PSCI 463.01: Development Administration

Peter Koehn

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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 non-Western 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**
5. “The Millennium Development Goals, Targets, and Indicators” e-res
7. Fisher, “Best & Worst to be Born Into” (2013) e-res

II. The Development Context

Sept. 5 C1. Health & Development
1. “To Cure Poverty, Heal the Poor” (2002) 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

Sept. 12 B. The Community Development Officer
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
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
Sept. 19  E. Impact of Culture on Development Management
3. Tadella Tafera, “Assefa and Sileshi” (case analysis) e-res

Sept. 24  F. Living and Working in “Aidland”
4. de Jong, “False Binaries” (2011) e-res
5. Brooks, “Rugged Altruists” e-res

Sept. 24  G. Civil Society, NGOs, Participation, Governance, & Empowerment
4. “African NGOs Seek to Build Capacities” (2005) e-res

Sept. 26  H. Infrastructure
1. Dugger, “Roads Lead to New Way of Life in Rural Ethiopia” (’04) 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

Sept. 26  Wajjo case – group preparation
IV. Capacity Building for Sustainable Development

Oct. 1  
**A. Transnational Competence, Trust Building, Institutional & Managerial Capacity**
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**
3. Dove, “Dreams from His Mother” (2009) 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**
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  
Oct. 17  E. **Management Training and Human-resource Development**

Oct. 17  “RATT” 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**
   2. Devereux and Hoddinott, “Issues in Data Collection” (1993) e-res

Oct. 29, 31  Individual Project Meetings
Small-group feedback

Nov. 5  B. **Needs Assessment and Appraisal Methods**

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

Nov. 7  E. **Monitoring and Evaluation**
   1. Oakley, pp. 253-254 (Box 34) and 263-266 e-res

Nov. 12, 14 VII. Changing International Assistance Architecture

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

B. New & Old Actors and Approaches

Post Washington Consensus
IMF & World Bank
NEPAD
NGOs, Philanthropists, & Foundations
Development Partnerships
Development Funds

Nov. 19 Graduate Reports

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

Nov. 26 Group Final Project: Review and Prep
   See Jenny Gorsegner, “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.