

Fall 9-1-2003

## PSC 463.01: Development Administration

Peter Koehn

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Political Science 463  
*Development Administration*  
Fall semester 2003

Peter Koehn  
LA 416 x 5294  
Ofc hrs: TTH 10:00-11:00,  
12:30-1:30; and by apptmt

### Course Description & Objectives

The course explores key issues of sustainable development and development management as well as the roles of local and national public administrators, NGOs, and donors. *Development Administration* focuses on the fundamental challenge of how to enhance living conditions 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 and community empowerment, and effective approaches to management training as well as awareness of contemporary issues involving agriculture, natural resources and the environment, health, education, housing/transportation, and the special training needs of refugees. 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, gender-framework analysis, project selection, development planning and budgeting, program implementation, action training, and project evaluation.

#### Required:

*Coursepack at UC Bookstore*

#### 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 Outline and Assignments

- Sept. 2, 4      I. *Concepts*: Human Development, Underdevelopment, Sustainable Development, Development Administration, Development Mgt., Transnational Competence
1. Staudt, "Development Definitions" (pp. 28-29)
  2. Sadiq Rasheed and David F. Luke, *Development Management in Africa* (1995) pp. 1-7
  3. Malcolm Scully, "The Rhetoric and the Reality of 'Sustainability'" (2000)
- Sept. 9      II. *Goals*: An Agenda for Development Management
1. "Strategic Agenda for Development Management in Africa in the 1990s" in Rasheed and Luke, pp. 246-272.

Sept. 11, 16 III. *The Development Context*

**A. Public Administrators and Public-policy Making**

1. Ladipo Adamolekun, "Central Government Organization" (1999)
2. Peter Koehn, *Public Policy and Administration in Africa* (1990), Chapter 8
3. Goran Hyden, *No Shortcuts to Progress* (1983), pp. 11-29.
4. David J. Gould, "Administrative Corruption: Incidence, Causes, and Remedial Strategies," in Ali Farazmand, *Handbook of Comparative and Development Management* (1991), 467-479.
5. Olowu, "Redesigning African Civil Service Reforms" (1999)
6. "A 30% Budget Cut in the Ministry of Health" role play (Staudt, p. 78)
7. Handelman, "Women and Development" (2003)

Sept. 18 **B. The Impact of Culture on Development Management**

1. Charles Kleymeyer, "Cultural Energy & Grassroots Development," *Grassroots Development* 16, #1 (1992):22-31.
2. Peter Oakley, "The Project Agent" (1991), pp. 179-184.

Sept. 23 **C. NGOs: Participation, Governance, and Civil Society**

1. Staudt, "NGOs," pp. 173-186
2. White, Howell, & Shang, "The Search for Civil Society" (1996)
3. Daubon & Saunders, "Operationalizing Social Capital" (2002)
4. Anderson and Woodrow, "North-South Partnerships," pp. 35-38.
5. N. Uphoff, "Bangladesh: The Grameen Bank" (1986), pp. 351-352.
6. Hossain, "Grameen Approach," pp. 123-129 (2001)
7. "U.N. Report Raises Questions about Small Loans to the Poor" (1998)

**Sept. 25 Individual Essay due**

Sept. 25 **D. Decentralization and Community Empowerment**

1. Oakley, "Education as Awareness" pp. 194-198.
2. Adamolekun, "Decentralization, Subnational Governments, & Intergovernmental Relations" (1999)
3. Alf Ronnby, "Mobilizing the Local Community" (1998)
4. C. Dugger, "Lower-caste Women Turn Village Role Upside Down" (1998) e-res
5. Diallo, "Simple Engine Transforms Village Life" (1999)

Sept 30 *Wajjo case – group preparation*  
Robinson & Stiedl, "Decentralization of Road Administration" (2001)

#### IV. Capacity Building for Sustainable Development

- Oct. 2, 7      **A. Institutional Capacity and Popular Support**
1. John M. Cohen, "Foreign Advisors and Capacity Building: The Case of Kenya" (1992) (Handout)
  2. Mary B. Anderson & Peter Woodrow, *Rising from the Ashes: Development Strategies in Times of Disaster* (1998), pp. 75-82
  3. Stephen Siebert and Peter Koehn, "Executive Summary: USAID University Development Linkage Project; Montana and Belize Partnership for Resource Conservation & Develmt"
  4. P. Koehn and J. Rosenau, "Dimensions of Transnational Competence" (2002)
- Oct. 7      Video: *It's a Tangle Out There* [Transnational management in Botswana]  
VT12156 (30 minutes)
- Oct. 9                      Wajjo case: group presentations**
- Oct. 14      **B. Privatization, Infrastructure, and Entrepreneurship**
1. D. Luke, "Building Indigenous Entrepreneurial Capacity" (1995)
  2. Paul Cook and Martin Minogue, "Waiting for Privatization in Developing Countries: Towards the Integration of Economic and Non-economic Explanations" (1990)
  3. Harsch, "Privatization Shifts Gears in Africa" (2000)
  4. Duckett, "Bureaucrats in Business, Chinese-Style" (2001)
- Oct. 16      **C. Information Technology**
1. M. Castells, "Africa's Technological Apartheid" (1998)
  2. Jensen, "Making the Connection: Africa & the Internet" (2000)
  3. "Annan Urges High-Tech Aid for Poor Countries" (2000) e-res
- Oct. 16      **D. Development Communication**
1. Stuart and Bery, "Powerful Grass-roots Women Communicators: Participatory Video in Bangladesh" (1996)
  2. Phyllis Bo-yuen Ngai and Peter Koehn, "Organizational Communication and Globally Displaced Perimeter Populations: Abstract" Full source at [www.unhcr.ch](http://www.unhcr.ch) (Eval & Policy Analysis Unit; *New Issues in Refugee Research* No. 71)
- Oct. 21      **E. Management Training and Human-resource Development**
1. Anderson and Woodrow, pp. 83-87.
  2. Oakley, pp. 229-237.

3. Marquardt & Berger, "Action Learning Program" (2000)
4. Hossain, "Grameen Approach," pp. 129-135 (2001)
5. P. Ngai and P. Koehn, "Preparing for Diversity in the Midst of Adversity: An Intercultural-communication Training Program" (2001)
6. "RATI" case (S, pp. 198-199).

V. *Critical Development Sectors and Issues*

Oct. 23, 28

**A. Agriculture**

**B. Natural Resources and the Environment**

**C. Health**

**D. Refugee and Returnee Assistance and Development**

**E. Housing & Transportation**

1. Lowe, "The Bicycle: Vehicle for a Small Planet," pp. 24-33,40-44 (1989)

VI. *Development Processes*

Oct. 28

**A. Data Collection**

1. Anderson and Woodrow, pp. 9-25, 44-48.
2. Devereux and Hoddinott, "Issues in Data Collection" (1993)
3. Castles, "Studying Social Transformation" (2001)

Oct 30

**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. Deborah Eade and Suzanne Williams, *The Oxford Handbook of Development and Relief*, Vol. I (1995), pp. 128-150.
3. Bhattacharyya and Murray, "Community Assessment and Planning for Maternal & Child Health Programs" (2000)

Nov. 4

Video: *Women's Bank of Bangladesh* (1997) VT10557

Nov. 6

**C. Project Initiation, Preparation/Design, and Selection**

1. Staudt, "Project/Program Selection" (pp. 103-108).
2. Anderson and Woodrow, pp. 52-68.
3. "Street Kids of Ciudad Juarez" role play (S, pp. 84-85).

Nov. 6

**D. Development Planning and Budgeting**

1. Koehn, *Public Policy and Administration in Africa*, Chapter 6
2. Axinn and Axinn, *Collaboration in International Rural Development* (1997), pp. 281-290

Nov. 13 *Individual Project Meetings*

Nov. 18 **E. Project Implementation**

1. Staudt, "PERT," pp. 98-99
2. Oakley, "Methodology of Participation," pp. 210-229.
3. John Ickis, "Profile of a Permanent Secretary" case
4. Axin and Axin, "Logical Framework," pp. 142-145.
5. D. Gaspar, "Problems in the Logical Framework" (1999)

Nov. 20 **F. Monitoring and Evaluation**

1. Hay, "Introduction to Social Program Evaluation" (1979)
2. Staudt, "Evaluation Technique & Utilization" (pp. 109-114)
3. Oakley, pp. 253-254 (Box 34) and 263-266

Nov. 25 **VII. International Assistance and the Glocal Context of Health & Development**

1. Koehn and Ojo, *Making Aid Work* (1999), pp. 1-96.
2. P. Lewis, "Downside of Doing Good" (1999) e-res
3. "An Alternative to Progress" (2001)
4. Pender, "From Structural Adjustment to Comprehensive Development Framework" (2001)

Dec. 2 *Group Final Project: Preparation*

**Dec. 2 *Written Individual Project due***

Dec. 2,4,9,11 *Individual Project Reports*

**Dec. 11 *Written Group Final Project Due***

Dec. 11 *Group Final Project: Reports*

Dec 15 (10:10-12:10)