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Fall 9-1-1998

### PSC 463S.01: Development Administration

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### Course Requirements

The course involves individual and group projects. Each assignment is outlined below and will be discussed more fully in class. Lateness will be penalized.

### Group Projects

The class will be divided into teams. Each team will be expected to apply one of the following approaches to the challenges of development administration that they will deal with. The approaches, or emphases, that can be applied are: (1) growth/production; (2) resource-conservation; (3) equity/redistribution; (4) self-reliance; (5) sustainability.

### **Sept 22 Individual Essay (10%)**

Write a concise and persuasive essay of no more than five double-spaced pages (not including your bibliography) on the following question. Be sure to cite all references to your sources.

*Some analysts regard development administration/management as a key independent variable in the transformation of developing countries. Others suggest that development administration actually is a dependent variable, the operation of which depends on a variety of environmental and cultural contingencies. Which of these two positions is closest to your own view? Provide a thorough justification for your position.*

### **Oct 6 Group Development-planning Project (20%)**

"Wajjo Awraja" case study. Submit a typed development-plan narrative and budget for Wajjo that is *consistent with one of the emphases listed above*. The narrative should not exceed five typed pages in length.

### **Oct 15-27 Group Oral Report: Critical Development Sectors and Issues (10%)**

Each team will present a summary of major findings and current issues for its sector:

1. Agriculture (V A)
2. Natural resources and the environment (V B)

3. Health (V C)
4. Refugee assistance and development (V D)

### **Dec 1 Individual Final Project (35%)**

Each of the following individual "course-culmination" assignments will be allocated to an interested student. In addition to the typed report to be submitted no later than December 1, each student will deliver an in-class presentation based upon his/her final report.

1. Present a proposal to Mrs. Sadako Ogata, U.N. High Commissioner for Refugees, for establishment within UNHCR of a *Global Refugee Corps* (GRC).
2. Develop an *Autonomous Development Fund* for immediate introduction by proclamation in Eritrea. Provide an accompanying *justification* for discussion and action by the Council of Ministers that shows why Eritrea should institute such a fund.
3. Develop a *model training program in intercultural communication for development* that would be appropriate for AMDA staff and interns.
4. Submit a proposal to establish a joint venture between The University of Montana and Shanghai International Studies University. Develop the joint venture's corporate-capability statement and its plan to launch training courses on "public entrepreneurship."
5. Prepare an external evaluation of The University of Montana's *linkage project with The University College of Belize* or its *USAID project in Namibia*.
6. Prepare a *consultancy report* with recommendations for UNICEF on *decentralization for social planning in Eritrea* in accordance with a specific terms-of-reference (TOR).
7. Prepare a complete start-to-finish *design for a small-scale* (natural-resources, agricultural, urban housing, primary-education, primary-health-care, or environmental sanitation) *project* that is consistent with one of the emphases listed above. Select your own developing country and rural or urban context. The project design should include provisions for community participation; a budget; specific identification of community, government, NGO, and donor roles (if any); and an evaluation methodology.
8. Develop a consultant's *organizational-development (OD) plan for an NGO* (your choice) active in a Third-World context (your choice). Be sure to address governance structure; staffing; organizational relationships and

communication; the organization's principal policies; human-resource development; monitoring, evaluation, and expenditure-tracking systems; and external relations with communities, other organizations, and donors. Your plan should be culturally sensitive.

### **Dec 10 Group Final Project (25%)**

Submit an integrated five-year local development plan that is *consistent with one of the emphases listed above*. Country and area details will be provided by the instructor. The typed report may be lengthy and should contain references to literature read for this course. Each team also will make a 30-minute oral presentation to the class on their plan.

### **Graduate-increment Assignment**

Graduate students will prepare and lead an applied class exercise in development management – to be arranged in consultation with the instructor.

*The task remains to challenge the mythologies of the nation-state, the cult of work, the submission to authority, the imposture of groups and parties who claim to possess the truth – in short, to sift carefully through all established assumptions (for they lie at the root of many consented servitudes) with a view to satisfying all basic needs and eventually attaining the supreme luxury: free time.*

Gerald Chaliand, *Revolution in the Third World: Myths and Prospects*, 1976

Political Science 463  
*Development Administration*  
Fall semester 1998-99

Peter Koehn  
LA 416 x 5294  
Ofc hrs: TTH 10:00-11:00,  
3:30-5:00; and by apptmt

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 also involves 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. {S}

Mary B. Anderson & Peter Woodrow, *Rising from the Ashes: Development Strategies in Times of Disaster*, Lynne Rienner Publishers, 1998. {A&W}

Course Outline and Assignments

- Sept. 1,3      I. *Concepts*: Human Development, Sustainable Development, Underdevelopment, Development Administration, Development Management
1. Staudt, Chapters 1,2,3,13
  2. Sadiq Rasheed and David F. Luke, *Development Management in Africa*, 1995, Chapter 1 ®
- Sept. 8      II. *Goals*: An Agenda for Development Management
1. Rasheed and Luke, Appendix ®
- Sept. 10      III. *The Development Context*
- A. **Public Administrators and Public-policy Making**
1. Staudt, Chapter 4
  2. Peter Koehn, *Public Policy and Administration in Africa*, Chapter 2 ®

3. Peter Koehn, "Development Administration in Nigeria: Inclinations and Results," in Ali Farazmand, *Handbook of Comparative and Development Administration*, 1991 ®

Sept. 15      **B. The Impact of Culture on Management**

1. Gert Hofstede and Michael H. Bond, "The Confucius Connection: From Cultural Roots to Economic Growth," *Organizational Dynamics* 16 (Spring 1988):5-21.
2. Charles Kley Meyer, "Cultural Energy & Grassroots Development," *Grassroots Development* 16, No. 1 (1992):22-31.

Sept. 17      **C. National Level Development Management**

1. Staudt, Chapter 7; "Community Development Officer" case (S, p. 124).
2. A& W, pp. 39-44.
3. David J. Gould, "Administrative Corruption: Incidence, Causes, and Remedial Strategies," in Farazmand, *Handbook* ®
4. "Timely Public Works in La Isla" role play (S, p. 69).
5. "A 30% Budget Cut in the Ministry of Health" role play (S, p. 78).

Sept. 22      **D. NGOs: Participation, Governance, and Civil Society**

1. Staudt, Chapter 9
2. A&W, pp. 35-38, 89-92.
3. Rasheed and Luke, Chapter 13 ®

Sept. 24      **E. Decentralization and Community Empowerment**

1. Alfredo Rehren, "Local Government in Authoritarian Chile," in Farazmand, *Handbook* ®
2. Peter Koehn, "Revolution and Public Service in the Third World," 1998
3. Goran Hyden, Peter Koehn, and Turhan Saleh, "The Challenges of Decentralization in Eritrea" (1997)

Sept. 29      **Wajjo case – group preparation**

#### IV. *Capacity Building for Sustainable Development*

- Oct. 1      **A. Institutional Capacity and Popular Support**
1. Staudt, Chapter 10
  2. John M. Cohen, "Foreign Advisors and Capacity Building: The Case of Kenya," 1992
  3. Stephen Siebert and Peter Koehn, "Executive Summary: USAID University Development Linkage Project; Montana and Belize Partnership for Resource Conservation and Development."
- Oct. 6      **Wajjo case: group presentations**
- Oct. 8      **B. Privatization, Infrastructure, and Entrepreneurship**
1. Rasheed and Luke, Chapter 11 ®
  2. Clive Hamilton, "The Irrelevance of Economic Liberalization in the Third World," *World Development* 10 (1990):389-403.
  3. Paul Cook and Martin Minogue, "Waiting for Privatization in Developing Countries: Towards the Integration of Economic and Non-economic Explanations," 1990.
- Oct. 8      **C. Information Technology**
1. Rasheed and Luke, Chapter 8 ®
- Oct. 13     **D. Intercultural Communication**
1. Peter Koehn and Phyllis Bo-yuen Ngai, "Managing Refugee-assistance Crises in the Twenty-first Century: The Intercultural-communication Factor," 1998.
- Oct. 13     **E. Management Training and Human-resource Development**
1. A&W, pp. 83-87.
  2. "Training Extension Officers at IRRP" case (S, p. 111).
  3. "RATI" case (S, pp. 198-199).

#### V. *Critical Development Sectors and Issues*

- Oct. 15     **A. Agriculture**
1. Staudt, Chapter 11; "Agricultural Extension Reform" case (S, p. 235)

2. J. Dirck Stryker, "Technology, Human Pressure, and Ecology in the Arid and Semi-arid Tropics," 1989.
3. A. John DeBoer, "Sustainable Approaches to Hillside Agriculture Development," 1989.
4. "Agricultural Productivity Improvement: Cambodia"
5. Michael Lofchie, "China's Lessons for African Agriculture" (1988).

Oct. 20

## **B. Natural Resources and the Environment**

1. John O. Browder, "Development Alternatives for Tropical Rain Forests," 1989.
2. Norman Uphoff, "Local Institutional Development for Natural Resource Management," 1986.
3. H. Jeffrey Leonard, "Environment and the Poor: Development Strategies for a Common Agenda," 1989.
4. Charles Jordan, "Forestry Program Fights Rural Poverty"
5. Katrina Brandon and Michael Wells, "Planning for People and Parks," *World Development* 20, No. 4 (1992):557-570.

Oct. 22

## **C. Health**

1. Staudt, Chapter 12; "The Model Clinic Case" (S, pp. 195-96).
2. Norman Uphoff, "Local Institutional Development for Primary Health Care," 1986.
3. Gill Walt and Lucy Gilson, "Reforming the Health Sector in Developing Countries: The Central Role of Policy Analysis."
4. Ben Wisner, "Health of the Future/The Future of Health," 1992.
5. D. Bobiash, "The Most Welcome People: South-South Health Aid," 1992.
6. B.C. Smith, "The Decentralization of Health Care in Developing Countries: Organizational Options," 1997.

Oct. 27

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

1. Peter Koehn, "Refugee Settlement and Repatriation in Africa: Development Prospects and Constraints," 1994.
2. A&W, pp. 68-73, 259-278, 301-328.
3. International Symposium on *Refugees and Development Assistance: Training for Voluntary Repatriation*, "Strategic Action Agenda" and "Additional Workshop Recommendations," 1994, pp. 63-88. ®
4. Kerri Faughnan. "Kalehe Refugee Camp" case, 1995.
5. *Dialogus* (Winter 1994).



## VI. *Development Processes*

Oct. 29

### A. Data Collection

1. A&W, pp. 9-25, 44-48.
2. Staudt, pp. 81-95; "What Counts" case (S, pp. 93-94).
3. Stephen Devereux and John Hoddinott, "Issues in Data Collection," 1993.

Oct. 29

### 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.

Nov. 5

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

1. Staudt, pp. 95-100, 103-108.
2. A&W, pp. 52-68.
3. "The Lone Anthropologist" role play (S, pp. 46-47).
4. "Street Kids of Ciudad Juarez" role play (S, pp. 84-85).

Nov. 5

### D. Development Planning and Budgeting

1. Koehn, *Public Policy and Administration in Africa*, Chapter 6 ®

Nov. 10

### E. Project Implementation

1. A&W, pp. 75-82.
2. John Ickis, "Profile of a Permanent Secretary" case.

Nov. 10

### F. Monitoring and Evaluation

1. Staudt, pp. 109-115; "Waste Recycling" role play (S, p. 115).
2. A&W, pp. 89-94.

VII. *International Development Assistance and the Global Context of Development*

Nov. 12      **A. Overview**

1. Staudt, Chapter 8.
2. A&W, pp. 95-101.

Nov. 17, 19      **B. Autonomous Development Funds**

1. Rasheed and Luke, Chapter 15 ®
2. Peter Koehn, "Goran Hyden's Development Fund Model: Suggestions for Operationalization," 1998.

Nov. 24      *Group Final Project: Preparation*

Dec. 1,3,8,10      *Individual Project Reports*

**Dec 10**      *Written Group Final Project due*

Dec. 14/18      *Group Final Project: Reports*  
(8:10-10:00)