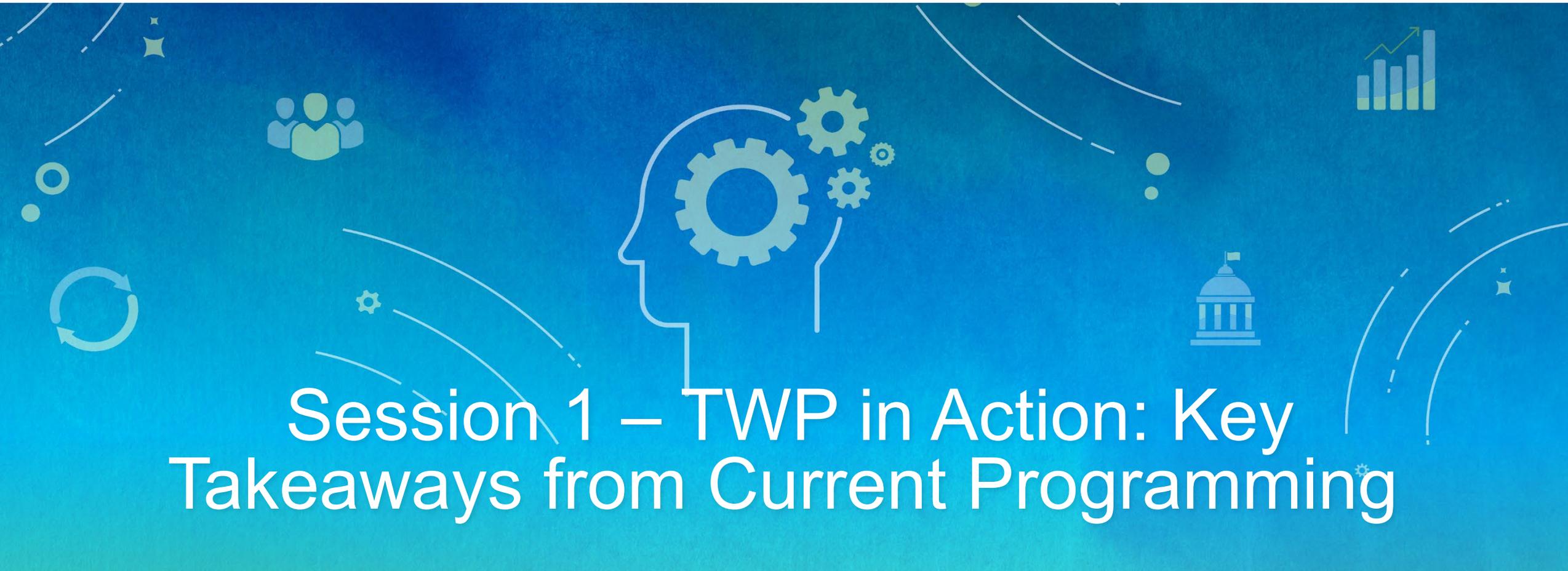


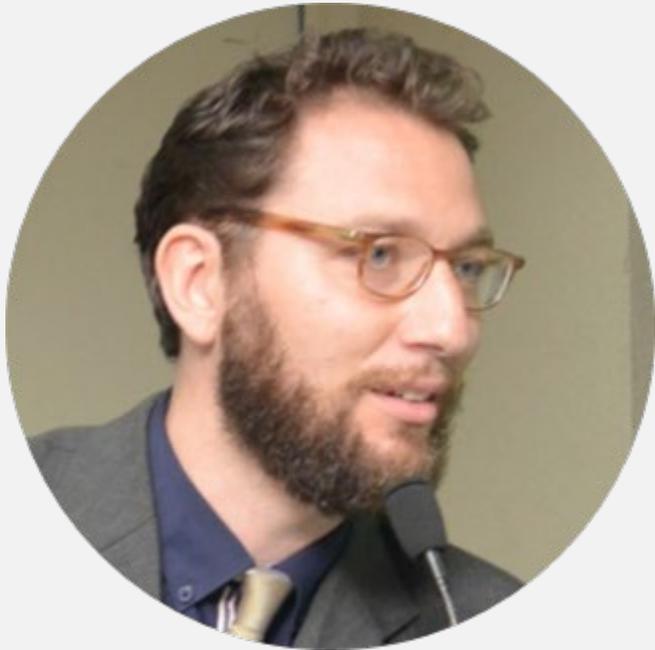
Day 1

# Thinking and Working Politically Learning and Futures Symposium



# Session 1 – TWP in Action: Key Takeaways from Current Programming

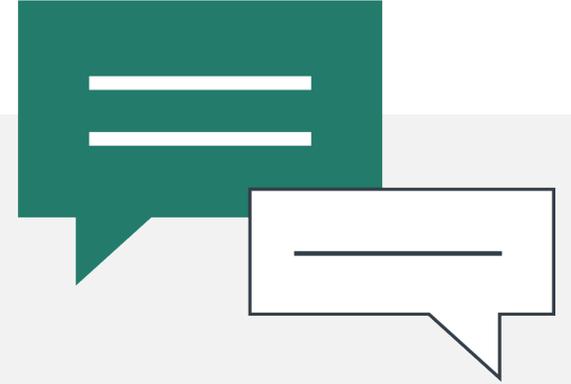
# Study of USAID Solicitation and Use of PEA by Contractors: Topline Findings



**Dr. Jonathan Rose**

Political Economy Analysis Advisor

USAID Center for Democracy, Rights, and Governance



# Political Economy Analysis: Trends in USAID Procurement and Contractor Implementation

*A Summary of Findings*

**Jonathan Rose, PhD** - USAID Center for Democracy, Rights, and Governance

**Bryce Watson** – Chemonics International



*December 15, 2022*



*This study was organized by the Washington, D.C. Working Group of the TWP Community of Practice. The findings in this presentation do not necessarily reflect the views of our respective institutions.*

# Questions

1. How often are PEAs required in USAID RFPs?
2. How are PEAs executed?
3. How are PEAs used?
4. What are the enabling conditions for PEA?



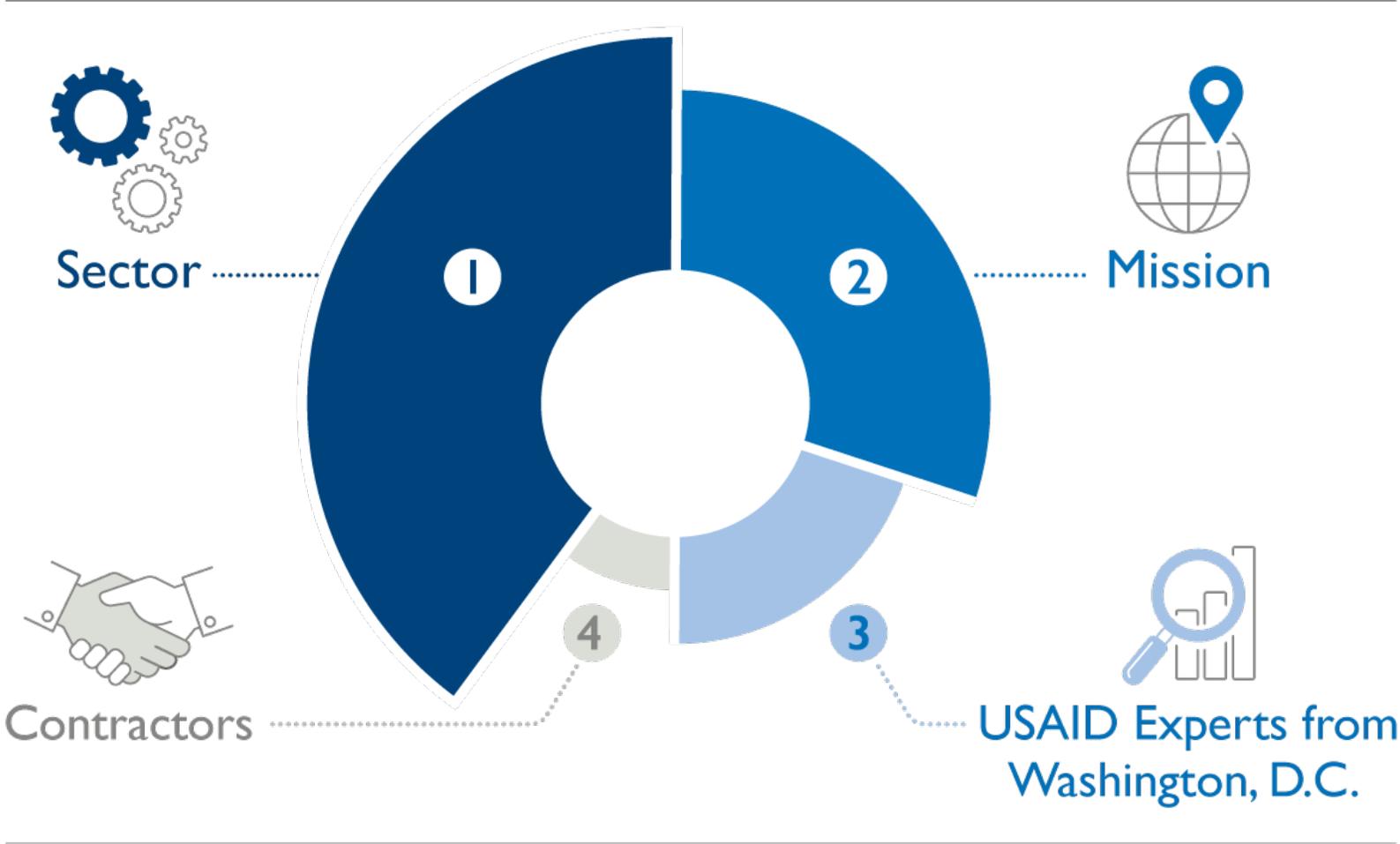
# Methodology

- 226 RFPs from 2018 – 2020
- 48 semi-structured interviews
- 7 PEA reports, discussed over a dozen others

# PEA is concentrated in certain sectors

PEA in RFPs (Percent)	
Environment and Natural Resources	50%
Democracy, Rights & Governance	45%
Economic Growth and Trade	12%
Peace, Stability and Transition	12%
Agriculture and Food Security	6%
Education and Youth	6%
Health	4%
Water, Energy, and Sustainable Cities	0%
<b>TOTAL</b>	<b>17.3%</b>

# What is the impetus for including PEA/TWP in RFPs?



## How are PEAs executed? The motivation...

- Understand immediately relevant information for projects
  - Identify government actors, priorities, processes
  - Interpret political environments/ events

# How are PEAs executed? Out of synch...

*“It was a bit of connecting the cart before the horse, or maybe even connecting it to a different horse. If I were to do it again, it would be great to have **more space and time to do the APEA justice** before work planning. I’m not sure how this feeds into program design, because **your work plan and MEL plan needs to be delivered within 45 days after the contract award but it takes four to five months to conduct the APEA.**”*

– COP of a justice activity



# How are PEAs used? Tactics dominate strategy

- Ways to engage with government
- Focus priorities or locations

*“We’re engaging with the government on changing the [land reform] policy, but if there’s low appetite... we can shift to working with the private sector to create business associations and help them push for reform... We’re also investing in pilots on tariffs and hard infrastructure and efficient management to show the impacts it can have on business and then use that information to try and continue advocating for reform.”*

– COR of an agriculture activity



# What are the enabling conditions for an effective PEA?

- Activity conditions for CLA
- **Approach, qualifications and relationships among key personnel**

*“There was really limited impact of the PEA because of the structure of the contract. It was very strict with very little space to adapt based on what we learned. The timing was also tough because of the strict fixed price deliverables.”*

– COP of a USAID activity

## Implications for improved PEA Implementation

1. Should PEA practitioners focus PEA on the question of why or embrace a variety of political analyses?
2. What opportunities are there to strengthen the enabling conditions for PEA/ TWP?
3. How to ensure learning about political economy issues across team and organizational boundaries?

Thank you!

[jonrose@usaid.gov](mailto:jonrose@usaid.gov)

[bwatson@chemonics.com](mailto:bwatson@chemonics.com)



# Chemonics Study of TWP Practice: Topline Findings



**Renee Kantelberg**

TWP Learning Specialist





# How and Why Practitioners Think and Work Politically: Evidence from Chemonics Programming Across Sectors

Renee Kantelberg  
TWP Learning Specialist  
December 15, 2022



# Background and Methodology

- Builds on the **USAID & Chemonics** study
- **How and why** Chemonics project teams think and work politically: **manifestation and factors, lessons learned, and impact**
- **17 projects** total, both USAID and FCDO
- Deeper dive into **nine**: Syria, Mozambique, Peru, Tunisia, Pakistan, Timor Leste, Bangladesh, Iraq

# Manifestations of Thinking Politically

*Projects go about “thinking politically” in similar ways, and in some different ways:*

1. **Variety of tools** as part of “PEA”
2. Project **staff involvement** in APEA varies
3. **Integrating PEA into internal systems (MEL) and team culture**
4. A small number “think politically” in highly **iterative, adaptive, and participative ways** with local actors

# Factors and Lessons for Thinking Politically

*Three interconnected factors contribute to and encourage thinking politically:*

1. **Design and approach** of the APEA
2. **Internal dynamics** of the project and staff
3. **External dynamics** of partners and relationships

**Lesson:** the depth of the analysis matters.

# Manifestations of Working Politically

1. Use several different **strategies, activities, and tactics**
2. **Adjust activities** to shift as needed or take advantage of windows of opportunity
3. **Relationships** both formal and especially informal
4. **“Daily applied PEA”** through a spectrum of formal and informal actions and activities

# Factors and Lessons for Working Politically

1. **Senior leadership** that understands the value of TWP and enables
2. **Staff engagement and facilitative skills** (not just technical skills) to build and leverage **relationships, networks, and stakeholder connections**
3. **Donor support** to TWP and regular PEAs, in multiple ways
4. **Staff capabilities**, systems, motivation, and flexibility in their contracts
5. Leveraging or developing a wide range of **networks and stakeholder connections**

**Lesson: Relationships matter**, for sustainability as well as for an immediate ability to get things done.



UA O E T O



Promove Artezenatu  
Ba Turizmu Hodi  
Alkansa Inkluzãun  
Husi Produtores Ho  
Defisiênsia



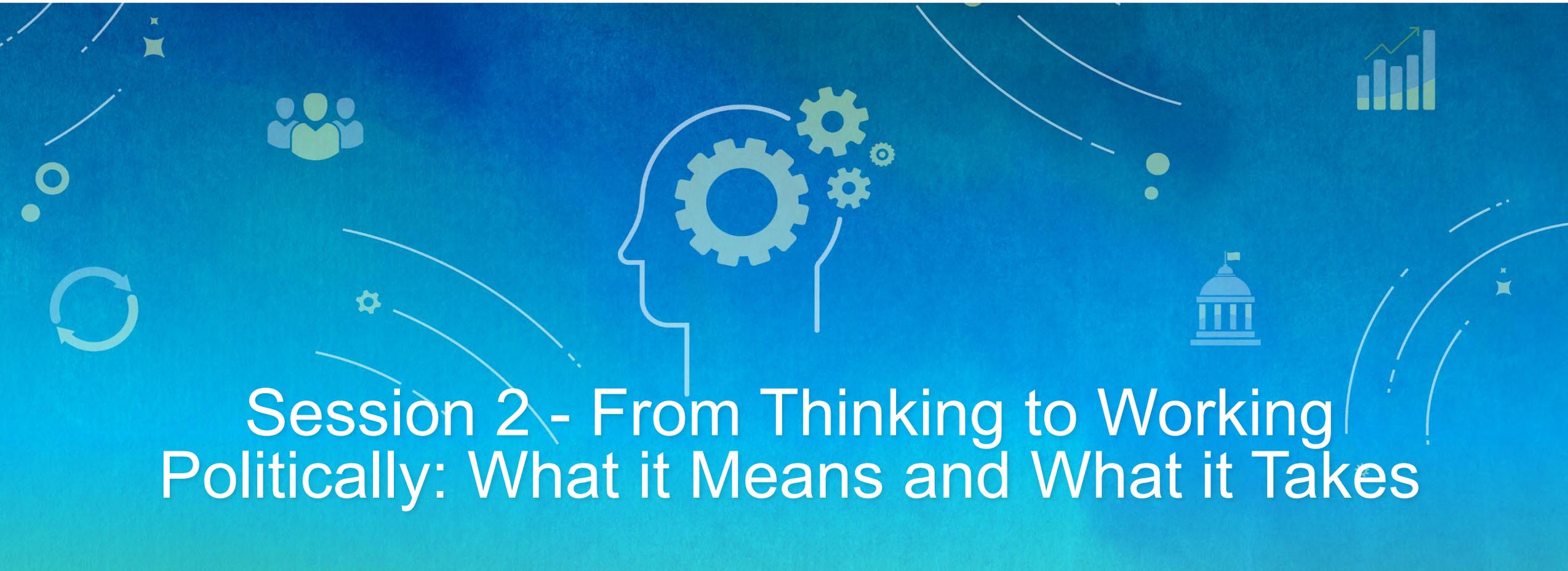
Tali biru

# Value and Impact of TWP

- **Working planning**
- **Staff recognition** they could influence and support local development
- **Identification of other unexpected institutions** and other actors that promote reform
- **Greater understanding of the relevance and importance of power, equality, and exclusion**
- **The process of engaging in thinking politically with local stakeholders** itself became an act of working politically

# Recommendations

1. **Invest in precise, actionable questions**, including that examine assets, not just problems.
2. **Balance and purposefully mix** robust, explanatory research with operational, flexible, rapid, and informal exercises.
3. **Close the gap between APEA insights and action**, and between institutions and individuals, with behavior science.
4. **Support the many ways of working politically**, including explicit, purposeful investment in relationships, testing, and iteration.
5. **Formally integrate TWP into MERL and CLA processes.**
6. **Support local TWP** for true locally led development.



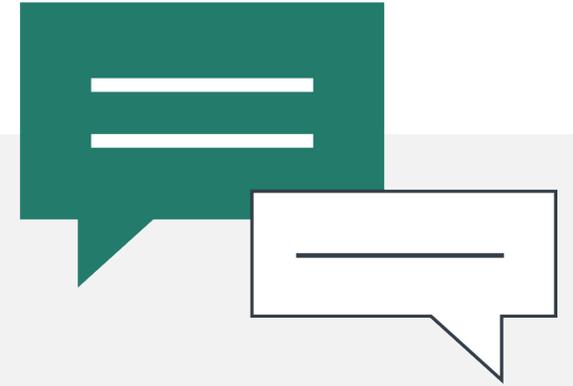
# Session 2 - From Thinking to Working Politically: What it Means and What it Takes

# Introductory Presentation: Highlights on “working politically”



**Dr. Jennifer Swift-Morgan**

Senior Advisor,  
Chemonics International



**Working Politically:  
Highlights from  
Chemonics Programming  
Across Sectors**

**Dr. Jennifer Swift-Morgan**  
**Senior Advisor**  
December 15, 2022

“politics  
is more  
difficult  
than  
physics”

Albert Einstein

# Manifestations of Working Politically

1. Use several different **strategies, activities, and tactics**
2. **Adjust activities** to shift as needed or take advantage of windows of opportunity
3. **Relationships** both formal and especially informal
4. **“Daily applied PEA”** through a spectrum of formal and informal actions and activities

# Manifestations: Project Case A

## 1. Leveraging and nurturing relationships

- 
- **Thinking** → identified main decision makers at multiple levels, plus departments open to reform
  - **Working** → “staff work relationships and who they know informally and personally in government, who hold positions of power, so they can move things when facing delays.”

## 2. Deciding what to do and what not do

- 
- **Thinking** → Identifies persistent blockages to important processes
  - **Working** → Drop this tack, discuss with donor to cut the losses, and turn towards where progress is happening

# Manifestations: Project Case B

**Relationships, con't: Engaging vested interests and multiple grains**

- 
- **Thinking** → identified multiple existing actors and institutional dynamics with at least some interests that align with project goals
  - **Working** → follow those grains: conduct activities supported by common interests

# Manifestations: Project Case C

## Everyday *applied* PEA

- 
- **Thinking** → continuously analyze the project context in team meetings, e.g. champions – are they achieving the desired outcomes? Why/why not?
  - **Working** → “We adjust weekly, daily even, depending on the challenges. We adjust strategies, not the outcomes.”

*“never underestimate how political change can affect the project”*



# Factors for increased and improved *working politically* behavior

1. **Leadership:** *capabilities* (knows and can do TWP), *opportunities* (formal and informal), *motivation* (cares about TWP, expectations)
2. **Staff:** *capabilities* (analytic, relational, facilitative), *opportunities* (structure and processes), *motivation* (leaderships' priorities, performance measurement)
3. **Donor managers:** *capabilities* (knows, maybe can do TWP), *opportunities* (structure and processes), *motivation* (leaderships' priorities, performance measurement)

# Recommendations

1. Invest in precise, actionable questions, including that examine assets, not just problems.
2. Balance and purposefully mix robust, explanatory research with operational, flexible, rapid, and informal exercises.
3. **Close the gap between APEA insights and action**, and between institutions and individuals, with behavior science.
4. **Support the many ways of working politically**, including explicit, purposeful investment in relationships, testing, and iteration.
5. Formally integrate TWP into MERL and **CLA processes** with resources and incentives to adhere to these processes.
6. **Support local TWP** for true locally led development.