>: Down the right hand side of the chart enter the main actors. ▪ <u>Step 3</u>: make a list of the main activities. Put each on a PostIt label or piece of paper (or a text box using a computer). ▪ <u>Step 4</u>: Place the label/ box opposite the main organization that needs to act (initiate/develop/ organize/approve) and under the appropriate date/time. Draw a horizontal line representing the time the activity will take with that organization. ▪ <u>Step 5</u>: Next, extend the line vertically (up or down) to the next organization or organizations who need to act. Continue through the four phases ▪ <u>Step 6</u>: Repeat for the other activities.
Time needed for the use of the tool	This activity should take a few hours
Advantages and	Advantages (+)

disadvantages of this tool	<ul style="list-style-type: none">+ The tool is relatively simple, and uses work that has to be done anyway+ The tool makes clear the process visually and focuses on the time necessary for approvals (planning teams are often over-optimistic about how fast external decisions can be implemented)+ The tool works well in a participative context <p>Disadvantages (—)</p> <ul style="list-style-type: none">– Although relatively simple, some participants may not be used to working with or understanding process diagrams. Some learning time is required.
Related tools	Gantt chart
References and further resources	