TWP 'HOW TO' NOTE #3

TWP 'Tools'

What tools are available for programs wishing to 'TWP'?

There are a wide range of tools used by different organisations to apply a TWP approach to programming. Some of these focus more on the quality of our analysis (i.e. the 'thinking' bit of TWP), whereas others focus on helping teams develop program strategies, relationships, networks or supporting leadership and coalition building efforts (i.e. the 'doing' bit of TWP).

Some well-known examples of 'tools' include:

1. **The development entrepreneurship method which includes**: (1) a set of criteria for selecting a technically sound and politically possible reform (2) a theory of change template (3) a key measure to signal whether or not impact has been achieved (4) a timeline to track key events, milestones or progress markers for the team (5) a tool for selecting team members and (6) a coalition analysis and action map.

2. **The World Bank's problem driven analysis technique**: which focuses on the constraints to collective action problems and groups/ individuals being able to reach agreements (i.e. bargaining) on the way forward. This tool is usually applies to a specific problem or sector to understand why it hasn't performed as expected.

3. **The Development Leadership Program's 'everyday political analysis' tool:** which provides a set of simple and easy questions for teams to work through to consider why change is or isn't occurring from the perspective of stakeholders.

4. **DFID's Drivers of Change Analytical tool:** which is focused on helping donors understand the long-term structural, social, political and economic drivers of change in a given context, and identifying what this means for how donors structure their engagement at the country and sector level particularly.

While all of these tools adopt a slightly different approach to thinking about, and acting on, power and politics – at heart they each address at least one of the three key issues central to a political view of the world. Structure (background issues, e.g. demographic trends, political ideologies etc); institutions (the 'rules of the game') and/or agents (the people or groups who participate in change, e.g. lobbyists, politicians). See Guidance Note 1 for further detail.

What tools does KOMPAK use?

While still being refined, tested and rolled out, the KOMPAK approach to TWP has initially comprised of a simple and straight forward set of tools that enable teams to think about, and respond to, power and politics in their programming. These tools include:

1. **First, framing the problem**: This means clearly and succinctly defining the 'problem' that teams are grappling with, or that they want to better understand – particularly the political dimensions of the issue at hand. **Guidance Note #4.**

2. **Second, unpacking the drivers and different interests that have a stake in change:** This means working through a set of simple questions and an actor map to understand what the real drivers or blockers of change are. **Guidance Note #5.**

3. **Third, turning our analysis into a strategy for action:** this means thinking critically about who and where change is emerging (e.g. coalition building etc), and determining whether our project is making the best choices to support this change (e.g. in terms of our Theory of Change, relationships, activities, budget, partners, outcomes etc). **Guidance Note #6.**

4. **Fourth, a process of constant review, interrogation and reflection:** this means revisiting our analysis, activities and assumptions in light of: new information we have learnt; changes in the local political context; and lessons from implementing our activities. **Guidance Note #7.**

These tools are illustrated in the diagram below and described in more detail in Notes 4 through 7.

Figure 1: TWP Tools Available to KOMPAK Staff
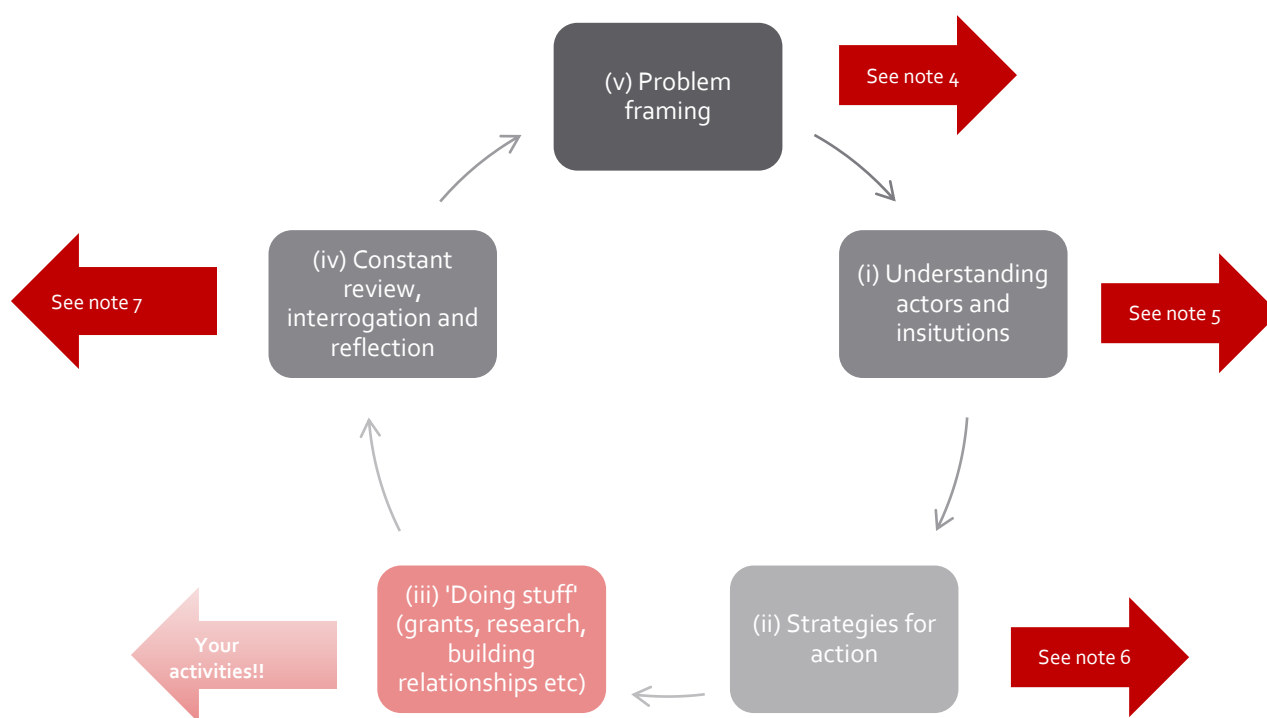
How often should you use 'TWP tools'?

The advantage of a TWP approach is that it can (and should) be used *constantly* throughout project design, implementation and review. Once teams have some initial analysis (or a best guess) in place, the most effective teams undertake the above 'cycle' of (i) thinking about power and politics (actors and institutions), (ii) what they will do in response (strategies for action), testing their ideas (activities, building relationships etc) and reflection on a **weekly**, if not **daily** basis. While some analysis can be undertaken formally (e.g. a deep dive by a consultant into a specific sector or policy issue), successful programs are *constantly* and *informally* meeting, as a team or one-on-one, to ensure they are sharing new information they have learnt and adapting the project in real-time in response to the local political context. The advantage of a TWP approach is that it does not have to wait until a formal review point in order to make micro-adjustments to budgets, activities, inputs and outputs.