Opener: setting the scene

Graham Teskey
Principal Governance Specialist
DFAT Australia

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Outline: 8 slides, mostly diagrams - 15 minutes.

1.   Five aspects of contemporary governance 'angst'
2.   Traditional and TWP approaches compared
3.   The basic idea of TWP
4.   Two big challenges
5.   Our internal environment
6.   Does TWP have a future?
7.   An economist speaks (and not just any old economist)
8.   Workshop objectives

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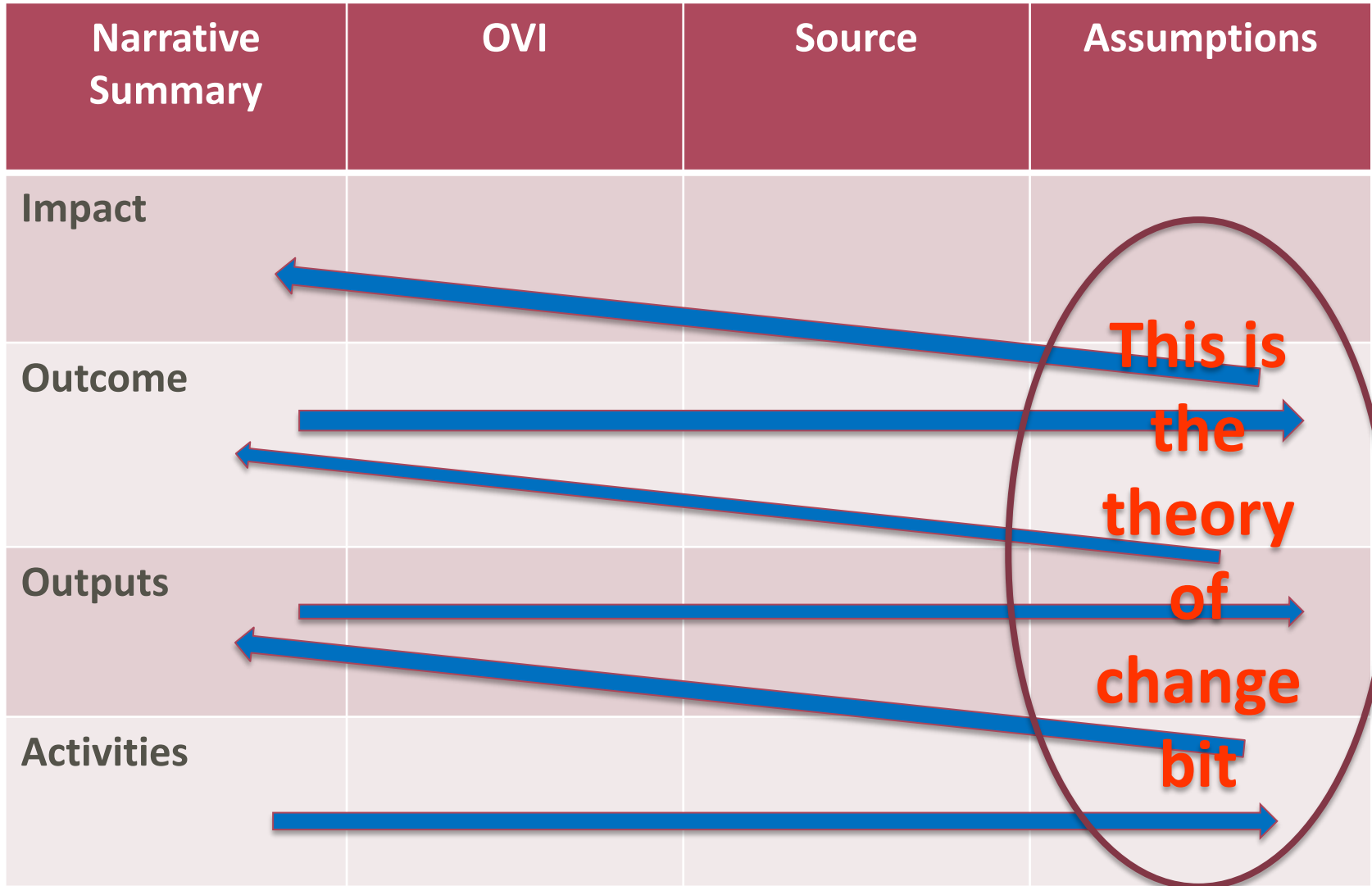| The five dimensions of the governance 'angst'	The issues?
The big historical sweep (the video)	How does a strong, effective and accountable state come into being over the longer-term?
State of the state (the snapshot)	How can we assess the institutions, incentives and interests that make up the modern nation state?
Constraints to growth	What are the major governance and institutional constraints to growth, development and poverty reduction? Which institutions come first? What are the trade-offs?
Characteristics of the public sector and the services to be delivered	How to design and structure effective and efficient services for the public good?
The individual intervention	How can we design and implement projects that are flexible and which respond and adapt to changing institutional and political environments?

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	Traditional	TWP
Discipline	Economics, management	Political economy, Institutional economics
Planning paradigm	Blue print; end-state; linear; rational sequencing	Clear objectives but path undefined, incrementalism , trial and error, iterative
Motif	Project frameworks	Systems theory, complexity
Timing	Fixed	Open
Theory of Change	**Assumed**	**Adaptive**
Inputs	Programmed	Indicative
Problem definition	**Lack of resources or capacity constraints**	**Limited scope for collective action; reform-resistant institutions; vested interests**
Changes sought	Transactional	Transformational
Change agents	**Officials, TA**	**Coalitions, networks, leaders**
Way of working	**Principal-Agent**	**Partnership**
Prior knowledge	**None**	**Huge: domestic political economy; country context, nature and functioning of the state: power relations (gender of course is central)**

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Narrative Summary	OVI	Source	Assumptions
Impact			
Outcome			
Outputs			This is the theory of change bit
Activities			

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The external real world environment::

- Have we the skills to read the shifting political economy: the maelstrom of individual and collective incentives and interests that seem to dissolve and reform seemingly daily? In short: understanding power

Our internal unreal world environment:

- Do our own procedures, systems and incentives encourage such flexibility and responsiveness?

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Nervousness about being seen to be political

Staff turnover: the three year posting

The tyranny of the PF

Staff skills

Risk aversion

Spending targets must be met

Lack of local knowledge

"Get used to it" UK Secretary of State

The results frenzy

Does TWP have a future? At a critical time with sceptical governments and sceptical publics…. Need to turn the fine words and principles into evidence that it leads to better outcomes

Possibly:

- ✓ Easier to prosecute this agenda in Foreign Affairs ministries?
- ✓ 2015 a big year for development
- ✓ Frustration over continued weak results?
- ✓ Combined gender and governance voice is powerful

Possibly not:

- × Agencies schizophrenic
- × Spending and branding always seem to beat outcomes and effectiveness
- × Economics remains the dominant mode of thinking…..but….

"Politics is too important for development in general to be left to political scientists and governance advisors only – we *all* need to think about it when we act."

Aid is Politics, Stefan Dercon, DFID Chief Economist, 2013.

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(i)   TWP and gender (today)

?   Has PEA / TWP been gender blind?
?   Ways of working together
?   What does a gendered approach to TWP mean?
?   Prosecuting cross-cutting agendas

(ii) Practicalities of TWP in more 'traditional' programs (tomorrow)

?   Scope for adaptation, flexibly?
?   What has worked