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PSCI 463.01: Development Administration

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Political Science 463
Development Administration
Fall semester 2015

Peter Koehn
LA 348 x 5294
Ofc hrs: W 1:30-4:00 & by appointment

Course Description & Learning Outcomes

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, PSCI 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: All required readings are posted on moodle

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) **25%**
Group development-planning project **20%**
Group final project **25%**
Individual final project **30%**

Course Outline and Assignments

- Sept 2-9 I. *Concepts*: Human Development, Underdevelopment, Sustainable Development, Low-carbon Development, Global Public Goods, Development Administration, Development Management, MDGs, SDGs
1. Lancaster, “New Face of Development” (2008)
 2. Sen, *Development as Freedom* (2001), pp. 3-7
 3. Urban & Nordensvard, “Low-carbon Development” (2013)
 4. “The Millennium Development Goals, Targets, and Indicators”
 5. Sengupta, “Global Poverty Drops Sharply, But Uneven” (2015)
 6. Brooks, “Our Homegrown Third World” (2005)
 7. Fisher, “Best & Worst to be Born Into” (2013)
- Sept. 9 *Africa: Who Is to Blame?* DVD 02089, 61 minutes (2006)

II. The Development Context

- Sept. 16 **A. Public Administration in Low-Income Countries**
1. Ladipo Adamolekun, "Central Government Organization" (1999)
 2. Olowu, "Redesigning African Civil Service Reforms" (1999)
 3. Adamolekun, "Decentralization, Subnational Governments, & Intergovernmental Relations" (1999)
 4. Gary Bland, "Decentralization, Local Governance, & Conflict Mitigation in Latin America" (2007)
- Sept. 16 **B. The Community Development Officer**
1. Oakley, "The Project Agent" (1991)
 2. World Bank, "Public Administration/Management Specialist" job description (1980)
- First facilitated discussion*
- Sept. 16 **C. Health & Development**
1. "Statement of Fulbright New Century Scholars on Challenges of Health in a Borderless World" (2002)
 2. Koehn "Global Health & Human Rights: Challenges for Public Health Administrators" (2007)
 3. "A 30% Budget Cut in Sefta's Ministry of Health" **role play**
- Second facilitated discussion*
- Sept. 23 **D1. Ousman Sembene, Mandabi, VT 09883, 90 minutes (1999)**
- Sept. 23 **D2. Corruption**
1. David J. Gould, "Administrative Corruption: Incidence, Causes, and Remedial Strategies," pp. 467-479 (1991)
 2. Reid & Gannon, "Corruption Tough to Combat" (2009)
 3. "Even as it Hurts Mexican Economy, Bribery Is Taken in Stride" (2012)
 4. Polgreen, "Indian State Empowers Poor to Fight Corruption" (2010)
- Third facilitated discussion*
- Sept. 30 **E. Impact of Culture on Development Management**
1. Kleymeyer, "Cultural Energy & Grassroots Development" (1992)
 2. Appiah, "Should Development Efforts Seek to Preserve Local Culture?: No" (2010)
 3. Tadella Taferra, "Assefa and Sileshi" (case analysis)
 4. Cushner & Brislin, "Skillful at Getting Grants" (1996)
- Fourth facilitated discussion*
- Sept. 30 **F. Civil Society, NGOs, Participation, Governance, & Empowerment**
1. Daubon & Saunders, "Operationalizing Social Capital" (2002)
 2. "Lessons from the Work of the Aga Khan Foundation" (2009)
 3. Haas, "Do NGOs Wield Too Much Power?" (2010)
 4. "African NGOs Seek to Build Capacities" (2005)

5. Finn, “Open Space Technology” (2008)
6. Uitto and Shaw, “Adaptation to Changing Climate: Promoting Community-based Approaches” (2006)
7. Diallo, “Simple Engine Transforms Village Life” (1999)

Fifth facilitated discussion

Oct. 7

G. Living and Working in “Aidland”

1. Hindman & Fechter, “Introduction ” (2011)
2. Fechter, “Anybody at Home?” (2011)
3. Hindman, “Hollowing Out of Aidland” (2011)
4. Gedde, “Is it for You?” (2015)
5. de Jong, “False Binaries” (2011)
6. Brooks, “Rugged Altruists”
7. Power, “For Terrorists, War on Aid Groups” (2008)
8. Gladstone, “Attacks on Aid Workers Jump Worldwide” (2014)
9. Brooks, “The Republic of Fear” (2014)
10. C. Storti, “Men and Women – What Would You Do?”

Sixth facilitated discussion

Oct 14

H. Infrastructure

1. Dugger, “Roads Lead to New Way of Life in Rural Ethiopia”(’04)
2. “Link Up the Villages” (2006)
3. Lowe, “The Bicycle: Vehicle for a Small Planet,”pp.24-33,40-44
4. Rosenthal, “African Huts Far from the Grid Glow with Renewable Power” (2010)

Oct. 14

III. Development Planning and Budgeting

1. Koehn, *Public Policy and Administration in Africa*, Chapter 6
2. Fleshman, “Gender Budgets’ Seek More Equity” (2002)
3. Axinn and Axinn, “Estimates, Budgets” (1997)
4. Mumvuma, “Building Political Will for Participatory Budgeting in Rural Zimbabwe” (2009)

Oct. 14

Wajjo case – group preparation

1. Tegegne Gebre-Egziabher, “A Brief Overview of Decentralization in Ethiopia” (2007)
2. Meheret Ayenew, “Decentralization in Ethiopia” (2002)
3. Malcolm Norris, “Wajjo Awraja Exercise”

IV. Capacity Building for Sustainable Development

Oct. 21

A. Transnational Competence, Trust Building, Institutional & Managerial Capacity

1. P. Koehn & J. Rosenau, “Dimensions of Transnational Competence” (2008)
2. Koehn & Rosenau, “Preparing for Sustainable International Development” (2010)
3. Bess, “Building Trust in Diverse Teams”

4. Cushner & Brislin, "A Development Project" (1996)
5. Siebert & Koehn, "Executive Summary: USAID University Development Linkage Project; Montana and Belize Partnership for Resource Conservation & Development"

Oct. 21 *It's a Jungle Out There [Transnational management in Botswana]*
DVD 06234 (30 minutes)
Seventh facilitated discussion

Oct. 21 *Graduate Reports*

Oct. 28 *Wajjo case: group presentations*

Oct. 28 **B. Information Technology**

1. Perez, *Innovation for Sustainable Development* (2007)
2. "Kenya Pushes Technology into Overdrive" (2013)
3. Polgreen, "Scanning 2.4 Billion Eyes, India Tries to Connect Poor to Growth" (2011)
4. Stuart and Bery, "Powerful Grass-roots Women Communicators: Participatory Video in Bangladesh" (1996)
5. Kalan, "African Youth Hungry for Connectivity" (2013)
6. Macharia, "Internet Access is No Longer a Luxury" (2014)

Oct. 28 **C. Management Training and Human-resource Development**

1. Oakley, "Training in Methodology of Participation," pp. 229-237
2. Oakley, "Emerging Methodologies of Participation," pp.220-229
3. Marquardt & Berger, "Action Learning Program" (2000)
4. Hossain, "Grassroots Training" (2001)

"RATI" role play

Nov. 4 **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

Nov. 4 *Women's Bank of Bangladesh (47 minutes) VT10557*

1. De Schutter, "Feminization of Farming" (2013)

Nov. 11 *Individual Project Meetings*
Small-group feedback

VI. Development Processes (how should practitioners identify, formulate, select, organize, implement, & evaluate activities at the cutting edge of development?)

Nov 18

A. Data Collection & Community-Asset Mapping

1. Anderson and Woodrow, "Framework for Analyzing Capacities & Vulnerabilities," pp. 9-19
2. Devereux and Hoddinott, "Issues in Data Collection" (1993)
3. Finn, "The Genogram" (2008)

Nov. 18

B. Needs Assessment and Appraisal Methods

1. Robert Chambers, "Participatory Rural Appraisal (PRA): Analysis of Experience," *World Development* 22, No. 9 (1994):1253-68
2. Zamaere, "Use of Video as a Tool for PRA in Malawi" (2000)
3. Deborah Eade and Suzanne Williams, *Oxford Handbook of Development and Relief*, Vol. I (1995), pp. 128-150.

Nov. 18

C. Project Initiation, Preparation/Design, and Selection

Nov. 18

D. Project Implementation

1. John Ickis, "Profile of a Permanent Secretary" case
2. Bourns, "A Day in the Life of a Program Manager"
3. Axin and Axin, "Logical Framework," pp. 142-145
4. D. Gaspar, "Problems in the Logical Framework" (1999)

Nov. 18

E. Monitoring and Evaluation

1. Oakley, pp. 253-254 (Box 34) and 263-266
2. Finn & Jacobsen, "Evaluation," pp. 378-394 (2007)
3. Esther Mebrahtu, "Perceptions & Practices of Monitoring & Evaluation: International NGO Experiences in Ethiopia" (2002)
4. Koehn & Uitto, "Sustainable-development Evaluations" (2013)
5. Hobbes, "Stop Trying to Save the World" (2014)

Eighth facilitated discussion

Dec 2

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)
2. Kessler, "Foreign Affairs Panel Calls for Overhaul" (2007)
3. Capps, "What's the Story on Militarization?" (2009)

B. New & Old Actors and Approaches

Post Washington Consensus

IMF& World Bank

NEPAD

NGOs, Philanthropists, & Foundations

Development Partnerships

Development Banks and Funds

1. Pender, "From Structural Adjustment to Comprehensive Development Framework" (2001)
2. Uvin, "CDF and PRSPs" (2004)
3. Stiglitz, "Broken Promises" (2002)
4. Paul Collier, *The Bottom Billion*, pp. 166-172 (2007)
5. A. Faiola, "As Global Wealth Spreads, the IMF Recedes" (2008)
6. Severino & Ray, "Taking the Measure of Global Aid" (2010)
7. Harsch, "Delivering on Africa's Development [NEPAD]" (2010)
8. Edwards, "Gates, Google, & the Ending of Global Poverty: Philanthrocapitalists & International Development" (2009)
9. Koehn & Obamba, "Higher Education & Sustainable Development in Africa: Why Partner Transnationally?" (2015)
10. Koehn and Ojo, *Making Aid Work* (1999), pp. 1-96.
11. Romero, "Emerging Nations Bloc to Open Development Bank" (2014)

Dec. 2 *Group Final Project: Review and Prep*
 See Jenny Gorsegrner, "Welcome to Togo" (2009)

Dec. 2 *Individual Project Reports*

Dec. 9 *Written Individual Project due*

Dec. 9 *Individual Project Reports*

Dec. 14 (Monday) Written Group Final Project Due

Dec. 15 (1:10-3:10) Group Final-project Reports

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

Accessibility

The University of Montana assures equal access to instruction by supporting collaboration among students with disabilities, instructors, and Disability Services for Students (DSS). If you have a disability that requires an accommodation, contact me at the beginning of the semester so that proper accommodations can be provided. Contact DSS <<http://life.umt.edu/dss/>> if you have questions or call them for voice/text at 406.243.2243.