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PSCI 463.01: Development Administration

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Political Science **463**
Development Administration
Fall semester 2013

Peter Koehn
LA 348 x 5294
Ofc hrs: TTH 10:30-11:00,
12:30-1:30; and by appointment

Course Description & Objectives

The course explores key issues of sustainable development and development management as well as the roles and lives of local, national, and transnational public administrators, NGO personnel, consultants, and donor professionals. *Development Administration* focuses on the fundamental challenge of how to enhance living conditions and human capabilities in contexts characterized by scarce material resources. Students should develop awareness of the role of public administrators and NGO staff in sustainable-development processes, how culture affects development management, issues of decentralization, participation, community empowerment, and capacity building, and effective approaches to management training and project evaluation as well as awareness of contemporary issues involving foreign assistance, agriculture, natural resources and the environment, health, education, housing/transportation, and the special training needs of displaced persons. In addition to building a conceptual and knowledge base regarding the challenges of social, economic, and political change at national and community levels, PSc 463 also involves simulated experience and practical exercises aimed at preparing students with valuable skills for field assignments in nonWestern contexts – including needs and capabilities assessment, data collection, gender-framework analysis, project selection, development planning and budgeting, program implementation, action training, project evaluation, and transnational competence.

Required: *Electronic reserve (e-res)*; password = psci463

Optional: Peter Koehn and Olatunde Ojo (editors), *Making Aid Work: Innovative Approaches for Africa at the Turn of the Century*, University Press of America, 1999.

Course Requirements

Class participation (includes discussion facilitations, group sector report) **20%**
Group development-planning project **20%**
Group final project **25%**
Individual final project **35%**

Course Outline and Assignments

Aug 27-Sept 3 I. *Concepts:* Human Development, Underdevelopment, Sustainable Development, Low-carbon Development, Global Public Goods, Development Administration, Development Management, MDGs

1. Lancaster, “New Face of Development” (2008) **e-res**
2. Sen, *Development as Freedom* (2001), pp. 3-7 **e-res**
3. Malcolm Scully, “The Rhetoric and the Reality of `Sustainability’” (2000) **e-res**
4. Urban & Nordensvard, “Low-carbon Development” (2013) **e-res**
5. “The Millennium Development Goals, Targets, and Indicators” **e-res**
6. Brooks, “Our Homegrown Third World” (2005) **e-res**
7. Fisher, “Best & Worst to be Born Into” (2013) **e-res**

August 29

Africa: Who Is to Blame? DVD 02089, 61 minutes (2006)

II. *The Development Context*

Sept. 5 C1. **Health & Development**

1. "To Cure Poverty, Heal the Poor" (2002) **e-res**
2. Lerer, "Health for All," pp. 7, 17-18 (1998) **e-res**
3. Herrell, "Reflections on Health in Development," pp. 88-89 (1998) **e-res**
4. Kickbusch, "Global + Local = Glocal Public Health" (1999) **e-res**
5. "Statement of Fulbright New Century Scholars on Challenges of Health in a Borderless World" (2002) **e-res**
6. Koehn "Global Health & Human Rights: Challenges for Public Health Administrators" (2007) **e-res**

Sept. 5 C2. Health & Development role play

1. "A 30% Budget Cut in Sefta's Ministry of Health" **role play e-res**
2. Tesfaye Abegaz, "Majete Clinic" (1971) **e-res**

Sept. 9 8:00 pm Attend Tracy Kidder lecture

Sept. 10 No class (attend Kidder lecture)

Sept. 12 A. **Public Administration in Low-Income Countries**

1. Ladipo Adamolekun, "Central Government Organization" (1999)**e-res**
2. Olowu, "Redesigning African Civil Service Reforms" (1999) **e-res**
3. Adamolekun, "Decentralization, Subnational Governments, & Intergovernmental Relations" (1999) **e-res**
4. Gary Bland, "Decentralization, Local Governance, & Conflict Mitigation in Latin America" (2007) **e-res**

Sept. 12 B. **The Community Development Officer**

1. Oakley, "The Project Agent" (1991) **e-res**
2. World Bank, "Public Administration/Management Specialist" job description (1980) **e-res**

Sept. 17 D1. Ousman Sembene, *Mandabi*, VT 09883, 90 minutes (1999)

Sept. 19 D2. **Corruption**

1. David J. Gould, "Administrative Corruption: Incidence, Causes, and Remedial Strategies," pp. 467-479 (1991) **e-res**
2. Reid & Gannon, "Corruption Tough to Combat" (2009) **e-res**
3. "Even as it Hurts Mexican Economy, Bribery Is Taken in Stride" (2012) **e-res**
4. Polgreen, "Indian State Empowers Poor to Fight Corruption" (2010) **e-res**

- Sept. 19 **E. Impact of Culture on Development Management**
1. Kleymeyer, “Cultural Energy & Grassroots Development”(1992) **e-res**
 2. Appiah, “Should Development Efforts Seek to Preserve Local Culture?: No” (2010) **e-res**
 3. Tadella Taferra, “Assefa and Sileshi” (case analysis) **e-res**
 4. Cushner & Brislin, “Skillful at Getting Grants” (1996) **e-res**
- Sept. 24 **F. Living and Working in “Aidland”**
1. Hindman & Fechter, “Introduction ” (2011) **e-res**
 2. Fechter, “Anybody at Home?” (2011) **e-res**
 3. Hindman, “Hollowing Out of Aidland” (2011) **e-res**
 4. de Jong, “False Binaries” (2011) **e-res**
 5. Brooks, “Rugged Altruists” **e-res**
 6. Power, “For Terrorists, War on Aid Groups” (2008) **e-res**
 7. C. Storti, “Men and Women – What Would You Do?” **e-res**
- Sept. 24 **G. Civil Society, NGOs, Participation, Governance, & Empowerment**
1. Daubon & Saunders, “Operationalizing Social Capital” (2002) **e-res**
 2. “Lessons from the Work of the Aga Khan Foundation” (2009) **e-res**
 3. Haas, “Do NGOs Wield Too Much Power?” (2010) **e-res**
 4. “African NGOs Seek to Build Capacities” (2005) **e-res**
 5. Finn, “Open Space Technology” (2008) **e-res**
 6. J. Uitto and Shaw, “Adaptation to Changing Climate: Promoting Community-based Approaches” (2006) **e-res**
 7. Diallo, “Simple Engine Transforms Village Life” (1999) **e-res**
- Sept. 26 **H. Infrastructure**
1. Dugger, “Roads Lead to New Way of Life in Rural Ethiopia”(’04)**e-res**
 2. “Link Up the Villages” (2006) **e-res**
 3. Lowe, “The Bicycle: Vehicle for a Small Planet,”pp.24-33,40-44 **e-res**
 4. Rosenthal, “African Huts Far from the Grid Glow with Renewable Power” (2010) **e-res**
- Sept. 26 **III. Development Planning and Budgeting**
1. Koehn, *Public Policy and Administration in Africa*, Chapter 6 **e-res**
 2. Fleshman, “Gender Budgets’ Seek More Equity” (2002) **e-res**
 3. Axinn and Axinn, “Estimates, Budgets” (1997) **e-res**
 4. Mumvuma, “Building Political Will for Participatory Budgeting in Rural Zimbabwe” (2009) **e-res**
- Sept. 26 *Wajjo case – group preparation*
1. Tegegne Gebre-Egziabher, “A Brief Overview of Decentralization in Ethiopia” (2007) **e-res**
 2. Meheret Ayenew, “Decentralization in Ethiopia” (2002) **e-res**
 3. Malcolm Norris, “Wajjo Awraja Exercise” **e-res**

IV. Capacity Building for Sustainable Development

- Oct. 1 **A. Transnational Competence, Trust Building, Institutional & Managerial Capacity**
1. P. Koehn & J. Rosenau, "Dimensions of Transnational Competence" (2008) **e-res**
 2. Koehn & Rosenau, "Preparing for Sustainable International Development" (2010) **e-res**
 3. Bess, "Building Trust in Diverse Teams" **e-res**
 4. "Africa-U.S. Higher Education Initiative" (2008) **e-res**
 5. Cushner & Brislin, "A Development Project" (1996) **e-res**
 6. Siebert & Koehn, "Executive Summary: USAID University Development Linkage Project; Montana and Belize Partnership for Resource Conservation & Development" **e-res**
- Oct. 1 *It's a Tangle Out There* [Transnational management in Botswana]
VT12156 (30 minutes)
- Oct. 3 *Heart of the Congo: Rebuilding in the Face of War* DVD01311 (57 mins)
- Oct. 8 *Wajjo case: group presentations***
- Oct. 10 **B. Entrepreneurship and Microlending**
1. Koehn, "Globalization, Decentralization, & Public Entrepreneurship [China]" (2009) **e-res**
 2. Szpara, "Nobel Peace Laureate Muhammad Yunus" (2007) **e-res**
 3. Dove, "Dreams from His Mother" (2009) **e-res**
 4. Boudreaux and Cowen, "Micromagic of Microcredit" (2008) **e-res**
 5. MacFarquhar, "Many Borrowers of Microloans Now Find Prices Too High" (2010) **e-res**
 6. Bajaj, "15 Years In, Microcredit Has Suffered a Black Eye"(2011) **e-res**
- Oct. 10 *Graduate Reports*
- Oct. 15 **C. Information Technology**
1. Perez, *Innovation for Sustainable Development* (2007) **e-res**
 2. "Kenya Pushes Technology into Overdrive" (2013) **e-res**
 3. Polgreen, "Scanning 2.4 Billion Eyes, India Tries to Connect Poor to Growth" (2011) **e-res**
- Oct. 15 **D. Development Communication**
1. Stuart and Bery, "Powerful Grass-roots Women Communicators: Participatory Video in Bangladesh" (1996) **e-res**
 2. Oakley, "Emerging Methodologies of Participation," pp.220-229 **e-res**
 3. Phyllis Bo-yuen Ngai and Peter Koehn, "Organizational Communication and Globally Displaced Perimeter Populations" Full source at www.unhcr.ch (Eval & Policy Analysis Unit; *New Issues in Refugee Research* No. 71)
 4. Kalan, "African Youth Hungry for Connectivity" (2013) **e-res**

- Oct. 17 **E. Management Training and Human-resource Development**
1. Oakley, "Training in Methodology of Participation," pp. 229-237 **e-res**
 2. Marquardt & Berger, "Action Learning Program" (2000) **e-res**
 3. Hossain, "Grassroots Training" (2001) **e-res**
- Oct. 17 *"RATI" role play e-res*
- Oct. 22, 24 **V. Critical Development Sectors and Issues**
- A. Rural Health**
 - B. Natural Resources, Water, & the Environment**
 - C. Agriculture**
 - D. Refugee and Returnee Assistance and Development**
 - E. Urban housing & Transportation**
 - F. Education**
- VI. Development Processes (how should practitioners identify, formulate, select, organize, implement, & evaluate activities at the cutting edge of development?)*
- Oct. 24 **A. Data Collection & Community-Asset Mapping**
1. Anderson and Woodrow, "Framework for Analyzing Capacities & Vulnerabilities," pp. 9-19 **e-res**
 2. Devereux and Hoddinott, "Issues in Data Collection" (1993) **e-res**
 3. Finn, "The Genogram" (2008) **e-res**
- Oct. 29, 31 *Individual Project Meetings*
Small-group feedback
- Nov. 5 **B. Needs Assessment and Appraisal Methods**
1. Robert Chambers, "Participatory Rural Appraisal (PRA): Analysis of Experience," *World Development* 22, No. 9 (1994):1253-68 **e-res**
 2. Zamaere, "Use of Video as a Tool for PRA in Malawi" (2000) **e-res**
 3. Deborah Eade and Suzanne Williams, *Oxford Handbook of Development and Relief*, Vol. I (1995), pp. 128-150. **e-res**
- Nov. 5 **C. Project Initiation, Preparation/Design, and Selection**
- Nov. 7 **D. Project Implementation**
1. John Ickis, "Profile of a Permanent Secretary" case **e-res**
 2. Bourns, "A Day in the Life of a Program Manager" **e-res**
 3. Axin and Axin, "Logical Framework," pp. 142-145 **e-res**
 4. D. Gaspar, "Problems in the Logical Framework" (1999) **e-res**
- Nov. 7 **E. Monitoring and Evaluation**
1. Oakley, pp. 253-254 (Box 34) and 263-266 **e-res**
 2. Finn & Jacobsen, "Evaluation," pp. 378-394 (2007) **e-res**

3. Esther Mebrahtu, “Perceptions & Practices of Monitoring & Evaluation: International NGO Experiences in Ethiopia” (2002) **e-res**
4. Koehn & Uitto, “Sustainable-development Evaluations” (2013) **e-res**

Nov. 12,14 **VII. *Changing International Assistance Architecture***

A. (Re-)organizing U.S. Foreign Assistance

1. Peter McPherson & Brian Atwood, “Organization of U.S. Foreign Assistance Programs” (2007) **e-res**
2. Kessler, “Foreign Affairs Panel Calls for Overhaul” (2007) **e-res**
3. Capps, “What’s the Story on Militarization?” (2009) **e-res**

B. New & Old Actors and Approaches

Post Washington Consensus

IMF & World Bank

NEPAD

NGOs, Philanthropists, & Foundations

Development Partnerships

Development Funds

1. Pender, “From Structural Adjustment to Comprehensive Development Framework” (2001) **e-res**
2. Uvin, “CDF and PRSPs” (2004) **e-res**
3. Stiglitz, “Broken Promises” (2002) **e-res**
4. Paul Collier, *The Bottom Billion*, pp. 166-172 (2007) **e-res**
5. A. Faiola, “As Global Wealth Spreads, the IMF Recedes” (2008) **e-res**
6. Severino & Ray, “Taking the Measure of Global Aid” (2010) **e-res**
7. Harsch, “Delivering on Africa’s Development [NEPAD]” (2010) **e-res**
8. Edwards, “Gates, Google, & the Ending of Global Poverty: Philanthrocapitalists & International Development” (2009) **e-res**
9. Koehn & Demment, “Higher Education & Sustainable Development in Africa: Why Partner Transnationally?” (2010) **e-res**
10. Koehn and Ojo, *Making Aid Work* (1999), pp. 1-96.

Nov. 19 *Graduate Reports*

Nov. 21 *Women’s Bank of Bangladesh* (47 minutes) VT10557

Nov. 26 *Group Final Project: Review and Prep*
 See Jenny Gorsegrner, “Welcome to Togo” (2009) **e-res**
Individual Project Reports

Dec. 3 *Written Individual Project due*

Dec. 3, 5 *Individual Project Reports*

Dec. 9 (Monday) *Written Group Final Project Due*

Dec 9 (10:10-12:10) *Group Final-project Reports*

This syllabus is presented as a general guide to the course that is subject to amendment or deviation.