

TWP 'HOW TO' NOTE #6

Political Strategies for Action

Now, given that we have a fairly good understanding of the political context (see Note #5), we need to decide what this means for our projects, budgets and activities going forward. *What, if anything, do we need to do differently to help bring about a change in the problem we identified?*

Because KOMPAK is already well into implementation, much of our effort will focus on fine-tuning existing project plans and budgets – rather than starting with a blank slate. As such, the final component of the 'TWP' approach includes:

- Step 1: Understanding what our actor and institutional analysis means for our projects
- Step 2: Agreeing how we will work differently

Step 1: Understanding what our analysis means for our projects

Looking back on your actor map, now consider the following questions. It may be helpful to record some of the answers on your original map – so you can see the difference between *your project's* level of influence and where the *real power-brokers* are.

1.1 Where do our relationships and partners fit on that map? Are we mainly focused on one type of actor (e.g. government, CSOs or the private sector)? Are we working with those trying to influence decision makers (e.g. the media) or the decision makers themselves (e.g. politicians)? Are our networks and relationships direct (e.g. a grant) or indirect (e.g. informal relationships through family or past-work ties)? Are we only focused on individuals or also thinking about their coalitions and networks too?

1.2 Who or what can/can't they influence? How influential are our partners and relationships over the problem at hand? Can they influence decisions directly or do they need to work through others (e.g. senior managers or as part of a coalition)? Can they influence all the decisions we think are needed to overcome the problem we are worried about? If not, why not?

1.3 Are we doing enough to influence the change needed to overcome the problem we identified? Are we actively supporting (directly or indirectly) those who we think have the ability to progress positive reform? If not, what new or expanded relationships do we need to develop? How else can we access the power-brokers (if not directly)? Are we doing enough to connect individuals to broader networks or groups who also have an interest in seeing positive change? If not, how else could we support this? Are we using all the networks available to us **across KOMPAK** to overcome the problem identified? If not, what else should we do?

Change is led by Indonesians

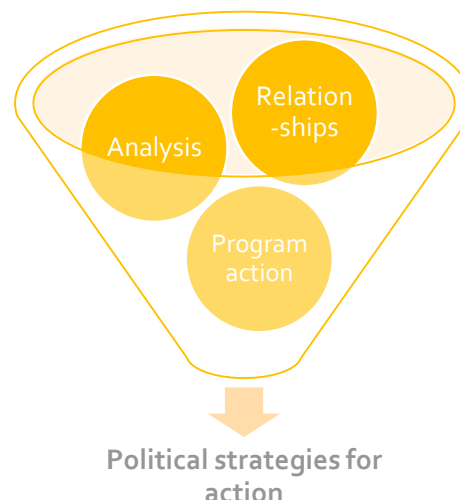
At this point, it is important to remember that KOMPAK's role is to support, enable and facilitate our Indonesian counterparts and partners to lead change and solve the problems they face. It is well-known that sustainable change cannot be led by foreign actors – instead, it must be led, shaped, defined and taken forward by Indonesians.

Step 2: Agreeing how we will work differently (our strategy)

Any good political strategy for action has at least three components¹.

- 1 **Analysis and knowledge** of the political context you are working in – the institutions, incentives, interests and motivations that are driving behavior. This is the information you provided under **How to Note #5** (Actor and Institutional analysis) and which you will update on a constantly (daily, it not weekly) as you learn more information through implementation.
- 2 **Relationships** that enable your team to undertake your projects and work with, through or alongside individuals, groups or coalitions who are willing to either put their political capital on the line to make change happen – or willing to work with others to overcome the problem at hand.

This is the information you provided in your actor map under **How to Note #5**, as well as your answer to question 3 in Step 1 (above).
- 3 **Program action** or ‘learning by doing’. The process of implementing activities, allocating budget, issuing grants/ contracts and adjusting them as we go in response to our analysis, what’s changing in the local political context and new information that we have learnt.



For KOMPAK teams to truly think and work

politically it is critical that our program action reflects our understanding of the political context.

In order to bring to bear the analysis you have completed through the past guidance notes, teams will need to discuss and agree the following points with their senior management:

- Any changes to partnering arrangements or new relationships we need to develop/ strengthen
- Any changes to how grants or sub-contracts are structured
- Any amendments to budget allocations for the following 3-6 months
- Any updates to the overall workstream theory of change
- Any updates to project outputs, inputs and outcomes over the following 3-6 months
- Any amendments to activity scope or duration
- Any revisions to internal team structure or core work duties
- Any areas where we need to undertake more in-depth analysis
- When the team will come back together informally or formally to continue to refine their analysis and assumptions reached through this process.

¹ The Asia Foundation must be credited for this typology. For more information see the paper “Reflections on Implementing Politically Informed, Searching Programs: Lessons for Aid Practitioners and Policy Makers” April 2016.
<https://asiafoundation.org/wp-content/uploads/2016/04/Reflections-onThree-Years-200416.pdf>