A. Introduction

On December 11-12, 2019, the Global Delivery Initiative and Chemonics International co-hosted a learning event entitled “Walking the Talk: Thinking and Working Politically in Practice.” The event brought together a diverse group of experts, practitioners, academics and policy thinkers across multiple sectors to explore practical approaches and tools to operationalize TWP principles on the ground. The conference involved a total of 75 participants over two days filled with expert presentations, discussion and multiple break-out sessions in order to focus attention on how TWP works (or doesn’t) at the point of implementation.

B. Background

In 2017, a volunteer group of individuals working for organizations in the Washington, D.C. area on design and implementation of US Government funded development formed the D.C.-based working group of the Thinking and Working Politically Community of Practice (TWP COP). The working group has several subcommittees, including: i) Gender and TWP; ii) How to TWP for the Journey to Self-Reliance; iii) Procurement Analysis; iv) Building the TWP Evidence Base; and v) Events and Opportunities for TWP integration. The community aims to help better understand how to translate the evidence that political factors are usually much more important to determining developmental impact than the scale of funding or the technical quality of the programming. The three core principles of TWP are: i) strong political analysis, insight and understanding; ii) detailed appreciation of, and responsiveness to, the local context; and iii) flexibility and adaptability in program design and implementation.

The Global Delivery Initiative (GDI) brings together more than 50 partners from across the development sector, including: governments, international organizations, bilateral agencies, think tanks, implementing organizations, and NGOs. Drawing on the experience of this broad network, GDI analyzes implementation processes to surface operational knowledge, lessons, and insights. A primary focus of this work is understanding delivery challenges – the non-technical problems and obstacles that arise during implementation. These include a vast range of potential bottlenecks and disruptions: for example, changes in leadership, misaligned incentives, problems with interagency coordination, lack of data, and capacity gaps.
Many of these delivery challenges are ultimately political. They’re a product of the prevailing power structures, interests, and incentives that shape how leaders and institutions interact with each other and with the people they serve. These delivery challenges can cause delays, drive up the cost of ongoing reform efforts, undermine trust, cause backsliding on hard-won gains, and ultimately prevent the achievement of results. Supporting practitioners to better understand, navigate and confront delivery challenges is central to GDI’s mission. This requires understanding how to embed TWP and adaptive approaches within decision-making processes, implementation strategies, M&E frameworks, and daily operations.

In 2019, Chemonics became a member of GDI following a conference in Berlin on Doing Development Differently (DDD). Chemonics and GDI jointly convened this event to bring a deeper focus on TWP as part of addressing delivery challenges in complex contexts. The goal of this event was to advance the discussion beyond appreciation of the benefits of applying TWP in development to concrete ways in which TWP is being operationalized. To “walk the talk,” participants explored what gets in the way of adopting these principles as our way of doing business and how development actors can work to embed these approaches more deeply in our work.

C. Day One: Walking the Talk – Diverging, Converging and Moving Forward

The conversation began in full plenary session with presentations from other disciplines – from the experience of NASA scientists, to the world of gaming, to the agile approaches of the private sector. Like development professionals, these experts wrestle to understand and respond to complexity. The event was designed to explore their experience to see what development actors might learn and apply to thinking and working politically.

After considering these ideas, we turned to a second panel of experts representing the development sector experience from the differing perspectives of donors – bilateral and multilateral – and implementing organizations. Connections that particularly resonated with participants included the need to change our approach by being open to new ways of thinking about development problems: looking inward to bring our whole person to the task and using new and different formats that serve to broaden our perspectives. Second, we can advance our thinking on TWP with knowledge from different sectors that are also grappling with complexity. These disciplines are a source of new and useful approaches relevant to international development challenges.

“Spectrogram” exercise helps to take a reading from participants on how much progress we have made in operationalizing TWP.
For a final exploration, we paired members of each panel with a moderator to explore these connections in “Knowledge Cafes” devoted to the topics of Private Sector Approaches to TWP, Training and Learning for TWP, and Applying TWP within Organizations.

Walking the Talk Learning Points

1. **Beware of the Single Narrative.** Stories from a single perspective can engage and explain but they may limit our thinking and ability to understand complexity. Gaming tells us that there are multiple actors and explanatory factors at play. We need to be more open and flexible in thinking across our siloed disciplines to understand our operating environment.

2. **Progress requires constant iteration.** NASA uses technology to refine its knowledge and apply it to our understanding of the physical world, constantly iterating its approach. Development approaches like TWP are not one-shot deals and need to be designed to be repeated and refined.

3. **We work “at the speed of trust.”** Trust relationships start from deep listening and bringing a whole of person approach to our work. As development professionals, we cannot separate the person from the work we do.

4. **Change the format to change the thinking.** Be open to experimenting with how we gather and share knowledge. Don’t be afraid to disrupt conventional ways of doing business with new formats that open the door to new perspectives and insights.
5. **Operationalizing TWP will require a change in mindset.** If we agree on the power of TWP, donors and implementors need to create the space for this innovative practice to unfold. This means a change in tolerance of risk, more flexibility and agility in implementation, and waiting longer for results.

6. **Walking the talk means building TWP throughout the design and implementation process.** TWP starts with analysis and design. But it also impacts staffing, implementation, and building in capacity building and learning (pause and reflect) throughout the process.

7. **We should continue to dialogue with other sectors.** As we move our thinking from linear to circular and vertical to horizontal, we should do so with an intention to learn from other sectors and cross-pollinate our thinking.

8. **We need to invest in the expertise of people with a TWP mindset.** Like gender and other cross-cutting specializations, TWP would benefit from being clearly identified as a valuable expertise with training, learning, and a literature that supports it.

9. **Power is not a four-letter word.** TWP should be explained as analyzing power dynamics and acting based on that. Understanding power relationships helps to unlock our understanding of incentives and agendas at play among the actors we seek to influence.

10. **It’s not time to throw in the towel.** While much of the evidence of TWP in action remains anecdotal, it is too early to concede failure. More systematic collection of evidence, exploring “positive deviance” cases, training, and translating results to decision-makers are still required.
D. Book Launch: Changing Dimensions of the International Development System, New Realities and Working Differently to Overcome Delivery Challenges


This important book explores in-depth the experiences, challenges and lessons of transforming operational systems at the institutional level and incorporating TWP and adaptive management at the working level. As a repository of TWP experience, the book represents an important step forward in bringing together the evidence and experience of TWP at the level of field implementation and institutional adaptation.

Day One concluded with a book launch of a newly edited volume entitled Changing Dimensions of the International Development System: New Realities and Working Differently to Overcome Delivery Challenges. The authors reflected on this effort, sharing several key takeaways:

- The Global Delivery Initiative has developed a taxonomy of delivery challenges, providing a common language to talk about implementation problems and solutions, focused at the point of delivery. Building on this taxonomy, it has sought to explain what accounts for success or failure.

- There remains a value in being guided by cases of positive deviance and how we might focus attention on these cases, looking at the process rather than the solution.

- For those working on operationalizing TWP, there is a question of how long to look for evidence that the approach is working before trying something else. Those that fought for marriage equality for 50 years didn’t fail for the first 40 years, it just was a project that took longer to see results.

- This work implies risk, but it is an informed risk.

- Successful medical diagnoses and treatment involve bringing in many specializations as well as using all of one’s senses to find a successful treatment. While we can also now draw on big data, one must consider the human being in front of you.

- TWP is still not mainstreamed in most organizations. Advocates cannot wait for the space to be given: “we need to work in the box in order to open the box and then see what you can do in the space given.” Critical expertise as well as champions exist within institutions.
and it is our job to connect the dots. In this way, we create a space that will help systematize the TWP approach.

Horst Fischer (second from right), Adjunct Professor of International and Public Affairs, Columbia University moderated a panel with Maria Gonzalez de Asis, Co-chair, GDI Steering Committee & Manager, Strategy & Operations, Global Operations Knowledge Management Unit, World Bank Group, Anselm Schneider, Program Director, GIZ and Michael Woolcock, Lead Social Scientist, Development Research Group at the World Bank.

E. Day Two: Walking the Talk by Sharing Our Experience

On Day Two, participants joined implementer-led breakout sessions to explore how best to operationalize TWP in our work. The morning breakout sessions focused on Adaptive Management and TWP led by Pact; Building Program Teams for TWP led by DAI; and Gender and Inclusive TWP led by CARE and Counterpart International.

Private Sector Approaches and TWP

Jamie Pett, right, of ODI’s Learn Adapt Programme, shared insights from a forthcoming publication on bringing private sector approaches to TWP, including agile, lean start-up, and human-centered design. These and other tools are employed by “Adaptive Bureaucracies” – parts of existing institutions that experiment with greater autonomy and risk tolerance, focused on the user experience. These private sectors tools for adaptive management deserve greater attention by international development practitioners.
Global Delivery Labs: Case Studies of Our TWP Experience

Pioneered by the Global Delivery Initiative and adopted by Chemonics International and other organizations, Global Delivery Labs are a learning exercise that create a space for a group of experts to hear from a specific “Challenge Holder” who outlines a specific field-based challenge. After briefly outlining the context, the challenge holder poses 2-3 questions designed to prompt candid and open sharing of advice and experience based on the expertise in the room. The debrief focuses on what the challenge holder and experts each took away from the experience. For this event, participants provided expert observations and recommendations on Conducting Rapid Political Economy Analysis (PEA) in Complex Environments (Haiti), led by Research Triangle Institute (RTI); and Governance Breakdown in Protected Biodiversity Sanctuaries (Guatemala), led by Chemonics International.

Walking the Talk Learning Points

1. **Moving beyond a Theory of Change.** Implementers can go deeper and articulate a Theory of Context and a Theory of Operations for their programs. This elaboration helps focus attention on areas for adaptive management that are under the control of the implementor.

2. **Building TWP in teams takes increased investment in time, resources, and staffing.** Getting buy-in requires skilled facilitation, active listening and other soft skills. Recruitment should aim to bring in values of open mindsets, interpersonal communication and collaboration.

3. **Developing a culture of TWP.** Start with the tools we have and build over time into good practice. From good practice, one builds habits. From habits, you build culture.

4. **The external environment affects teams.** Lack of access, time, and the inability to validate information can constrain our analysis. Using local staff and focusing on key partners can help to forge a common operating picture in a complex or conflictful environment.

5. **Inclusive TWP broadens our understanding.** Leaving the most marginalized actors out of the conversation risks misunderstanding the context, particularly how power dynamics affect those without it.

6. **Applying gender tools of analysis and programming can help operationalize TWP.** Exploring gender dynamics can aid in power analysis. Gender disaggregated data reveals patterns and tells you who is included or excluded. Be intentional about taking gender into account when developing theories of change.

7. **Private sector tools can help foster structured experimentation for learning and scaling.** The idea of “start small but think big” and tools like agile sprints to test and learn at a faster pace can help given the non-linear nature of TWP and adaptive management.
8. **Working with complexity can be aided by the Cynefin Framework.** It leads implementors to consider the context and approach for working in simple – complicated – complex – or chaotic environments. For complex and chaotic environments, adaptive management through a “probe, evaluate, adjust” framework is one possible approach.

9. **Guatemala Biodiversity Case Study:** Given a dynamic and sometimes dangerous operating environment, targeted and iterative strategic communications with key stakeholders become paramount. Using networks and new technology, e.g., WhatsApp groups, implementors can keep key actors informed on developments as they happen. Our dialogue with the donor needs to reflect the reality that we face on the need for flexibility, including more use of inception periods to better understand the environment and small amounts of discretionary funding that can be programmed quickly to take advantage of new opportunities or mitigate negative trends.

10. **Rapid Political Economy Analysis for Conflict Environment (Haiti):** Security concerns called for adapting the approach with full reliance on local staff and partners, at a risk of losing the ability to triangulate information. Key program implementation considerations include forming diverse teams (including gender mix) and extending the reach of contacts through partner networks. Mixed teams allow for richer analysis by offering diverse perspectives on complex problems.

F. **Conclusion and Next Steps**

By calling together a large diverse group of practitioners, academics, and thought leaders from inside and outside the TWP Community of Practice, the conference succeeded in advancing the conversation on operationalizing TWP in practice. Still, more work needs to be done.

Four practical steps are in order.

1. **Continue to tap into the experience of other disciplines.** Mining the experience of different disciplines and sectors added to our store of knowledge and suggested new ways of thinking about how we operationalize the TWP approach.
2. **Explore further the use of design thinking and associated tools.** TWP has been at the forefront of using design thinking in its approach to development. There are still more tools and approaches that can be applied – from user journey mapping to rapid prototyping, we should be bold in our experimenting with these approaches and tools.

3. **More thematic discussions on a single topic would help advance the work of the TWP Community of Practice.** The COP agenda should include a regular scheduled discussion of a single topic, prepared in advance, and held quarterly or semi-annually, to keep the COP informed of the latest thinking, developments, and literature relevant to TWP.

4. **Explore Ideas for Future Collaboration.** As event co-hosts, the Global Delivery Initiative and Chemonics International, along with other interested COP members, should explore how best to take this conversation and other initiatives forward, including through better documenting our learning and evidence as a community.

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ANNEX 1: Agenda

Walking the Talk: Advancing Thinking and Working Politically in Practice

Washington, D.C.,
December 11-12, 2019
Venue: World Bank (J Building)

Overview:

Chemonics International in partnership with the Global Delivery Initiative (GDI), a partnership of over 50 development organizations co-chaired by the World Bank and JICA, will host a learning event around the opportunities and challenges that the development industry is facing in how best to ensure politically aware delivery within programs and projects. The event will focus on operationalizing Thinking and Working Politically (TWP), a mindset that frames the way we see and do development guided by three core principles:

1. Strong and continuous political analysis, insight, and understanding informs programmatic decision making;
2. A detailed and ongoing appreciation of, and response to, the local context; and
3. Flexibility and adaptability in program design and implementation.

The imperatives of Doing Development Differently, together with the review process of the UN 2030 Agenda for Sustainable Development and implementation of the SDGs, calls for practitioners to catch up with the increased complexity of developmental challenges in a more intertwined and globalized world where context, shifting political dynamics, and coalition building play ever more pivotal roles. With general policy guidelines in place, commitment from donors, and experimentation underway within implementers, we are still struggling in finding the right balance between understanding complexity and responding to it in efficient, realistic and operationally grounded manners.

While many interesting cases exist, our main goal is to understand more deeply and practically as a development community how to operationalize TWP principles on the ground so they are embedded into a project’s decision making processes, responses to contextual dynamics, ongoing implementation, monitoring and evaluation frameworks, and daily operations. Particularly, how can we achieve these results in a participatory way, and how can we successfully measure their impact?

\[1\] While we do not equate any one tool or set of tools to TWP, we acknowledge that a range of tools such as applied political economy analysis, gender analysis, stakeholder analysis, strategic foresight, horizon scanning, etc., can provide very useful TWP insights on how to ground the three core TWP principles above within the reality, limitations, and possibilities of a project.
09:00 am  Participant Registration

09:30 am  Welcome and Opening

10:00 am  High-level Panel Discussion 1: Problem-solving and Complexity – Experiences from Other Disciplines

Panelists:
◊ Patricia Seed, Professor at University of California, Irvine
◊ Nancy Searby, Capacity Building Program Manager, NASA Applied Sciences Program
◊ Emilio Méndez, Entrepreneur and Creative Director of Saúl E. Méndez
◊ Moderator: Santiago Villaveces, Chemonics Senior Advisor on TWP

11:00 am  Coffee Break

11:30 am  High-level Panel Discussion 2: Operationalizing TWP in International Development

Panelists:
◊ James Anderson, Lead Governance Specialist, Governance Global Practice, World Bank
◊ Don Chisholm, Deputy Office Director, Bureau of Democracy, Conflict, and Humanitarian Assistance, Center for Democracy, Rights, and Governance, USAID
◊ Sharon Van Pelt, Director, Democracy and Governance Practice, Chemonics
◊ Moderator: Panthea Lee, Executive Director, Reboot

01:00 pm  Lunch

02:00 pm  Breakout sessions. Knowledge Café: Co-creating actionable ways to operationalize TWP during program design and implementation.

03:30 pm  Coffee break

04:00 pm  TWP and The Changing Dimensions of the Development Landscape

Panelists:
◊ Video remarks by Jean-Claude Tchatchouang, Executive Director, Africa Group II, World Bank
◊ Maria Gonzalez de Asis, Co-chair, GDI Steering Committee & Manager, Strategy & Operations, Global Operations Knowledge Management Unit, World Bank Group
Anselm Schneider, Program Director, GIZ
Michael Woolcock, Lead Social Scientist, Development Research Group, World Bank
Moderator: Dr. Horst Fischer, Adjunct Professor of International and Public Affairs, Columbia University.

05:00 pm  Book launch and reception

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**THURSDAY, DECEMBER 12**

09:00 am  Welcome back

09:15 am  **Breakout Sessions**
Three planned breakout groups (facilitated by Pact, DAI, and CARE):

- TWP and Adaptive management
- Building Teams for TWP
- Gender and Inclusive TWP

10:35 am  Report Back

11:00 am  Coffee Break

11:30 pm  **Bringing Private Sector Tools and Approaches to TWP**
Jamie Pett, LearnAdapt program, Overseas Development Institute (ODI)

12:15 pm  **Introduction to the GDI Delivery Labs**

12:35 pm  Lunch

01:30 pm  **Workshop Session: Delivery Labs**
Two delivery labs will be held as simultaneous sessions with challenge holders from Chemonics International and RTI International.

03:00 pm  Report Back

03:30 pm  Final Session and Closing Remarks

04:15 pm  EVENT CONCLUDES
ANNEX 2: Delivery Labs

Chemonics Delivery Lab Challenge

Governance Breakdown in Protected Biodiversity Sanctuaries. The Laguna del Tigre National Park in Guatemala
Delivery Challenge taxonomy: conflict & instability; sub category: crime & violence

Development Challenge: Guatemala has been identified as one of the planet’s richest and highly threatened biodiverse regions, making it one of the world’s top 25 biodiversity conservation hot spots, according to USAID. In 2012, the first environmental court specialized in crimes against the environment and cultural heritage was founded in the country. The civil society Asociación Civil Foro de Justicia Ambiental de Petén was created as a space for accompanying this initiative ensuring the use of strategic litigation of environmental crimes to improve justice and protect the reserve’s threatened resources. The complexity of this joint endeavor came to light in a dramatic way in 2019 in the border with Mexico, at the Laguna del Tigre National Park. Under the indication of illegal encroachment within the park a large-scale police operation was launched to regain control of the land and capture those responsible. The operation triggered the mobilization of over 5000 people from local communities, some of which were armed, leading to a standoff with the authorities and a subsequent bar of all governmental presence in the area. The encroachment at Laguna del Tigre is partly due to the pressure of landless populations seeking poverty alleviation but also and most prominently, by the territorial control of criminal organizations that protect airstrips for drug trafficking, land routes for illegal migration, human and animal trafficking, illegal logging and sacking of archeological sites.

Delivery Challenge: The USAID Guatemala Biodiversity Project was designed to build national capacity to improve management and governance throughout Guatemala’s System of Protected Areas (SIGAP). To achieve this, the project employs a focused strategy that improves conservation approaches through better information on key species and ecosystems, supports national and sub-national policy and legislative reforms, builds capacity for effective enforcement and prosecution, and engages local stakeholders in conservation and sustainable use initiatives.

The lack of governability and state territorial control at Laguna has not only taxed the ability of the project to deliver meaningful actions, but also the project’s ability to understand which are legitimate actors with whom the project can engage with.

Project actions:

Under such complexity the project embarked in designing and implementing a comprehensive Political Economy Analysis as means to better grasp the context and viable programmatic possibilities (the PEA was not subcontracted but was done in-house). In addition, the project set up “local dialogues” as spaces in which community actors and local authorities could gather to discuss emerging and pressing problems, entertain possible solutions and assist the project in delivering more effective actions. This double approach has informed the project to prioritize:

a. The consolidation of protected areas and community concessions into functional units tasked with the prevention of forest fires and the development of larger scale conservation projects.
b. The establishment of task groups monitoring the status of environmental indicators (ecosystem health, such as vegetation cover, number of individuals of indicator species, heat points, fire scars and wetland water conditions) and informing decision making process around land management.
c. The support for a multi-stakeholder space for dialogue and actionable solutions around the complexity of governance within Laguna del Tigre National Park.

**Contextual reality:**

Despite these actions the project is struggling with moving beyond the understanding of complexity to working in more granular and effective manners within that complexity:

a. Empowering, assisting and consolidating local leadership for environmental protection is compromised by the unstable security conditions of the area risking the lives of those who stand out.

b. With the multiple stakes, interests and constantly shifting power dynamics at Laguna, creating a common and comprehensive platform for multi-sectorial and multi-stakeholder groups to work towards the common goal of re-establishing legitimate governance has been extremely difficult to achieve.

c. Within the establishment of multi-stakeholder groups, it has been a challenge to have a nuanced grasp on who stands where so the project can guarantee that it is working with legitimate actors rather than with compromised ones.

**Questions to explore with participants:**

1) How to create incentives for key local partners (government and civil society organizations alike) to adopt tools and mindsets to account for contextual complexity and contextual dynamics?

2) How to embed within our project more agile mechanisms (beyond the PEA), tools and approaches to capture significant contextual changes as they are emerging? What would these mechanisms and tools look like?

3) How to work more closely with the donor so adapting to change through strategic and tactical shifts in the project are responded in more timely and informed manners?

**RTI International Delivery Lab Challenge**

(see slides on next page)
Applied PEA with a GESI Lens in Complex and Fragile Environments

What were the unique challenges?

Lisa McGregor
Governance and Applied PEA Practice Director
How did our practice evolve?

- **START:** Baseline PEA + GESI Lens
  - Startup, Work Planning, Midterm, or Big Picture Issue

- **EVOLVED:** Integrating PEA Questions + GESI Lens
  - Scoping Trips or Sector Assessments or Policy Dialogue

- **ADAPTED:** Rapid PEA and Full GESI Assessment
  - When time is short or for multiple, distant sites
  - When security issues do not allow long-term access

- **UP NEXT:** Iterative PEA + GESI Lens
  - Skill deeply embedded in project team
  - Incorporated into project implementation activities
Vast Country, Six States, Very Little Time
Rapid PEA + GESI + Conflict in Nigeria
Small Country, Instability/Protests, Deadlines
Rapid PEA + Rapid GESI Assessment in Haiti
Discussion Questions

- How have you adapted PEA approaches to fit complex contexts?
- How have you implemented a PEA in unstable, risky environments where the need for TWP is even greater?
- How do we collectively get from a discrete PEA process to truly embedding it into ongoing project operations?
ANNEX 3: Additional Resources

Resources on Gender and Inclusion in Thinking and Working Politically  
(Compiled by CARE)

Gender and Political Economy Analysis


• USAID Learning Lab Blog Series on Gender Inclusion and TWP: https://usaidlearninglab.org/library/blog-series-thinking-and-working-politically-and-inclusively


Gender and CLA (Collaborating, Learning, and Adapting)
• Using CLA to Improve Gender Relations in Mali: https://usaidlearninglab.org/lab-notes/how-care-used-cla-improve-gender-relations-mali

Gender Analysis Tools
• CARE Gender Analysis Toolkit: https://gendertoolkit.care.org

• CARE Gender Marker: https://insights.careinternational.org.uk/in-practice/care-gender-marker

Other Resources

Resources on Private Sector/Innovation and TWP
(Compiled by Jamie Pett)

Resources from Jamie’s Session
- **The Agile Manifesto**
- **Lean Startup** – Eric Ries
- **Lean impact** – Ann Mei Chang (see TED Talk)
- **Double Diamond** – UK Design Council
- **Frontier Technologies Hub** – DFID Programme (applying lean startup techniques)

Additional Relevant Resources
- **The Five Es of Experience Design** – Daniel Stillman, 2017
- “**The New Practice of Public Problem Solving**” – Tara McGuinness & Anne-Marie Slaughter, 2019
- “**From design thinking to systems change**” – Rowan Conway, Jeff Masters and Jake Thorold, 2017
- “**Radical Help**” - Hilary Cottam, 2018 [book]
- “**Skills and capabilities for effective grant making**” – Cassie Robinson, 2019

Recent ODI Papers
- “**How DFID can better manage complexity in development programming**” – Sam Sharp, Craig Valters and Brendan Whitty, 2019
- “**Making adaptive rigour work: principles and practices for strengthening MEL for adaptive management**” – Ben Ramalingam, Leni Wild and Anne Buffardi, 2019
- Work on “Adaptive Bureaucracies” is forthcoming and emerging findings are summarized in [Sam Sharpe’s Twitter thread](#) as well as in a chapter in the book launched at the event (Changing Dimensions of the International Development System, New Realities and Working Differently to Overcome Delivery Challenges).
- A working paper is also forthcoming on Value for Money for adaptive programs from Ed Laws. Some of the thinking behind it is found in [this workshop summary](#).
ANNEX 4: Graphic Recordings

PANEL 1
PROBLEM SOLVING
COMPLEXITY
EXPERIENCES FROM
OTHER DISCIPLINES

- PATRICIA SEED
- EMILIO MENDEZ
- NANCY SEARBY
- SANTIAGO VILLAVECES

CREATIVE
VOICE
INNOVATION
CONNECT OUR HEARTS & OUR MINDS
EMPATHY
SPIRITUALITY
EMBRACE THE UNKNOWN

GO
TWP

GLOBAL DELIVER INITIATIVE
ADAPTING BASED ON POLITICS
BE MINDFUL
WHAT'S POSSIBLE
FREE OPEN DATA
LIVE ACTION ROLE PLAYING (LARP)
WWII

CONNECTIONS
CONNECT THE DOTS

WE FALL AT LEARNING
BIG BLUE MARBLE

SEARCH INSIDE YOURSELF
BOOK
TRANSLATION

HEALING BY LISTENING
APPEAL TO WIDE AUDIENCE WITH DIFFERENCES

CO-DEVELOP SOLUTION
MAKE IT USEFUL
TRIBALISM
MOVING AT THE SEED OF TRUST

ANTHROPOLOGY
INTRODUCE RANDOM CHARACTERS TO UNCOVER HIDDEN MOTIVE

IGNORANCE PRODUCES BLIND SPOTS
CANT' KNOW EVERYTHING
COMPLETE KNOWLEDGE

CONTRIB.

KORSAK 12 1119
**Panel 3**

**The Changing Dimensions of the Development Landscape**

- Maria Gonzalas
- Michael Woolcock
- Anelme Schneider
- Dr. Horst Fischer

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**Breakouts**

- Private Sector Approaches to TWP
  - Co-investment
  - Policy Reform
  - Expertise

- Learning & Training for TWP
  - Needs are very different
  - Balance of political perceptions
  - Internal training is effective

- Adapting from Within
  - Yes! It’s on the Agenda
  - It’s an Achievement
  - Donors don’t make development happen

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**Future**

- Methodology alone is insufficient
- Some skills, tasks, take longer than a lifetime
- How do you measure that?

**ImplemTOR Mindset**

- Open knowledge for public good
- Gather data
- Some share, some don’t
- Had to show relevance of knowledge

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**GD14U**

Korsak, 12.11.19
DAY 2
WALKING THE TALK
LISTEN TRUST BE CURIOUS

"CHANGE THE FORMAT, CHANGE THE THINKING"
- EMILIO MENDOZA

#GD14U

BREAKOUTS
BUILDING PROJECT TEAMS - TWP

LEADERSHIP
- VISUALIZE TO OBJECTIVES
- MATCH VALUES

TRAINER SPECIFIC TO BUILDING
- LEARN TO BUILD

CREATE INCENTIVES
- LOCAL CONTEXT

CREATE SPACE FOR DIALOGUE
- DONT OVERREQUEST POSITIONS

CHAMPIONS UNDER THE UMBRELLA

CHINESE FRAMEWORK
- SIMPLE COMPLEX

WHY ARE WE CATEGORIZING?
- PACKAGING INFORMATION

WHAT IS THE COST?
- STAFFING
- SUPPORT
- CONTENT
- BENEFITS

OPEN DYNAMIC
- STAFFING
- LEAGUE

ADAPTIVE BUREAUCRACY
- LEAN START UP

HUMAN CENTERED DESIGN
- AGILE
- DESIGN THINKING

LEAN START UP
- SHARED ENVY
- BUILD, MEASURE, LEARN

VOICE
- EXPERIMENTATION
- LEAD TEST

STAGING INTERVENTIONS
- LEAN CULTURE
- NOT FOR ALL

KORSAK 12-12-19
GLOBAL DELIVERY LABS

GOVERNANCE BREAKDOWN IN PROTECTED BIODIVERSITY SANCTUARIES

TACTICAL INTERNAL MEETINGS
WHATSAPP LIVE UPDATES
TAP INTO OTHER GROUPS
OVERFLIGHTS
FASTER RESPONSE FROM DONORS
SUGGEST CONTINGENCY FUNDS IN CONTRACT
ENGAGE NATIONAL INFLUENCERS
RAISE AWARENESS
KEY OFFICIALS
GUATEMALA

INCENTIVES
RAISE AWARENESS
USE MEDIA

HIGH RISK

STAFFING
LOCALS
GATHER DATA
INCEPTION PERIOD
PEA GENDER LENS
GET MECHANICS IN PLACE
LOCAL BIAS + AGENDAS

RELATIONSHIPS
LACK OF TRAINGLEULATION
USER JOURNEY MAPPING
LEARN BACKGROUNDS

KORSAK 12.12.19

RAPID TWP IN4
COMPLEX ENVIRONMENT

HAI'TI
EMBED THE THINKING
ONE PAGE
WS HUG PERFECT

THE HELPFUL IDIOT
I HAVE A REALLY QUESTIONS

THIS OPEN SHARING IS GOOD
PLAY WITH METHODOLOGY HAS BEEN USEFUL
GETTING INVOLVED IN THE HUMAN ASPECT IS EYE OPENING

BREATHTING EXERCISE

BE HUMBLE
BE MINDFUL
BE CURIOUS
THE SPIRITUAL WHOLE PERSON
INCENTIVES
CONSULTING

HUMAN CENTERED DESIGN
INFORMED LISTENING
EMPATHY ANALYSIS TO ACTION

CHALLENGE ESTABLISHED FORMS
DO IT DIFFERENTLY
Merged DECISION MAKING
THE SINGLE NARRATIVE
INFORMED LISTENING
EMPATHY ANALYSIS TO ACTION

KORSAK 12.12.19

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