Harnessing knowledge, generating evidence, and supporting innovative policy and practice for more effective anti-corruption programming

This event is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of the Targeting Natural Resource Corruption project and do not necessarily reflect the views of USAID, the United States Government, or individual TNRC consortium members.
TNRC Learning Series

Targeting corruption in environmental crime & natural resource governance: Can Thinking & Working Politically help to unlock political will?

Professor Heather Marquette, University of Birmingham (Presenter)
Jeffrey Stark, DAI (Discussant)
**Ground rules...**

1. Pose questions at any time by clicking on the “Q&A” icon
   
   “Like” questions to “upvote” them for the moderator and/or answer from your experience

2. Exchange thoughts with other participants via chat

   *Introduce yourself and share your own insights and ideas in the chat window*

3. Respond to polls as they are launched

   *Make your selections and remember to click “submit”!*
POLL

Where are you based?

a. Africa
b. Asia
c. Latin America and the Caribbean
d. North America
e. Europe
f. Other
Targeting corruption in environmental crime & natural resource governance: Can Thinking & Working Politically help to unlock political will?

LEARNING QUESTIONS
1. What is ‘political will’ and why does it matter?
2. How can TWP help to unlock political will?
3. How can I integrate TWP into my day-to-day work?

Heather Marquette
Professor of Development Politics
University of Birmingham
How important do you think it is to integrate political thinking into your work?

a. Not important  
b. Somewhat important  
c. Very important
Why are we talking about ‘thinking and working politically’?

• From late 1990s on, growing recognition in the sector of what Adrian Leftwich called the ‘primacy of politics’

• A common message emerged from huge range of research and policy outputs:
  • “that politics and institutions are the crucial determinants of developmental outcomes … they all draw our attention to the critical importance of agency: that is, to the players of the game and the choices and strategies they adopt, within or beyond the prevailing rules, as the key factors in promoting (or resisting) progressive change” (Laws and Leftwich 2012: 20&22)

• From this came the call to begin to ‘think and work politically’
Why should we think and work politically?

Change is inherently political

Change involves renegotiation of power and resources. It creates winners and losers, so there will always be people or groups who want to keep the status quo, and those who will welcome change because they stand to gain from it.

Change is complex and often unpredictable

It is very hard to know with certainty how a given project or reform process will unfold at the outset because it will involve changes in behaviour, incentives and interactions.

TWP is a way to adjust the way we work to these fundamental propositions about the nature of development.
What does it mean to think & work politically?

<table>
<thead>
<tr>
<th>Three core principles</th>
<th>In plain English</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strong political analysis, insight, and understanding</td>
<td>1. Don’t just say ‘there’s a lack of political will’…unpack this!</td>
</tr>
<tr>
<td>2. A detailed appreciation of, and response to, the local context</td>
<td>2. ‘Best fit,’ rather than ‘best practice’. Work with the grain, be ready to act, don’t mess things up!</td>
</tr>
<tr>
<td>3. Flexibility and adaptability in programme design and implementation</td>
<td>3. Don’t get stuck on one course of action. Test, adapt, change... you may like your model in theory but kill it if it doesn’t work in practice!</td>
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</tbody>
</table>
What is ‘political will’ and why does it matter?

Corruption — the elephant in the room, in the fight against environmental crime.
By Delfin Ganapin, WWF Governance Practice Lead

Just add political will — and proper investment

But more than anything else perhaps, the biggest challenge we face is the absence of political will.

Leaders gathering at the African Union summit this year can change this — by redoubling commitments to good governance, collaboration and sustainability, and by investing meaningfully in institutional capacity, civil society and practical action.

Without both political leadership and investment in tackling environmental crime and corruption, our efforts to ensure Africa’s natural resources flourish and benefit its citizens and economies for the long-term will come to nought.
Unpacking the ‘double black boxes’ of political will and corruption

The black box of political will

**INPUT**
- Reform efforts
- Program design and delivery implementation efforts

**OUTPUT**
- Successful policy reform
- Effective implementation
- Establishment or maintenance of developmental institutions

**WILL PRESENT**

**WILL ABSENT**
- Failed reform
- Failed implementation
- Failure of developmental institutions

Questions:
- What is political will and how does it work?
- Is it individual or collective?
- Where does it come from?
- Can it be built or supported?
- Is it always accepted? Sustainable?

Corruption: unpacking the black box of political will

HEATHER MARQUETTE, CARYN PEIFFER

Image: An anti-corruption billboard in Zambia (Photo: Lars Ploughmann)
How can Thinking & Working Politically help to unlock political will?

**INDIVIDUAL**

Developmental leadership relies on motivated individuals with the values, interests and opportunity to influence change.

**COLLECTIVE**

Motivated people overcome barriers to cooperation and form coalitions with power, legitimacy and influence.

**SOCIETAL**

Coalitions’ power and effectiveness partly hinges on their ability to contest and de-legitimise one set of ideas and legitimise an alternative set.

**DISCUSSION NOTE:**

**THINKING AND WORKING POLITICALLY AND STRENGTHENING POLITICAL ECONOMY ANALYSIS IN USAID BIODIVERSITY PROGRAMMING**

May 2019
How can I integrate TWP into my day-to-day work?

- Political economy analysis (PEA)
- Problem-driven iterative adaptation (PDIA)
- Adaptive management (AM)
TWP health warnings!

Not quite...
Further Resources

Join the TWP Community of Practice: [https://twpcommunity.org/](https://twpcommunity.org/) where you’ll find many more resources

**READING LIST**

- The case for Thinking & Working Politically: The implications of ‘doing development differently’
- What does the evidence tell us about ‘thinking and working politically’ in development assistance?
- Inside the black box of political will: 10 years of findings from the Developmental Leadership Program
  [https://www.dlprog.org/publications/research-papers/inside-the-black-box-of-political-will-10-years-of-findings-from-the-developmental-leadership-program](https://www.dlprog.org/publications/research-papers/inside-the-black-box-of-political-will-10-years-of-findings-from-the-developmental-leadership-program)
  - Grappling with the ‘real politics’ of systemic corruption
  - Thinking politically about corruption as problem-solving
  - Everyday Political Analysis (EPA)
    [https://www.dlprog.org/publications/research-papers/everyday-political-analysis](https://www.dlprog.org/publications/research-papers/everyday-political-analysis)
  - Thinking and working politically: Learning from practice
  - Thinking and working politically through applied political economy analysis
- Thinking and working politically and strengthening political economy analysis in USAID biodiversity programming
  - Thinking and doing anti-corruption programming differently
    [https://issuu.com/adamsmithinternational/docs/thinking_and_doing_anti-corruption](https://issuu.com/adamsmithinternational/docs/thinking_and_doing_anti-corruption)

Any queries, please contact: h.a.marquette@bham.ac.uk
Reflections from Practice

Jeffrey Stark *(Discussant)*
Senior Advisor, Political Economy Analysis and Thinking and Working Politically
DAI
Advancing Reforms to Promote Sustainable Management of Ghana's Small Pelagic Fisheries: An Applied Political Economy Analysis

A few final thoughts...

• TWP is largely about gaining insight into challenges you are already dealing with, e.g., policy reforms, behavior change, community engagement.

• A helpful question that is always worth asking is, “How did it get to be this way?” The history of a problem will tell you a lot about the context, relevant actors, and political dynamics.

• TWP takes time, effort, and resources: Procurements need to have inception periods, planned pause and reflects, resources for PEAs, and space for trial-and-error. For that to work, donors and implementers need mutual trust.

• TWP is a team sport. Ghana PEA had team members from different disciplines and units in both Washington and Accra. TWP helps learning and adaptation but also collaboration, which strengthens possibilities for programmatic uptake of TWP and PEAs.
How important do you think it is to integrate political thinking into your work now?

a. Not important
b. Somewhat important
c. Very important
Elizabeth Hart *(Q&A Moderator)*
Chief of Party
Targeting Natural Resource Corruption
WWF
TNRC's goal is to expand and deepen understanding of anti-corruption in natural resource management. Did this event provide you with new information?

a. Yes  
b. No  
c. Unsure

After attending this webinar, would you say that you have:

- A better understanding of political will?
- A better understanding of how TWP can help unlock political will?
- At least one idea for how to integrate TWP into your day-to-day work?
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