



Evidence.
Ideas.
Change.

*Towards a more politically
informed approach to
institutional change and
capacity building for
agricultural extension*

Ed Laws, ODI. E.laws@odi.org.uk

Common political/governance challenges in agricultural extension and capacity building

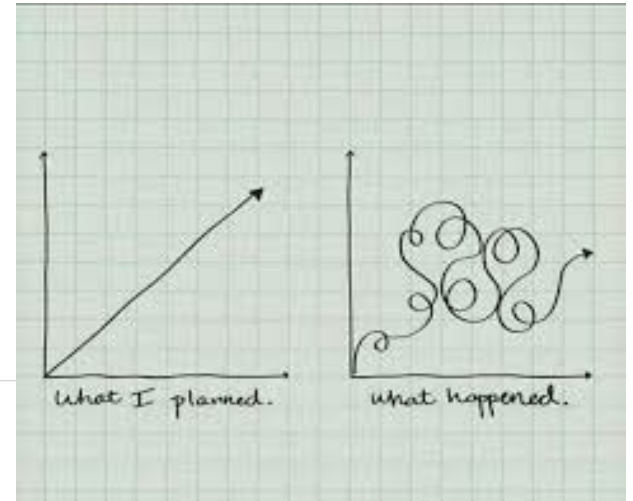
- Lack of commitment in government
- Poor co-ordination
- Norms/expectations around gender
- Lack of effective collective action
- Political capture

Areas to cover

- ‘Thinking and working politically’ and ‘adaptive management’ for institutional change
- Tools and frameworks for doing this
- Applying these ideas about institutional change and capacity development to agricultural systems

Working politically and adaptively for institutional change

- Institutional change requires understanding and engaging with politics and power – hence the need to ***think and work politically***
- Institutional change requires engaging with complex and unpredictable systems – hence the need for more ***adaptive ways of working***



Donors, practitioners and researchers are increasingly embracing these ideas

Increasingly, aid programmes have to show how they're 'doing' TWP or being adaptive

Communities of practice have formed to cement these principles and share experience and good practice



THE DDD MANIFESTO

ON DOING DEVELOPMENT DIFFERENTLY

Too many development initiatives have limited impact. Schools are built but children do not learn. Clinics are built but sickness persists. Governments adopt reforms but too little changes for their citizens.

This is because genuine development progress is complex: solutions are not simple or obvious, those who would benefit most lack power, those who can make a difference are disengaged and political barriers are too often overlooked. Many development initiatives fail to address this complexity, promoting irrelevant interventions that will have little impact.

Some development initiatives, however, have real results. Some are driven domestically while others receive external support. They usually involve many players – governments, civil society, international agencies and the private sector – working together to deliver real progress in complex situations and despite strong resistance. In practice, successful initiatives reflect common principles.

- They focus on solving local problems that are debated, defined and refined by local people in an ongoing process.
- They are legitimised at all levels (political, managerial and social), building ownership and momentum throughout the process to be 'locally owned' in reality (not just on paper).
- They work through local conveners who mobilise all those with a stake in progress (in both formal and informal coalitions and teams) to tackle common problems and introduce relevant change.

- They blend design and implementation through rapid cycles of planning, action, reflection and revision (drawing on local knowledge, feedback and energy) to foster learning from both success and failure.
- They manage risks by making 'small bets': pursuing activities with promise and dropping others.
- They foster real results – real solutions to real problems that have real impact: they build trust, empower people and promote sustainability.

As an emerging community of development practitioners and observers, we believe that development initiatives can – and must – have greater impact.

We pledge to apply these principles in our own efforts to pursue, promote and facilitate development progress, to document new approaches, to spell out their practical implications and to foster their refinement and wider adoption.

We want to expand our community to include those already working in this way.

We call on international development organisations of all kinds to embrace these principles as the best way to address complex challenges and foster impact. We recognise the difficulties, but believe that more effective strategies and approaches can generate higher and lasting impact.

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Visit <http://doingdevelopmentdifferently.com/the-ddd-manifesto/> to see signatories and sign up

ODI's main engagements in this space

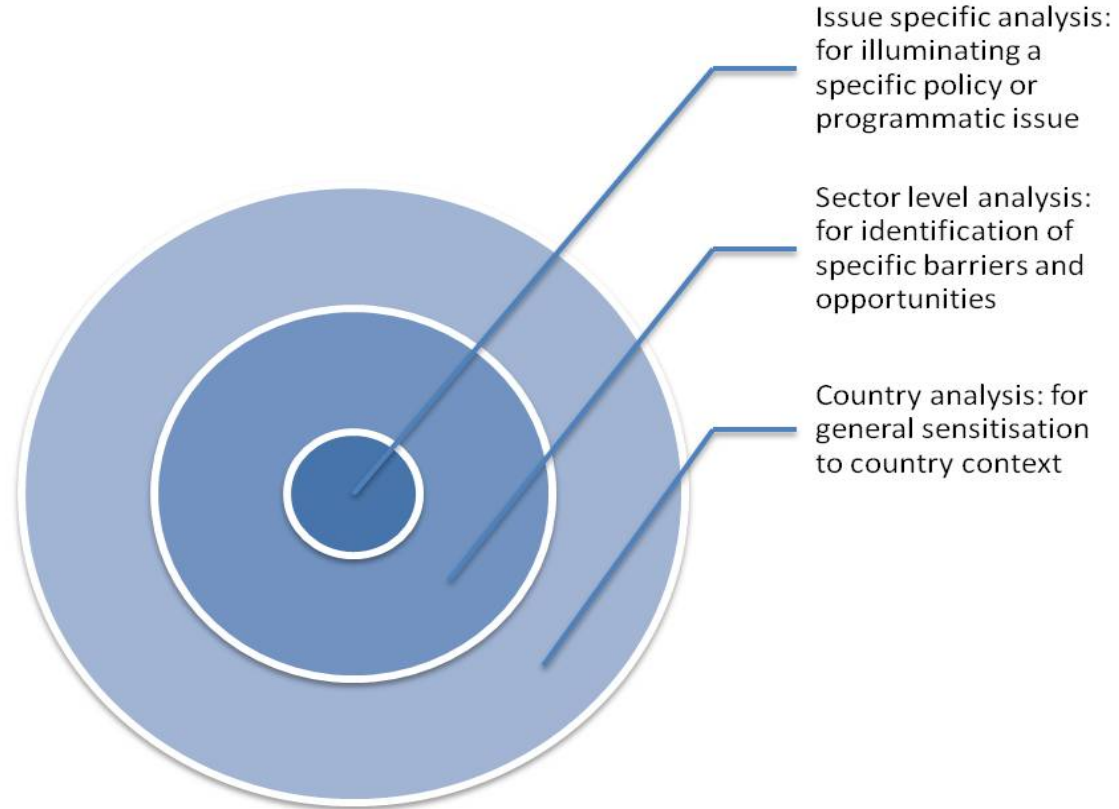
LearnAdapt – working with the UK's Department for International Development (DFID) to build flexible systems, processes and tools

Global Learning for Adaptive Management - promoting rigorous evidence-based approaches to adaptive management

From theory to practice

- The social and political environment will **inevitably** have an influence on how agricultural systems operate
- How do we build a better understanding of that environment?
- We can start with **political economy analysis** to understand how structures, agents and institutions interact to **drive** or **block** change and **why**

Three levels of PEA



Sector-level PEA – Key areas for analysis

Stakeholders

Corruption and rent-seeking

Ownership structure and financing

Ideologies and values

Power relations

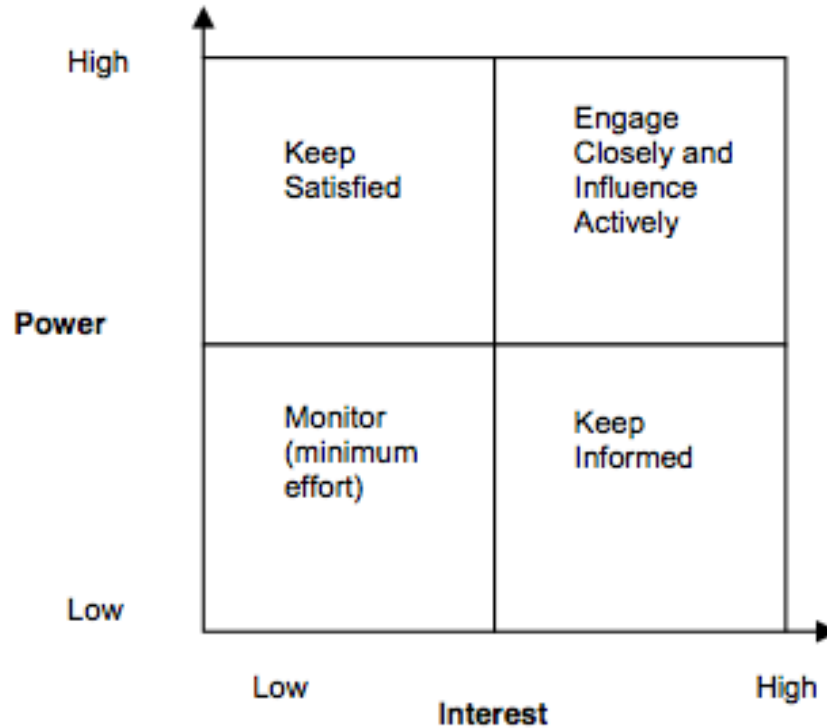
Decision-making

Historical legacies

Sector-level PEA – Nepal health sector

- Understanding how the transition to federalism will affect health delivery
- Digging deeper into the political economy factors behind staffing shortages in rural areas - patterns of corruption, rent-seeking and political capture.
- Collective action problems that are bound up with poor institutional integrity

Problem-driven PEA – stakeholder mapping



Country or macro-level PEA

- Political prioritisation
- The visibility and ‘political returns’ of your activities
- Patterns of demand and accountability
- Structural features that interact with political economy

TWP and institutional change in Tanzania: sunflower production and taxation

- Institutions for Inclusive Development (I4ID) (DFID + Irish AID)
- Spotting a window of opportunity for policy change
- Mapping key stakeholders
- Building a coalition in support of reform
- Leading to tariff changes that should result in a positive outcome for smallholder farmers



I4ID

INCLUSIVE DEVELOPMENT

I4ID stakeholder map

Category A: High Power-Low Interest

- Prime Minister
- Speaker of the National Assembly
- Ministry of Finance
- Ministry of Trade Tanzania Revenue Authority

Category B: High Power – High Interest

- Office of the President
- Ministry of Agriculture
- Large scale processors
- Local Government Authority
- MPs from Budgeting and Agricultural committees and from sunflower production areas

Category C: Low Power – Low Interest

- Ministry of Communication, Science & Technology
- Former leaders

Category D: Low Power - High Interest

- Smallholders farmers
- Civil society organisations e.g. the Agriculture Non-State Actors Forum (ANSAF)
- Tanzania Private Sector Foundation (TPSF)
- Confederation of Tanzania Industries

Key takeaway principles for thinking and working politically

How can we make progress on low commitment, co-ordination and collective action problems, gender equity and elite capture?

1) Support inclusive local leadership

- *Engage with local individuals, organisations or movements*
- *Binging diverse actors together*
- *Nurture locally driven change processes*

How can we make progress on low commitment, co-ordination and collective action problems, gender equity and elite capture?

2) Work with the grain

- *Focus on issues with local traction*
- *Find ways of securing the support of powerful players*
- *Find a balance between principle and pragmatism*

How can we make progress on low commitment, co-ordination and collective action problems, gender equity and elite capture?

3) Embrace uncertainty and learn through adaptation

- *Using M&E in creative ways to support learning*
- *Work with local partners to flex and adapt*
- *Embrace the long-term nature of change*

Thank you!

e.laws@odi.org.uk

 @EWDLaws

