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PSC 463S.01: Development Administration

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The course explores issues of sustainable development and development management in the developing world as well as the roles of local and national public administrators, NGOs, and donors. Development administration focuses on the fundamental challenge of how to improve living conditions in a context of scarce material resources. Agriculture, natural resources and the environment, health, education, and the special needs of refugees will be considered. The course will involve simulated experience in local development planning and budgeting and other practical exercises aimed at preparing students for field assignments.

Required Texts

Kathleen Staudt, *Managing Development: State, Society, and International Contexts*. Sage Publications, 1991.

Sadig Rasheed and David F. Luke, (eds.), *Development Management in Africa: Toward Dynamism, Empowerment, and Entrepreneurship*. Westview Press, 1995.

David M. Munro and David Gray (eds.), *Aspects of Urban and Rural Development in Belize*. Department of Geography, University of Edinburgh, 1991.

Course Outline and Assignments

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|--------------|--|
| February 1,6 | I. <i>Concepts</i> : Human Development, Sustainable Development, Underdevelopment, Development Administration, Development Management

1. Staudt, Chapters 1,2,3,13
2. Rasheed and Luke, Chapter 1 |
| February 8 | II. <i>Goals</i> : An Agenda for Development Management

1. Rasheed and Luke, Appendix |
| February 13 | III. <i>The Development Context</i>

A. Public Administrators and Public-Policy Making
1. Staudt, Chapter 4
2. Peter Koehn, <i>Public Policy and Administration in Africa</i> , Chapter 2 (R)
3. Peter Koehn, "Development Administration in Nigeria: Inclinations and Results," 1991 (R)
4. Jack W. Hopkins, "Evolution and Revolution: Enduring Patterns and the Transformation of Latin American Bureaucracy," 1991 (R). |
| February 13 | B. The Impact of Culture on Management
1. Gert Hofstede and Michael H. Bond, "The Confucius Connection: From Cultural Roots to Economic Growth," <i>Organizational Dynamics</i> 16 (Spring 1988): 5-21 (R).
2. Keith Henderson, "'Indigenization Versus Internationalization,' Alternatives on the Path from Dependence to Independence," 1991 (R). |
| February 15 | C. National-Level Development Management
1. Staudt, Chapter 7; "Community Development Officer" case |

2. Rasheed and Luke, Chapter 9
3. Janet M. Yousof, "Factors that Impede and Facilitate Management Careers of Women in the Malaysian Civil Service," *Public Administration and Development* 14 (1994):395-404(R).
4. David J. Gould, "Administrative Corruption: Incidence, Causes, and Remedial Strategies," 1991 (R).

February 20

Wajjo Case - group meetings

February 22

D. NGOs

1. Staudt, Chapter 9
2. John Clark, *Democratizing Development: The Role of Voluntary Organizations* (1990), pp. 3-11 (R).

February 22

E. Participation, Governance, and Civil Society

1. Rasheed and Luke, Chapter 13
2. Goran Hyden, *No Shortcuts to Progress: African Development in Perspective* (1983), pp. 1-32 (R).
3. "Hidden Agendas in Longe Town?" case. Staudt, pp. 178-79.

February 27

F. Decentralization

1. Rasheed and Luke, Chapter 6
2. Alfredo Rehren, "Local Government in Authoritarian Chile," 1991(R).
3. Goran Hyden, "Decentralization," 1983 (R).

February 27

G. The Global Economy

IV. Capacity-Building for Sustainable Development

1. Staudt, Chapter 10

March 5

A. Community Mobilization

1. Norman Uphoff, "Experiences in Local Institutional Development," 1986 (R).

March 5

B. Resource Mobilization and Financial Management

1. "A 30% Budget Cut in the Ministry of Health" case. Staudt, p. 78.

March 5

C. Privatization and Entrepreneurship

1. Rasheed and Luke, Chapter 11
2. Clive Hamilton, "The Irrelevance of Economic Liberalization in the Third World," *World Development* 17, No. 10 (1989):1523-1530(R).
3. Paul Cook and Martin Minogue, "Waiting For Privatization in Developing Countries: Towards the Integration of Economic and Non-economic Explanations," *Public Administration and Development* 10, (1990):389-403(R).

March 7

D. Institutional Capacity and Popular Support

1. Rasheed and Luke, Chapter 4
2. Derrick W. Brinkerhoff, "Institutional Development in World Bank Projects: Analytical Approaches and Intervention Designs," *Public Administration and Development* 14 (1994):135-141(R).
3. Norman Uphoff, "Analyzing Options for Local Institutional Development," 1986 (R).
4. "Executive Summary: USAID University Development Linkage Project; Montana and Belize Partnership for Resource Conservation and Development."

- March 7 **E. Information Technology**
 1. Rasheed and Luke, Chapter 8
- March 12 **F. Management Training and Human-Resource Development**
 1. "Training Extension Officers at IRRI" case. Staudt, p. 111.
 2. "RATI" case. Staudt, pp. 198-99.
- March 12 **G. Inter-cultural Communication**
- V. Development Sectors**
- March 14 **A. Agriculture**
 1. Staudt, Chapter 11; "Agricultural Extension Reform" case.
 2. J. Dirck Stryker, "Technology, Human Pressure, and Ecology in the Arid and Semi-Arid Tropics," 1989 (R).
 3. A. John DeBoer, "Sustainable Approaches to Hillside Agricultural Development," 1989 (R).
- March 14 **B. Natural Resources and the Environment**
 1. John O. Browder, "Development Alternatives for Tropical Rain Forests," 1989 (R).
 2. Norman Uphoff, "Local Institutional Development for Natural Resource Management," 1986 (R).
 3. H. Jeffrey Leonard, "Environment and the Poor: Development Strategies for a Common Agenda," 1989 (R).
 4. Charles Jordan, "Forestry Program Fights Rural Poverty," *Journal of Forestry* (R).
- March 19 **C. Health**
 1. Staudt, Chapter 12
 2. Norman Uphoff, "Local Institutional Development for Primary Health Care," 1986 (R).
 3. Gill Walt and Lucy Gilson, "Reforming the Health Sector in Developing Countries: The Central Role of Policy Analysis," *Health Policy and Planning* 9 (4):353-370.
 4. Ben Wisner, "Health of the Future/The Future of Health," 1992 (R).
 5. "The Model Clinic" case. Staudt, pp. 195-96.
- March 19 **D. Refugee and Returnee Assistance and Development**
 1. Peter Koehn, "Refugee Settlement and Repatriation in Africa: Development Prospects and Constraints," 1994 (R).
 2. International Symposium on *Refugees and Development Assistance: Training for Voluntary Repatriation*, "Strategic Action Agenda" and "Additional Workshop Recommendations," 1994, pp. 63-88 (R).
- VI. Development Processes**
- March 21 **A. Data Collection**
 1. Staudt, pp. 81-95; "What Counts" case.
 2. Stephen Devereux and John Hoddinott, "Issues in Data Collection," 1993 (R).
- March 21 **B. Needs Assessment**
 1. Robert Chambers, "Participatory Rural Appraisal (PRA): Analysis of Experience," *World Development* 22, No. 9 (1994):1253-68.

- March 26
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- C. **Project Initiation, Preparation/Design, and Selection**
1. Staudt, pp. 95-100, 103-108
 2. "The Lone Anthropologist" case. Staudt, pp. 46-7.
 3. The Zula Development Programme (R)
 4. "Street Kids of Ciudad Juárez" case. Staudt, pp. 84-5.
- March 26
- D. **Development Planning and Budgeting**
1. Koehn, *Public Policy and Administration in Africa*, Chapter 6
- March 28
- E. **Project Implementation**
- March 28
- F. **Monitoring and Evaluation**
1. Staudt, pp. 109-115; "Waste Recycling" case.
 2. Coralie Bryant and Louise White, "Data Collection, Monitoring, and Evaluation," 1982 (R).
- April 2
- Group Reports: Belize Evaluation**
- VII. *International Development Assistance*
1. Staudt, Chapter 8
- April 4
- A. **USAID**
- McConnell, Committee on Appropriations, *Report*, September 1995 (R).
- April 16
- B. **Japan's ODA**
1. Prasert Chittiwatanapong, "Perspectives on Japan's ODA Relations with Thailand" 1993 (R).
- April 16
- C. **South-South Aid**
- Donald Bobiash, *South-South Aid* (R)
- April 18, 23
- D. **Multi-national Donors**
1. Warren C. Baum, "The World Bank Project Cycle," *Finance and Development* 15 No. 4 (December 1978):10-17(R).
 2. "The Copenhagen 'Hearing'" *The Courier*, May/June 1995, 52-3(R).
 3. Asian Development Bank, *Annual Report 1994*.
 - A. "Operational Priorities and Policies," pp. 57-68 (R)
 - B. "Post-Evaluation and Internal Audit," pp. 117-123 (R)
- April 25
- E. **Autonomous Development Funds**
1. Rasheed and Luke, Chapter 15
- April 30
- F. **Group Final Project: Meetings**
- May 2-9
- G. **Individual Project Reports**
- May 14
- H. **Group Final Project: Reports**