

# TWP 'HOW TO' NOTE #2

## How and Why Does KOMPAK Apply TWP in its programs?

As KOMPAK prepares for 'phase two' of implementation (i.e. implementing pilots, feeding back learning, scaling up and replication<sup>1</sup>) it was timely for the team to reflect on how the program can more systematically apply a TWP approach to its work.

Taking into account the important and early successes of the program (e.g. using political nous to progress birth registration reform in Aceh, Lombok Utara and Bima), there are also areas where a more systematic approach to TWP could benefit project outcomes. For example; setting a number of clearly defined reform outcomes at the national level to which political strategies, analytic agendas and relationships could be deepened, developed and targeted (see **Guidance Notes #5 and #6** for further detail).

Such work is also consistent with the KOMPAK 'Review and Revitalization report', which calls for KOMPAK to continue deepening its relationships with Government of Indonesia (especially at the national level) and for the Senior Leadership level to continue working with 'political nous'.

### Why does KOMPAK apply a TWP approach?

KOMPAK Strategic Planning Performance and Monitoring Framework commits to basing *"...implementation on real time political-economy analysis: at every level of the Facility, KOMPAK will seek to interpret and respond to the pace of social, political and economic change in the country."*

A TWP approach to programming lies at the heart of how change happens (or doesn't happen) in Indonesia, and is thus central to how KOMPAK designs and implements its programs.

KOMPAK's growing focus on TWP builds on decades of evidence demonstrating that projects focused only on 'technical fixes' are insufficient to tackle the development challenges Indonesia seeks to overcome.<sup>2</sup> Many of the challenges Indonesia faces are not simply a result of 'poor capacity' or 'a lack of technical knowledge': they are challenges rooted in issues of power, politics, incentives and institutional change. Too many times, in Indonesia and beyond, aid projects have failed because they demand changes which are not owned by local stakeholders and are simply not politically feasible.<sup>3</sup>

On a more positive note, we also know – based on case studies from the Philippines, Myanmar, Nepal, Nigeria, India and the Democratic Republic of the Congo – that politically smart, flexible and adaptive approaches to programming (i.e. TWP) can produce real results, well beyond traditional programs which have sought to address the same issues.<sup>4</sup>

### What does a TWP approach add to KOMPAK Programs?

<sup>1</sup> Phases as defined in the KOMPAK 'Review and Revitalization' Report

<sup>2</sup> See ['The Case for Thinking and Working Politically' for more information](#)

<sup>3</sup> Op cit.

<sup>4</sup> For some examples see: The Almost Revolution: Development aid confronts politics (Carothers, de Gramont, 2013); Problem-driven political-economy analysis: The World Bank's experience (Fritz, Levy, & Ort 2014); Politically smart, locally led development (Booth, Unsworth, 2014); Built on Dreams, Grounded in Reality: Economic Policy Reform in the Philippines (Faustino et al., 2011); Adapting Development: Improving services to the poor (Wild et al., 2015)

Some teams in KOMPAK are starting to test and trial a more systematic approach to TWP – that builds on their innate understanding of how power and politics affects change. By doing so, this:

- ✓ *Helps teams understand why change is or isn't happening*
  - E.g. if the program has stalled, then what are we missing? Who are the blocker/s of the reform and what do they stand to lose/ gain?
- ✓ *Helps teams understand where positive change is emerging and why*
  - E.g. where are people already coming together around a specific reform issue and starting to take action?
- ✓ *Helps teams better understand what those with power want (or don't want)*
  - E.g. if the success of a project hinges on the will of a handful of powerful actors, what do we know about what they want and can we use this information to influence them?)
- ✓ *Improve programs (what we're doing and how, who we work with, where we work, and why)*
  - E.g. a political understanding of the world helps us establish realistic theories of change, to pick partners who can actually influence change, and to help us set realistic and politically possible program goals.

Ultimately, a TWP approach helps focus KOMPAK's work on the real problems and solutions that matter to our Indonesian counterparts, and helps us achieve better outcomes (that are not only technically sound but also politically possible) for the people of Indonesia.

### What does a TWP look like in the KOMPAK Program Cycle?

While it will naturally take time to achieve, KOMPAK is starting to put in place the minimum foundations for TWP across its portfolio of work. This acknowledges that, given the diversity of projects KOMPAK implementing, not all can (or should) operate in highly flexible and politically-informed ways 'over-night' [see left hand side of the table below]. It also aligns with the existing KOMPAK quarterly and six-month review and reflection process.

However, as internal capacity increases and KOMPAK's relationships deepen, it is expected that, over time, more and more projects will shift to the 'highly flexible/TWP' end of the spectrum night' [see right hand side of the table below]. The reflects the fact that, for the majority of KOMPAK's work: the regional and district context is unpredictable; available evidence does not conclusively prove which modalities or strategy will achieve greatest impact; reform efforts must be buttressed by coalitions (and not just rely on one 'champion'); that most teams have innate skills in TWP (in that they are almost always thinking politically), and; that change will require a significant shift in the pattern of incentives and institutional arrangements driving GoI if service delivery is to improve.

**Table 1: TWP in the KOMPAK Program Cycle**

TWP Principle	Minimalist Approach	Highly flexible/ TWP Approach
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<i>Political Analysis</i>	<ul style="list-style-type: none"> <li>✓ Actor and/or institutional mapping undertaken for major policy or reform issues in mid-2017</li> <li>✓ Actor and/or institutional maps and analysis updated based in learnings/ new information <i>ahead of quarterly review</i></li> <li>✓ <i>Ad-hoc</i> political economy analysis commissioned or undertaken in house to take a ‘deep dive’ into a specific sectoral or programmatic bottleneck the team want to understand better</li> </ul>	<ul style="list-style-type: none"> <li>✓ Actor and/or institutional mapping undertaken for major policy or reform issues in mid-2017</li> <li>✓ Actor and/or institutional maps and analysis used and updated <i>informally</i> by team as part of a <i>constant</i> process of acting/ thinking/ reflecting – e.g. weekly team meetings, partner discussions</li> <li>✓ Team have a clear strategy for coalition building, relationship management and political action – linked to achieving their project outcome – which <i>drives the teams work</i> in a coherent manner and is constantly adjusted in light of new information.</li> <li>✓ Political economy analysis <i>regularly</i> commissioned or undertaken in house to take a ‘deep dive’ into a specific sectoral or programmatic bottleneck the team want to understand better</li> </ul>
<i>Appreciate and Respond to Context</i>	<ul style="list-style-type: none"> <li>✓ Team understand who the key power brokers are, their interests and incentives, and how this might affect the achievement of their project outcomes.</li> <li>✓ Team have established (or are establishing) key relationships with key Government, private sector or non-government individuals who have the ability to influence their project outcome/ reform objective.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Teams not only have deep and trusted relationships with key/ powerful individuals, but also <i>connect</i> individuals to other networks and support the emergence (or continuation of) <i>coalitions</i> for specific reform problems.</li> <li>✓ Team make strategic use of the relationships and networks through other parts of KOMPAK to further their reform or project goals (e.g. linking national reform efforts to a sub-national agenda).</li> </ul>
<i>Flexibility in Program Design and Implementation</i>	<ul style="list-style-type: none"> <li>✓ At each six-monthly refocus meeting, teams take the analysis in their actor/ institutional maps into account when deciding on budget/ activity/ input/outputs etc for the next six months.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Teams have permission to adapt their theories of change, inputs, outputs and even activities in between quarterly and six-month review sessions, based on their analysis of the political context, learning and new information.</li> </ul>

### What are some of the tools KOMPAK teams will use to implement a TWP approach?

There are a wide range of tools available that different organisations have used to apply a TWP approach to programming. For KOMPAK, teams have the ability to select from the following mix of tools, depending on their preferences and the nature of the problem they are addressing:

- An approach to problem framing
- Actor and action maps
- Every-day institutional analysis questions
- Questions to ask at review and reflection (6-monthly, quarterly or more regularly)
- Political action strategies linked to specific policy reforms (these link analysis to action – i.e. what the team will do and with whom)
- Formally commissioned (internal or external) political economy analysis

These tools are each described in more detail in Notes 3 through 7.