

***International Development Program, School of International Service
& School of Public Affairs***

American University Spring 2006

DEVELOPMENT MANAGEMENT

SIS 635/PUAD 614

Tuesdays 8:10 – 10:40 pm

David Hirschmann

214A Hurst Hall

Phone 885 1655 or 1657

Email dhirsch@american.edu

Office Hours: T 5 -7; W 3-6; F 2-4

(Its most effective to call the IDP Program Manager, Elizabeth Minor, at 202 885 1657 to make appointments.)

Course Focus: Development management as a ‘field of endeavor’ probably dates back to the 1940s with a focus on community development in Asia. It has come a long way since, but its path has been uncertain; sometimes successful, often not. The field is wide in scope, varied in technique, and constantly changing. Its essence is to work with people to manage positive change under what the late Bernard Schaffer (1969) described as ‘that inconvenient combination: extensive needs, low capacities, severe obstacles.’ In the first lectures we reflect briefly on this history; but then move on to practical challenges with an emphasis on tools of design, planning, assessment, measurement and evaluation, their applications, illustrations and lessons. In the course we give attention to two interrelated core concerns:

- a) **projects and programs** (first two-thirds of the course); and
- b) **organizations and institutions** (last third of the course).

COURSE SCHEDULE AND READINGS

(1) Jan 17: i) Introduction to Course

ii) Content, concepts, and changing fashions of Development Management

iii) Simulation: Urban renewal in Fez

iv) Explanation of first assignment

Guy Braibanti, ‘Public administration and development’ *International Review of Administrative Sciences*, 62 2 1996 p163-176. (e)

Derick W Brinkerhoff and Jennifer M Coston, ‘International development management in a globalized world,’ *Public Administration Review*, 59 4 1999 p346-360. (e)

Robert Chambers, Editorial: Responsible well-being – A personal agenda for development, *World Development*, 25 11 1997 p1743-1745. (e)

Arie Halachmie, 'Reengineering and public management: some issues and considerations, *International Review of Administrative Sciences*, 61 3 1995, p329-340. (e)

David Hirschmann, 'Development management versus third world bureaucracy: A brief history of conflicting interests' *Development and Change*, 30 1999, p 287-305. (e)

Mohan Kaul, 'The new public administration: management issues in government,' *Public Administration and Development*, 17 1 1997, p13-26. (e)

Uphoff, Esman and Krishna, ch 5, Management, planning and administration, p88-111.

Jennifer Rietbergen-McCracken and Deepa Narayan *Social assessment* (Role play in City Rehabilitation Project Module), Washington DC: Social Policy and Resettlement Division, Environment Department, The World Bank, 1997.

(2) Jan 24: Project Cycle and Practical Principles

Warren C Baum, *The project cycle*, Washington DC: World Bank, 1982

European Commission, *Manual. Project cycle management*, European Aid Cooperation Office. 2001, p1-5.

Jerry Van Sand, *Benefit sustainability*, prepared for the Advisory Committee on Voluntary Foreign Aid, Washington DC, 1987

[See <http://www.unescap.org/esid/hds/training/m3-project.pdf> for an example of a 140 page UN training document on project design]

Uphoff, Esman and Krishna, ch10, Success and sustainability, p 196-217

Derrick W Brinkerhoff and Marcus Ingle, *Integrating blueprint and process: a structured flexibility approach to development management*, undated paper.

David D Gow & Elliott R Morss, 'The notorious nine: critical problems in project implementation,' *World Development*, 16 12 1988, p1399-1488. (e)

Brief Materials for Application of Various Tools:

The Economist, 11/23/2000, "The Land that Time Forgot" (on Moldova)

Kathy Staudt, "The Street Kids of Ciudad Juarez."

The Economist, 12/0/2000, "Blind Ambition" (on Africa)

Washington Post, J Stephens and David B Ottoway, “A rebuilding full of cracks,” 11/20/05, p1. (on Afghanistan)

(3 & 4) Jan 31 & Feb 7 Project Design Tools

Peter Delp et al Systems, *Systems tools for project planning*, Indiana University: International Development Institute, Bloomington, 1977.

European Commission , 2001, (full reference above), Logframe (p8-10; 17-35), Various techniques such as problem and objective analysis and stakeholder analysis (p11-16), and useful glossary of terms (39-44).

Bill Jackson, *Designing Projects and Project Evaluations Using the Logical Framework Approach*, IUCN The World Conservation Union, Switzerland 1997.

K. Smith, Selected handouts (undated): ‘The development hypothesis’, ‘Assumptions,’ and ‘Selecting among alternative projects.’

[See <http://www.odii.com/> and <http://www.worldbank.org/wbi/sourcebook/sba101.htm> on appreciate-influence-control principles and process and more about Prof W.E. Smith]

MSI (Management Systems International), *Force Field Analysis*, 1993

[See also www.mindtools.com/critpath.html for a few introductory critical path analysis tools <http://www.me.umn.edu/courses/me4054/assignments/gantt.html> for a few introductory gantt charts tools; and look in the ‘vicinity.’]

Akhter Hameed Khan, ‘The Orangi Pilot project: uplifting a peri-urban settlement, in Krishna, Uphoff & Esman, p25-40

Gerald F Murray A Haitian peasant tree chronicle: adaptive evolution and institutional intrusion in Krishna, Uphoff and Esman, p 241-54

Heliodoro Diaz Cisneros, Plan Puebla: an agricultural development program for low income farmers in Mexico, in Krishna, Uphoff and Esman, p120-136.

(5) Feb 14: Project Design: Securing Participation/Methods and Complexities

Jules N Pretty, ‘Participatory learning for sustainable agriculture,’ *World Development*, 23 8 1995 p1247-1263. (e)

Uphoff, Esman and Krishna, ch 4, Local organization and participation, p 64-87.

E A Brett. 'The participatory principle in development projects: the costs and benefits of co-operation,' *World Development*, 16 5 1996 p5–19. (e)

Caroline O Moser, 'The asset vulnerability framework: reassessing urban poverty reduction strategies,' *World Development*, 26 1 1998 p1-19. (e)

David Hirschmann, "'Customer service "in the United States Agency for International Development. An example of designing as democracy program in Bangladesh,' *Administration and Society*, 31 1 1999 p95-119. (e)

Victoria Michener, 'The participatory approach: contradictions and co-option in Burkina Faso,' *World Development*, 26 12 1998 p2105-2118. (e)

Benjamin U Bagadian, 'The National Irrigation Administrations' participatory irrigation program in the Philippines, in Krishna, Uphoff & Esman p153-165.

Ida Nyoman Oka, 'Integrated pest management with farmer participation in Indonesia, in Krishna, Uphoff and Esman, p 184-200.

See too www.toolkitparticipation.com especially section on Analysis, and

<http://www.worldbank.org/wbi/sourcebook/sbhome.htm>

(6) Feb 21: Project Design: Analyzing Communities/Participants/ Stakeholders/ Beneficiaries

USAID *Aid handbook: Social soundness analysis*, Washington DC: USAID, 1982.

USAID, *The gender information framework: Executive summary*, Washington DC: USAID, (undated).

Jennifer Rietbergen-McCracken and Deepa Narayan, *Stakeholder analysis. Module II*, Washington DC: Social Policy and Resettlement Division, Environment Department The World Bank, 1997.

Jennifer Rietbergen-McCracken and Deepa Narayan, *Beneficiary assessment*, Washington DC: Social Policy and Resettlement Division, Environment Department, The World Bank, 1997.

Jennifer Rietbergen-McCracken and Deepa Narayan, *Social assessment*, Washington DC: Social Policy and Resettlement Division, Environment Department The World Bank, 1997.

[See IRIS Center & USAID: www.povertytools.org – this is in the process of developing poverty assessment tools – project documents and links are already useful.]

(7) Feb 28: Information Collection and Use

Pietro Useful tools: A potpourri of information gathering methods from *An Evaluation Sourcebook* (no information) 89–35.

Karen Schoonmaker Freudenberger, PRA and RRA. A Manual for CRS Field Workers and Partners, Baltimore: Catholic Relief Services, undated 77-94.

Krishna Kumar, *Conducting key informant interviews in developing countries*, WashingtonDC: USAID, 1989

Robert Chambers, 'Rapid rural appraisal: rationale and repertoire,' *Public Administration and Development*, 1 1981 p95-06. (e)

Ruth Alsop and John Farrington, 'Nests, nodes and niches: a system for process monitoring, information exchange and decision-making for multi-stakeholders,' *World Development*, 26 2 1998 p249-260. (e)

Elliot R Morss and David D Gow, *Implementing rural development projects. Lessons from AID and World Bank Experiences*, Boulder CO Westview 1985 p175-198 (on Ineffective Information).

Uphoff, Esman and Krishna, ch 7, Information as a management tool, p134-156.

(8) Mar 7: Project Implementation

Morss and Gow p33-64 (Institutions and organizations), p83-106 (Technical assistance), and p217-239 (Sustainability).

Uphoff, Esman and Krishna, ch 2, Learning process and assisted self-reliance, p 19-44, ch 9, Dealing with government and politics, (p175-96), and ch 10 again on sustainability

Interaction's Commission on the Advancement of Women, *Revealing the power of gender mainstreaming. Enhancing development effectiveness of non-governmental organizations in Africa*, (researcher and author: Merly James-Sebro), HyatsvilleMD: VMW Printing: 2005, pp 39-53 (e)

Simon Metcalfe, The campfire program: community based wildlife resource management in Zimbabwe, in Krishna, Uphoff and Esman p 273-88.

Gerald F Murray, A Haitian peasant tree chronicle: adaptive evolution and institutional intrusion, in Krishna, Uphoff and Esman, p241-54.

Spring Break

(9) Mar 21 i) Project Presentations

Focused on 4 case studies of projects

ii) Second assignment explained

(10) Mar 28 Project Monitoring and Evaluation

*NOTE: Preceded by IDPs 3rd Annual Spring Panel: “Conditional Cash Transfers”
From 6pm to 7:30pm in the SIS Lounge
Students are strongly encouraged to attend especially if interested in management*

Jennifer Rietbergen- McCracken and Deepa Narayan, *Participatory monitoring and evaluation. Module VI*, Washington DC: Social Policy and Resettlement Division, Environment Department, The World Bank, 1997.

USAID Center for Development Information and Evaluation, *Performance monitoring and evaluation TIPS*, Washington DC USAID, 1996

(note all of these USAID TIPS on evaluation – and they are useful - can be found at http://www.dec.org/usaid_eval/#004)

Eric L Hyman and Kirk Dearden, ‘Comprehensive impact assessment systems for NGO microenterprise development programs,’ *World Development*, 26 2 1998 p261-76. (e)

USAID Office of Women in Development, Genesys, *Documenting development program impact: a tool for reporting differential effects on men and women*, Washington DC: USAID, 1994.

(11) April 4: Organizations and Institutions

Bryant and White, Ch 3, *The Dynamics of an Organization*.

William Smith et al, *The design of organizations for rural development. A progress report*, Washington: DC World Bank Staff Working Paper no 375, p8-19.

Henry Mintzberg *The structure of organizations: A synthesis of research*, Prentice Hall, 1979, p1-64.

Arthur A Goldsmith, *Contingency theory*, paper prepared for World Bank Training Seminar, 1991.

Derrick W Brinkerhoff, *Organisational legitimacy, capacity and capacity development*, Reflection: Discussion Paper No 58a, June 2005 European Center for Development Policy Management. (e)

(12) Apr 11: Institutional Development

Milton J Esman, Strategies and strategic choices for institutional development, Draft prepared World Bank Training, 1991.

Norman Uphoff, *Local institutional development*, Chapter one, Analyzing options for local development, p1-19.

PACT, *Organizational Capacity Assessment (OCA) for Community Based Organisations*, (used in Botswana), Washington DC, 1999.

(See also: http://www.pactworld.org/services/oca/index_oca.htm

and for a gender-focused assessment see

http://www.interaction.org/files.cgi/588_Handout_-_Pact_Gender_Action_Plan.doc)

DFID, *Promoting Institutional and Organisational Development*, London, March 2003.

DFID, *Promoting Institutional and Organisational Development, A Source Book of Tools and Techniques*, London, March 2003

(13) Apr 18: Institutional Development: Examples

Anthony Bebbington, 'New states, new Ngos? Crises and transitions among rural development NGOs in the Andean region,' *World Development*, 25 11 1997, p1755- 1765. (e)

Varun Gauri & Julia Galef, 'NGOs in Bangladesh: Activities, resources and governance,' *World Development*, 33, 12, 2005, p2045-65 (e)

Michael Edwards, 'NGO performance – what breeds success? New evidence from South Asia,' *World Development*, 27 2 1999, p361-374 (e)

Michael Edwards, 'Organizational learning in non-governmental organizations: what have we learned?' *Public Administration & Development*, 17 1997 p235 – 250 (e)

David Hirschmann, 'Institutional development in the era of economic policy reform: concerns, contradictions and illustration from Malawi,' *Public Administration & Development*, 13 1993, p113–128. (e)

M Nela and D Marshall, 'Credit management for rural development: Albania a special case,' *Public Administration & Development*, 19 2 1999, p165 178. (e)

S P Osborne and A Kaposvari, 'Non-governmental organizations and the development of social services: meeting social needs in local communities in post communist Hungary,' *Public Administration & Development*, 18 4 1998, p365-380 (e)

Norman Uphoff, Local institutional development for natural resource management, p20 – 52.

Norman Uphoff, Local institutional development for non-agricultural enterprise, p163-187.

Any of a number of examples from Uphoff, Esman and Krishna, for example Sanasa, Sri Lanka, p 57-74, Desec, Bolivia, p91-104, and PCDA, Thailand, p203-15.

(14) April 25: Projects and Institutions: Lessons from the Private Sector

Grant Ledgerwood and Arlene Idol Broadhurst, *Environment, ethics and the corporation*, New York, St Martins Press 1999, p83–108

Mary Ann Littrell & Marsh Ann Dickson, *Social responsibility in the global market. Fair trade of cultural products*, Ch 4: SERV. Alternative distribution, philosophical considerations and hard business decisions

Additional readings may be provided.

May 9 FINAL “EXAMINATION” – The Big Challenge - hand in final paper

Assignments and Grades:

First Paper 40%; due 9th week, March 21st.

Second Paper 40%; due exam week, May 9th.

Homework(and Participation) 20% ; based on regular 'homework' exercises and discussion and formal and informal presentations in class.

Details and explanations will be given in class.

Readings:

- 1) There will a collection of readings (mainly focused on tools and exercises) available in the IDP Office (2nd floor, Hurst Hall). Students may photocopy these.
- 2) There will also be a collection of readings (mainly articles) available on e-reserve through blackboard; they will be marked (e)
- 3) and you need to purchase:

Anirudh Krishna, Norman Uphoff and Milton Esman (eds), *Reasons for hope. Instructive experiences in rural development*, Hartford CN: Kumarian Press, 1997; &

Norman Uphoff, Milton J Esman and Anirudh Krishna, *Reasons for success. Learning from instructive experiences in rural development*, West Hartford CN: Kumarian Press, 1998.

If you have any questions please come and see me. I look forward to working with you.

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