

**SYLLABUS (subject to revisions/improvements)**

**Development Administration - LAS6938/AFS6905 (sections 041F/0460), Fall 2017)**

Wednesday from 9:35 am to 12:35 pm (Periods 3-5) in WEIM 3024

**COURSE INSTRUCTOR**

Dr. Glenn Galloway and other invited instructors

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466 Grinter Hall

Telephone: 392-3292

**OFFICE HOURS**

I have an open door policy when in my office. My official office hours will be from 2 to 5 pm on Tuesday. Feel free to call or send me an email to coordinate a meeting at another time.

**COURSE PURPOSE AND DESCRIPTION**

This course is offered for students taking part in the Master of Sustainable Development Practice (MDP) Program and for other students who aspire to pursue a career related to sustainable development. Professionals who become involved in development practice are often required to assume responsibilities and even provide leadership to processes for which they were not well prepared during their academic formation, for example, in the broad area of Development Administration. Development Administration per se is a recognized sub-field supported by a considerable body of scientific literature, and this course will make periodic references to this important literature, related primarily to public administration. However, most attention will be focused on specific tools, processes and concepts linked to the praxis of Development Administration that MDP graduates should be familiar with before embarking on their careers.

The concepts of sustainable development have evolved over time, and this course will make reference to this ongoing evolution, while stressing concepts and tools relevant to contemporary development initiatives. Since many concepts and approaches are subject to debate, an effort will be made to introduce different, often divergent, perspectives into the readings and discussions. The course will draw on the literature, on experiences of the instructor(s), and since a considerable number of students have had direct involvement in development initiatives, on their knowledge and experiences as well. Class sessions will include a combination of small group discussions and activities, full group discussions and PowerPoint presentations; other teaching methods may be introduced. At the end of the semester, *students will have been exposed to and gain experience with important concepts and tools related to Development Administration and to common problems and errors that affect the success and impact of development initiatives. In this way, participants in the course will be better prepared to address complex development challenges characterizing today's world.*

**PRIMARY DELIVERABLE**

The primary deliverable of this course involves the preparation of a proposal for a sustainable development initiative incorporating many of the concepts and tools treated in the course. In past years,

some students have selected an initiative hypothetical in nature, while others have actually prepared a professional document (draft proposal) for a NGO or other type of entity. The main thrust of the initiative will be chosen by the student and approved by the course instructor. The student will be required to substantiate each section of the document with references to the literature and other sources of information. This paper should not exceed 25 pages.

Other assignments and deliverables are indicated below.

## **PARTICIPANT LEARNING OUTCOMES**

By taking full advantage of this course, you will be able to:

1. Plan and carry out the preparation of a project proposal, responding to a call or request for proposals.
2. Develop a logframe and/or logic model as a central component of a project proposal.
3. Prepare a budget for a project using different approaches.
4. Integrate key concepts learned throughout the MDP program into a development initiative.
5. Contribute to the planning and implementation of a monitoring and evaluation (M&E) plan of a development initiative, and recognize the link between M&E and adaptive management.
6. Recognize the importance of multi-stakeholder engagement in development initiatives and take part in efforts to bolster collaboration among diverse stakeholders.
7. Articulate the complexity of development initiatives.
8. Improve your writing skills for preparing project proposals.
9. Peer review project proposals and recommend improvements to these documents.

## **IMPORTANT CONSIDERATIONS**

1. **Faculty involvement:** When necessary and feasible, a faculty members will be invited to share their knowledge, experiences and insights relating to project planning and implementation.
2. **Structured, graduated deadlines for proposal preparation:** As indicated below, you will be required to develop and turn in, sections of your draft proposal throughout the semester. This approach will be used to ensure that the bulk of the work is not put off until the end of the semester.
3. **Required readings:** Readings and other resources will be assigned throughout the semester on topics covered in the course. A discussion space will be utilized on Canvas to encourage dialogue and reflection on key readings. You will be expected to consult additional literature for the development of the primary deliverable of the course. All assigned readings will be posted on Canvas. Other references will also be made available for consultation and for future reference.

## **COURSE POLICIES**

**Attendance is required.** Class meetings are a vital part of this course. All students are expected to complete assignments and readings before class, to arrive on time for each class, and to participate actively in classroom learning. Any absences will be reflected in the grade.

**Personal technology in the classroom.** During regular class time students may not use personal technology devices (laptops, mobile email devices, smartphones, mobile phones, iPods, iPads, and similar technologies). The instructor will indicate when devices may be used for select class activities. Exceptions will be made in the case of students who use personal technology devices due to documented disabilities, or students who need to leave a phone on in anticipation of emergency calls.

## CAMPUS HELPING RESOURCES

- **Challenges in Academic Writing, Grammar and Style:** The University of Florida Writing Studio is committed to helping University of Florida students and faculty meet their academic and professional goals by becoming better writers. *We support independent learning and encourage scholarship by providing one-on-one consultations, workshops tailored to specific classes (graduate and undergraduate), and faculty retreats focusing on publishing original research. Students and faculty at all levels and in every discipline are welcome!* <http://writing.ufl.edu/writing-studio/>
- **Technical difficulties for E-learning in CANVAS:** please contact the UF Help Desk at:
  - [Learning-support@ufl.edu](mailto:Learning-support@ufl.edu)
  - (352) 392-HELP - select option 2
  - <https://lss.at.ufl.edu/help.shtml>
- **Personal Challenges:** Students experiencing crisis or personal problems that interfere with their general wellbeing are encouraged to utilize the university's counseling resources. Both the Counseling Center and Student Mental Health provide confidential counseling services at no cost for currently enrolled students. Resources are available on campus for students having personal problems or lacking clear career and academic goals, which interfere with their academic performance. The Counseling Center is located at 301 Peabody Hall (next to Criser Hall). Student Mental Health is located on the second floor of the Student Health Services in the Infirmary.
  1. *University Counseling Center*, 301 Peabody Hall, 392-1575; personal and career counseling: [www.counsel.ufl.edu](http://www.counsel.ufl.edu)
  2. *Student Mental Health*, Student Health Care Center, 392-1171, personal counseling: [www.hsc.ufl.edu/shcc/smhs.htm](http://www.hsc.ufl.edu/shcc/smhs.htm)
  3. *Sexual Assault Recovery Services (SARS)*, Student Health Care Center, 392-1161, sexual assault counseling; and
  4. *Career Resource Center*, Reitz Union, 392-1601, career development assistance and counseling.

## UF POLICIES

- **Students with Disabilities Act:** The Dean of Students Office coordinates the needed accommodations of students with disabilities. This includes the registration of disabilities, academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services, and mediating faculty-student disability related issues. *Dean of Students Office*, 202 Peabody Hall, 392-7066, [www.dso.ufl.edu](http://www.dso.ufl.edu)

- **Software Use:** All faculty, staff, and students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate.
- **Academic Misconduct:** Academic honesty and integrity are fundamental values of the University community. Work submitted for credit by UF students should not include any form of plagiarism, cheating, or unauthorized aid. Unless an assignment is explicitly identified as a group project, all work should be completed independently. Students should understand and follow the Student Honor Code that they signed upon enrollment at the University of Florida:

*“I understand the University of Florida expects its students to be honest in all their academic work. I agree to adhere to this commitment to academic honesty and understand that my failure to comply with this commitment may result in disciplinary action up to and including expulsion from the University.”*

**NOTE:** There may be changes to this syllabus depending on the availability of guest speakers, class interest in certain topics, and other unforeseen events.

#### **ACTIVITIES, ASSIGNMENTS AND GRADING**

<b>Assignments contributing to grade</b>	<b>Maximum points earnable</b>
5 essays following guidelines and questions posted on the CANVAS discussion board	10
5 responses to essays posted by colleagues on CANVAS discussion board	5
Enthusiastic participation in the classroom	10
Leadership in the introduction to one of the course sessions, individually or in conjunction with another student	10
Deliverable (D-1): Proposed topic of your proposal	
D-2: Section on contextual information for your proposal	2
D-3: Literature review on thematic area(s) central to your proposal	2
D-4: Section on stakeholders that will take part in your proposed project, including the primary implementing organization and partners. Develop and justify the impact pathway or impact pathways you envision.	2
D-5: Logframe or logic model for your proposal	2
D-6: Section on how you would conduct the monitoring and evaluation (M&E) of your project	2
D-7: Section on how you would pursue multi-stakeholder collaboration in your initiative	2
D-8: Section on capacity building in your initiative	2
D-9: Budget for your project	2
D-10: Section on operational planning	2
D-11: Section on how M&E may lead to a readjustment of your program over time, linking this analysis to an adaptive management approach	2
D-12: First draft of your proposal for peer review	
D-13: Peer reviewed proposals returned to authors	10

Concise presentation of your proposal to the class	10
D-14 (final deliverable): Definitive proposal and version with comments and track changes made by your peer reviewer	25
Deductions: For each deliverable not handed in on time, 2% will be deducted from your grade. Failure to attend class without notice will result in a 5% reduction in your final grade.	

**GUIDELINES AND ASSESSMENT CRITERIA FOR GRADED ASSIGNMENTS**

**5 brief essays written in response to questions posed on CANVAS discussion board**

You are expected to write and post an essay on CANVAS discussion board five times during the semester. These short essays should be posted by the time indicated by the instructor on the day before class. You may earn up to 2 points for essays posted on time and by following the specific guidelines provided. The board will not be open the first or last week of the semester.

**Required criteria for brief essays:**

- Be between 200 and 500 words in length
- Respond to assignments and topic for the week
- Include and actively engage one quote from the week’s assigned readings
- Raise a question for discussion

**Written reflections may also include:**

- Reactions to other postings
- Reference to personal experiences
- Links to relevant materials, videos, websites

**5 responses written in conversation with brief essays posted by colleagues on CANVAS discussion board**

At least five times during the semester, you should respond to and dialogue with a brief essay posted by a colleague. Responses must be posted by the time indicated by the instructor on the day before class and should be between 150 and 300 words long.

**Respectful and enthusiastic participation in and out of the classroom**

The class will involve a great deal of interaction and discussion, and you will be rewarded for efforts to learn collaboratively with respect, enthusiasm and open minds. A basic requirement for such involvement is to arrive at each class meeting on time and well-prepared.

**Oral presentations and class discussions**

During the semester, you will be required to give short presentations and participate in group and roundtable discussions. Indications will be provided to help you prepare for these presentations and discussions. Presentations will have to be concise and within the time allotted.

**Leadership (individually or in conjunction with another student) in the introduction of a course topic**

Provide leadership to the introduction of one of the course sessions, selecting a topic that particularly interests you. Either individually or with another student, introduce a topic utilizing suggested readings and other complementary sources of information. Most students organize a group exercise related to the topic. Please discuss your ideas with the instructor. New

references and other sources identified by the students will enrich future editions of the course. Feel free to innovate and utilize your creativity.

### **Concise presentation of your proposal**

Give a concise presentation of your project proposal to the class. Guidelines will be provided to help you prepare this presentation.

## **Written deliverables**

### **Deliverable (D-1): Proposed topic of your proposal**

Proposed topic of your paper indicating the following: justification, country/geographical region where the project would be implemented and its scope (geographic and thematic). You can choose to collaborate with a local organization, as a growing number of students have done.

### **D-2: Section on contextual information for your proposal**

Relevant contextual information (this will be a first approximation) for your project including aspects such as the primary implementing organization; important historical considerations; relevant demographic and socioeconomic information; gender considerations; principal environmental concerns and issues; key aspects related to markets and the commercialization of products; relevant policies and regulatory framework. The information included in this section will depend on the topic of your proposal.

### **D-3: Literature review on thematic area(s) central to your proposal**

Explore the thematic area(s) that will be pursued in your project, by carrying out a concise review of available literature and other relevant sources of information, including an overview of prior programs when possible. List key strategic considerations for your initiative.

### **D-4: Section on stakeholders that will take part in your proposed project**

In this section, provide information on the primary stakeholders that will participate in your proposed initiative, including more detailed information on the primary implementing organization and partners you hope will take an active role in the project. Develop and justify the impact pathway(s) you envision, providing a figure illustrating the pathway(s) and. Integrate this information into a contextual/conceptual framework of your program.

### **D-5: Logframe or logic model for your proposal**

Prepare a preliminary logframe of your program (or logic model), applying the concepts discussed in class. Your logframe or logic model should be rooted in the theory of change of your planned initiative.

### **D-6: Section on how you would conduct the monitoring and evaluation (M&E) of your project**

Develop a section on how you would conduct the monitoring and evaluation of your program, differentiating with examples, performance and impact indicators.

### **D-7: Section on how you would pursue multi-stakeholder collaboration in your initiative**

In this section, explore how you would encourage multi-stakeholder collaboration in your initiative with the organizations discussed in D-4.

**D-8: Section on capacity building in your initiative**

Develop a section on capacity building in your initiative, considering capacity building strategies and capacity building needs at different levels within the initiative.

**D-9: Budget for your project**

Prepare a budget for your program structured into categories of expenditures. Also include, if necessary, estimated indirect costs and overheads. Provide a concise budget narrative explaining how the budget was derived. Also, consider including counterpart and partner organization contributions to the program, both cash and/or in-kind.

**D-10: Section on operational planning**

Prepare a short discussion on the process you envision for operational planning, including both the planning of operational activities and the monitoring plan. Indicate with an example how you would plan for time sensitive activities.

**D-11: Section on how M&E may lead to a readjustment of your program over time**

Prepare an example of how monitoring and evaluation may lead to a readjustment of your program over time. Then, tie this into a discussion on how you might pursue an adaptive management approach in your initiative.

**D-12: First draft of your proposal for peer review**

Turn over draft for peer review. In addition to the other sections already prepared, include in your final draft the following:

- A short section on how you would seek to bolster the sustainability of your initiative (not the project, per se, but the processes and outcomes being promoted). Also indicate how a multiplier effect of your initiative might be accomplished
- A few paragraphs on the communication strategy you would utilize in your initiative, considering diverse target audiences and the importance of disseminating the most important results and experiences of your program

**D-13: Peer reviewed proposals returned to authors**

Return the peer reviewed proposals with comments and revisions with track changes.

**D-14: (final deliverable): Definitive proposal**

Hand in the final version of your proposal with comments and corrections from your peer reviewer incorporated. You must also send the version of the proposal with the comments and track changes made by your reviewer/s.

\*Further information and instructions will be provided on the development of the paper/proposal early in the course. The timetable of deliverables for this assignment is found on the final page of the syllabus.

## **COURSE SCHEDULE FALL 2016**

This schedule may be adjusted during the semester, depending on the availability of guest speakers, class interest in certain topics, and other unforeseen events. Updated versions will be posted on CANVAS and sent to students via email when significant changes have been made.

### **August 23: INTRODUCTORY SESSION**

**Session description:** This session will serve to introduce the course and provide an overview of its orientation and objectives. Following an initial assessment of student experiences in and familiarity with concepts related to *Development Administration*, the instructor and students will share a brief synopsis of their experiences related to this broad topic and their professional aspirations. It will be possible to discuss additional topics that might be integrated into the course, involving adjustments to the syllabus. Finally, initial reflections on what a development practitioner can and should do to better prepare themselves for a professional opportunity will be discussed.

**Learning activities:** 1) Overview of course expectations; 2) shared understanding of personal experiences and professional aspirations

### **August 30: PROJECT AND PROGRAM PROPOSALS I** (Will seek another faculty member to contribute to this class)

**Session description:** This session will focus on the process of developing project proposals, a fundamental task for professionals involved in development administration. The session will address the role of projects and how they fit into an organization and its efforts to accomplish its mission. Attention will be devoted to the relationship between strategic, programmatic and operational planning, since persons involved in development administration will lead and take part in these distinct types of planning, and it is important to understand how they fit together. An overview of the proposal development process will be discussed, as well as common errors and pitfalls that often result in unfruitful efforts, poor quality proposals and financial problems during project or program implementation. This session will transition into and overlap with other sessions.

**Learning activities:** 1) Group discussion on questions and responses on CANVAS related to the readings; 2) Group exercise on the process to submit a proposal

**Assignments:** 1) Respond to questions on CANVAS; 2) Review PowerPoint; 3) Devote thought to the main assignment of the course;

### **September 06: PROJECT AND PROGRAM PROPOSALS II: Logframes and logic models and other considerations** (Session to be co-taught with Dr. Sebastian Galindo)

**Session description:** In this session, we will continue with the topic of project and program proposals. Attention will be placed on the importance of participatory methodologies in program and project planning. Tools for encouraging the involvement of grassroots and community groups in planning will be discussed, as well as areas of caution to be aware of. Dr. Galindo and I will provide a comparative look at logical frameworks (logframes), logic models and the theory of change. You will carry out a few group exercises including a critique of logframes prepared for the session. Beyond methodological steps in logframe derivation, common criticisms of this tool will also be discussed. The development of timelines



and their importance will be introduced, as will examples of planning for time sensitive activities. If time allows, strategic considerations to take into account during proposal development will be highlighted, as will the importance of establishing the internal processes for planning, decision making and coordination within a project, including projects involving multiple stakeholders. Finally, reference will be made to other common components of project proposals and measures to take within an organization to enhance efficiency in proposal development.

**Learning activities:** 1) Group discussion on questions and responses on CANVAS related to the readings; 2) Exercises with logical frameworks, logic models and the theory of change

**Assignments:** 1) D-1: Proposed topic of your proposal; 2) Readings and responses to questions; 3) Review PowerPoint

### **September 13: STRATEGIC PLANNING**

This session will concentrate on the development of strategic plans. The importance of strategic plans will be discussed, as will common problems and errors made in their derivation and use. Examples of methodological approaches for the development of strategic plans will be provided, emphasizing the importance of utilizing key sources of information. Special attention will be given to strategic planning with a cross disciplinary focus and with the involvement of multiple stakeholders. Risks associated with the development of strategic plans will be discussed, as will common problems that can occur once the strategic plan is developed.

**Learning activities:** 1) Group discussion on questions and responses on CANVAS related to the readings; 2) Class exercise(s) on strategic planning

**Assignments:** 1) D-2: Section on contextual information for your proposal; 2) Readings and responses to questions; 3) Review PowerPoint; 4) Student leadership in the class

### **September 20: MONITORING AND EVALUATION** (I will invite someone to contribute to this class. We will have to find an alternative time to have this class due to the ICSDP and IUFRO).

This session will focus on approaches for monitoring and evaluation considering the importance of M&E and different processes related to these tasks within a project. The cost of collecting, analyzing and utilizing information will be discussed, as will the implications of these costs for operational planning. The monitoring and evaluation of performance and impact indicators will be differentiated. Special attention will be focused on the topic of participatory monitoring and the systematization of experiences and their relation to accountability. A portion of the session will also be devoted to tasks involved in preparing for an external evaluation. Finally, the underlying question of whether an organization is a “learning organization” and what this might imply will be discussed.

**Learning activities:** 1) Group discussion on questions and responses on CANVAS related to the readings on M&E; 2) Class exercise(s) on M&E

**Assignments:** 1) D-3: Literature review on thematic area(s) central to your proposal; 2) Readings and responses to questions; 3) Review PowerPoint; 4) Student leadership in the class

## **September 27: THE ROLE AND FUNCTIONING OF MULTI-STAKEHOLDER PLATFORMS**

The recognition of the importance of addressing development challenges in an interdisciplinary way implies the need for fostering collaboration among diverse stakeholders. This session will direct attention to different types of partnerships, networks and alliances for collective action, drawing on practical examples where this approach has been or is being pursued. Operational cooperation creates special challenges for development administrators and examples of this type of collaboration will be discussed.

**Learning activities:** 1) Group discussion on questions and responses on CANVAS; 2) Group discussion on multi-stakeholder platforms, citing examples in the development field

**Assignments:** D-4: Section on stakeholders and impact pathway(s); 2) Readings and responses to questions; 3) Review PowerPoint; 4) Student leadership in the class

## **October 04: CAPACITY BUILDING AND TECHNICAL ASSISTANCE**

A major component of development projects and programs often relates to capacity building and technical assistance. The session will begin addressing the question, what is capacity? To be effective, a number of issues need to be taken into account when planning a training and technical assistance program. This session will stress the importance of developing a capacity building strategy, with an emphasis on initiatives that involve multiple stakeholders and embrace the interdisciplinary nature of sustainable development. Criticisms of capacity building programs will also be discussed. Attention will be focused on the importance of capitalizing on local knowledge and priorities. Drawing on the literature, a systemic approach to capacity building will be introduced. This approach provides a clearer understanding of why some capacity building efforts have limited potential for meaningful success/impact over time. Attention will also be focused on the challenges of determining the impact of capacity building and the achievement of a multiplier effect over time.

**Learning activities:** 1) Group discussion on questions and responses on CANVAS; 2) Group exercise on developing and implementing a capacity building program

**Assignments:** D-5: Logframe or logic model for your proposal; 2) Readings and responses to questions; 3) Review PowerPoint; 4) Student leadership in the class

## **October 11: BUDGETING AND MANAGEMENT OF FINANCES**

Competent, responsible management of project and program finances is an essential element of development administration. In this session, attention will be focused on a number of themes related to this topic including budget preparation, tracking of project finances, financial reports, accounting for in-kind contributions, planning and accounting for joint activities and audits. The important issue of project overheads will be introduced, as will mechanisms to compensate for low overheads paid by many donor organizations, including the capture of indirect costs. Purchasing and contracting will also be discussed in a brief fashion, as will the topic of corruption, a serious risk to anyone involved in development administration.

**Learning activities:** 1) Group discussion on questions and response on CANVAS; 2) Group exercise on the development of a budget for a project

**Assignments:** 1) D-6: Section on how you would conduct the monitoring and evaluation (M&E) of your project; 2) Readings and responses to questions; 3) Review PowerPoint; 4) Student leadership in the class

### **October 18: PROJECT MOBILIZATION AND IMPLEMENTATION**

This session will be devoted to the topic of project mobilization and project implementation. The initiation of a project is an intense and critically important phase in project implementation. Attention will be placed on common tasks that must be carried out during this crucial period. The session will also concentrate on the process of developing operating plans, linking operating plans to project documents and the sections that are typically included in a good operating plan.

**Learning activities:** 1) Group discussion on questions and responses on CANVAS; 2) Group exercise on preparing for project implementation

**Assignments:** 1) D-7: Section on how you would pursue multi-stakeholder collaboration in your initiative; 2) Readings and responses to questions; 3) Review PowerPoint; 4) Student leadership in class

### **October 25: GOVERNANCE, DECENTRALIZATION AND EMPOWERMENT**

**Session description:** In many countries, efforts to improve the effectiveness of development initiatives have involved the decentralization of functions normally carried out by the central government. Decentralization implies the delegation of authority to entities like regional and municipal governments. Other processes that involve the delegation of authority include deconcentration, non-market privatization and privatization. The differences among these different mechanisms will be explained. This session will examine these processes, the rationale behind decisions to pursue them and the challenges they represent for development administration. The concept of subsidiarity will be introduced as will methodologies for stakeholder and power analysis. Attention will also be placed on the concept of empowerment and its crucial importance to development.

**Learning activities:** 1) Group discussion on questions and responses on CANVAS; 2) Group discussion on governance arrangements observed during summer field practicums

**Assignments:** 1) D-8: Section on capacity building in your initiative; 2) Readings and responses to questions; 3) Review PowerPoint; 4) Student leadership in the class

### **November 01 ADAPTIVE MANAGEMENT: MANAGING CHANGE AND ENCOURAGING INNOVATION AND LEARNING**

This session will provide an introduction to adaptive management, including a brief historical overview of how it emerged. Attention will be focused on conditions that make adaptive management a compelling approach. The overall process of adaptive management will be described, drawing on practical examples. Debates about the use of this approach will be discussed, as well as aspects that have limited its use. Linkages to the session on M&E will be made, since the generation, analysis and utilization of information are essential to adaptive management. The important issue of scale in adaptive management will also be discussed.

**Learning activities:** 1) Group discussion on questions and responses on CANVAS; 2) Group exercise on adaptive management

**Assignments:** 1) D-9: Budget for your project; 2) Readings and responses to questions; 3) Review PowerPoint; 4) Student leadership in class

### **November 08: DEVELOPMENT ADMINISTRATION FROM THE PERSPECTIVE OF COMPLEXITY THEORY**

Although this session will initiate with a brief introduction to Complexity Theory, an in-depth analysis of this discipline will not be its primary purpose. Instead, processes of sustainable development will be viewed through a lens derived from selected principles of complexity theory. Attention will be directed to such topics as feedback processes, the nonlinearity of interactions among conditions that influence development, the importance of context (including history) and relationships among diverse stakeholders. The implications of this overall analysis to development administration will be discussed. Concepts of "Systems Thinking" will also be introduced and discussed in this class.

**Learning activities:** 1) Group discussion on questions and responses on CANVAS; 2) Group exercise on complexity and development

**Assignments:** 1) D-10: Section on operational planning; 2) Readings and responses to questions; 3) Review PowerPoint; 4) Student leadership in class

### **November 15 PART I. DOCUMENTATION AND COMMUNICATION IN A DEVELOPMENT INITIATIVE. PART II. INTEGRATION INTO AN ORGANIZATION**

This session will be devoted primarily to the topic of communication and a hodgepodge of other topics, including the hiring and evaluation of personnel. Attention will be focused on the important process of integration into an organization, which inevitably involves issues of attitude and cultural sensitivity.

**Learning activities:** 1) Group discussion on questions and responses on CANVAS; 2) Group exercise on integration into an organization

**Assignments:** 1) D-11: Section on how M&E may lead to a readjustment of your program over time, linking this analysis to the adaptive management approach; 2) Readings and responses to questions; 3) Review PowerPoint; 4) Student leadership in class

### **November 22: Thanksgiving holiday**

**Assignment:** On November 21, D-12: First draft of your proposal for peer review to be turned over to a fellow student

### **November 29: First student presentations**

**Learning activities:** 1) Oral presentations of your proposals; 2) Critical listening to your fellow students' presentations

**Assignment:** On November 28, D-13: Return peer reviewed proposals to authors

### **December 06: Continuation of student presentations**

**Note:** If time permits, an **overall synthesis of important concepts** and tools introduced in the course will be discussed in a group fashion to better envision linkages among them and to clarify pending issues.

**Final assignment:** Week of December 06, D-14 (final deliverable): Hand in definitive proposal and the version with comments and track changes made by your peer reviewer

## **CLASS READINGS AND REFERENCES FOR FUTURE CONSULTATION**

### **Week 1 (August 23): Introductory session**

**Required readings:** Students are expected to read through the course syllabus and come with a printed copy to the first class session.

### **References (These are provided as useful sources of information throughout the course)**

DFID. 2003. Tools for development. 142 p. (Explains how the same tools/skills are utilized in different stages of the program/project cycle. Good sections on different tools including techniques and examples.)

PM4DEV. 2007. Introduction to project management. 19 p.

PM4DEV. The project management cycle. 4 p.

World Bank. 2010. Strategic community investment: A good practice handbook for companies doing business in emerging markets. IFC Advisory Series, 182 p. (Good source on community-company relationships. Discusses/illustrates different tools utilized in creating/implementing community-company collaborative arrangements, with examples. Includes critical look at different tools and methods with good sources.

**Readings on factors that favor success of international development projects** (read at least one of these articles)

Khang, D.B., Moe, T.L. 2008. Project Management Journal, Vol. 39, No. 1, 72–84 (Available online). To access full articles you will need to register for this site. The article cited here discusses the attributes of international development projects that make them complex and difficult to evaluate. It suggests evaluating each phase in the project cycle to assess overall project success.

Kwak, Y.H. 2002. Critical success factors in international development project management. CIB 10<sup>th</sup> International Symposium Construction Innovation & Global Competitiveness, 7 p. (Perhaps more gauged to construction, but the broad nature of the success factors is insightful and worth reading)

Zoomers, A. 2006. Three decades of rural development projects in Asia, Latin America, and Africa. United Nations University, World Institute for Development Economics Research. 27 p.

### **Weeks 2 (August 30): Proposals and planning I**

### **Required readings:**

CORAF/WECARD. 2010. CORAF/WECARD Competitive Funding Operating Manual: How to apply for funding. [(West and Central African Council for Agricultural Research and Development). Scan first 43 pages for a good discussion on developing a logical framework (Logframe)].

Rauch, T. 2009. The new rurality: Its implications for a new, pro-poor agricultural water strategy. Rome. International Fund for Agricultural Development (IFAD). Available on the web: [http://www.ifad.org/english/water/innowat/strategic/New\\_rurality\\_web.pdf](http://www.ifad.org/english/water/innowat/strategic/New_rurality_web.pdf) (Illustrates importance of understanding change that is occurring in many dimensions and at different scales)

Touwen, A. 2001. Handbook for project: Development management and fundraising. Convener IFUW Special Committee on Project Development, 56 p. (Focus on first 21 pages, up to section on Project Implementation)

Rose Consulting. No date. Proposal preparation checklist. <http://www.nfib.com/Portals/0/PDF/AllUsers/benefits/webinars/contracting-checklist-nfib.pdf> (Illustrative example of a list of tasks for preparing and submitting a proposal. A checklist like this one can greatly enhance the probability of preparing a high-quality proposal on time.)

### **Week 03 (September 06): Proposals and planning II**

#### **Required readings:**

Cornwall, A., Pratt, G. 2011. The use and abuse of participatory rural appraisal: reflections from practice. Agric. Hum. Values 28: 263-272. (Critical analysis of the practice of PRA, including concerns for quality. I want you to be familiar with PRA and the debates surrounding its use.)

Clark, H., Anderson, A.A. 2004. Theories of change and logic models: Telling them apart. Presentation at American Evaluation Association. 24 p. PowerPoint.

Israel, G.D. 2001. Using logic models for program development. University of Florida Extension, Institute of Food and Agricultural Sciences, 6 p.

Keystone. 2008. Developing a theory of change: A framework for accountability and learning. A Keystone Guide. 24 p. (Concise overview of TOC)

SIDA. 2005. The use and abuse of the logical framework approach. 34 p. (Good discussion on challenges and difficulties on implementing participatory approaches to develop logframes)

UNESCO. 2013. Culture: Key to sustainable development. The Hangzhou Declaration: Placing Culture at the Heart of Sustainable Development Policies. 6 p.

Note: The Center for Theory of Change ([www.theoryofchange.org](http://www.theoryofchange.org)) has a lot of resources and examples of the application of the Theory of Change.

**Additional suggested readings and references for weeks 2 and 3** (these documents are included here as future sources of information or in case you are particularly interested in a specific topic)

Asia Forest Network. 2002. Participatory rural appraisal for community forest management: Tools and techniques. 31 p. (Practical examples of the use of many tools and methodologies and the presentation of results)

CARE. Sf. Community-based adaptation: Project implementation plan checklist.

Chambers, R. 1994. The origins and practice of participatory rural appraisal. 1994. World Development, Vol. 22, No. 7, pp. 953-969. (Classic document on the development of PRA and its conceptual underpinnings. I believe many of you have already read this article.)

Chambers, R. 1994. Participatory rural appraisal (PRA): Analysis of experience. 1994. World Development, Vol. 22, No. 9, pp. 1253-1268. (Companion document of the previous document, with a focus on an analysis of experience. If you have read the other document, review this on instead.)

Chambers, R. 1985. Normal professionalism, new paradigms and development. Brighton. Paper for the Seminar on Poverty, Development and Food: Towards the 21<sup>st</sup> Century, in honor of the 75<sup>th</sup> Birthday of Professor H.W.Singer, 37 p.

Cooperrider, D.L., Whitney, D. 1998. A positive revolution in change: Appreciative Inquiry. 36 p. (This is the classic paper on Appreciative Inquiry. Can be found here:

<http://www.tapin.in/Documents/2/Appreciative%20Inquiry%20-%20Positive%20Revolution%20in%20Change.pdf> )

DFID. 2011. Guidance on using the revised logical framework. A DFID practice paper: How to note. 34 p. (Useful “how to” document on the derivation of logframes and changes in terminology)

Flora, C.B., Flora, J.L., Fey, S. 2004. Rural Communities: Legacy + change. Second Edition. Westview Press. 372 p. See first chapter entitled “The Rural Landscape” (Good discussion on how the “rural landscape” is changing and its complexity. Focus on community capitals.)

Flora, C., Flora, J. Fey, S. Emery, M. 2006. Community capitals framework. English Language Learners Symposium. 2 p. (Brief introduction to the Community Capitals Framework, some of you may have already reviewed)

Scoones, I. 1998. Sustainable rural livelihoods: A framework for analysis. IDS Working Paper 72. (Classic document on sustainable rural livelihoods. If you are familiar with SRL, you will not need to read this document)

SIDA. 2006. Logical framework approach – with an appreciative approach. SIDA Civil Society Center, 28 p. (See annexes for good ideas on using appreciate inquiry approach in conjunction with the logical framework)

Valters, C. 2015. Theories of change: Time for a radical approach to learning in development. ODI, 21 p. (Provocative paper that we may return to when we discuss complexity)

**Note:** *There are numerous documents to consult on the web describing and applying the community capitals and the sustainable livelihoods framework.*

Stoian, D. et al. 2012. Value chain development for rural poverty reduction: A reality check and a warning. Practical Action Publishing. Vol 23, No. 1. 54-69. (Analytical article on the VCD approach, emphasizing the importance of assets for successful engagement).

#### **Week 4 (September 13): Strategic planning**

Bryson, John M. "A Strategic Planning Process for Public and Non-Profit Organizations." *Long Range Planning* 21.1 (1988): 73-81.

<http://www.theaidsinstitute.org/sites/default/files/attachments/Strategic%20Planning%20Article.pdf>  
(Bryson also published a 578 page book with a 4<sup>th</sup> edition in 2011. It can be accessed here: [Bryson Strategic Planning Book - 2011](#))

McKay, E.G. 2001. Strategic planning: A ten step guide. Compiled by the World Bank.

McNamara, C. 1997-2008. Strategic planning (in nonprofit or for-profit organizations (Adapted from the Field Guide to Nonprofit Strategic Planning and Facilitation. Describes different approaches to SP).

#### **Additional suggested readings and references for week 4**

Barry, B.W. 1997. *Strategic Planning Workbook for Nonprofit Organizations*. Saint Paul, MN: Amherst H. Wilder Foundation, 128 p. This is a good source on strategic planning for future reference.

McNamara, C. *Field Guide to Nonprofit Strategic Planning and Facilitation*. Minneapolis, MN: Authenticity Consulting, 2007. Reference to book.

[http://www.authenticityconsulting.com/pubs/SP\\_gdes/SP\\_pubs.htm](http://www.authenticityconsulting.com/pubs/SP_gdes/SP_pubs.htm)

Smart Talk. 2011. Strategic planning. (Short piece on website: <http://www.sergaygroup.com/Smart-Talk/Strategic-Planning-Process.html> )

Wikipedia on Strategic planning: last modified on July 27, 2012.

[http://en.wikipedia.org/wiki/Strategic\\_planning](http://en.wikipedia.org/wiki/Strategic_planning) (includes good references)

#### **Week 5 (September 20): Monitoring and evaluation**

FAO. Participatory monitoring. (Practical, didactic document on this topic)

<http://www.fao.org/docrep/x5307e/x5307e05.htm>

Innes, J.E., Booher, D.E. 2000. Indicators for sustainable communities: A strategy building on complexity theory and distributed intelligence. *Planning Theory & Practice*, Vol. 1, No. 2, 173-186. (This article illustrates how the participatory identification of indicators is richly educational for participants in the process)

Guijt, I. (ed.) 2007. Negotiated learning: Collaborative monitoring in forest resources management. *Resources for the Future*, Wash. D.C., USA. (The author revisits the topic and reports on experiences and lessons learned in Chapter 13: 137-154)



Partners in Health. 2011. Using monitoring and evaluation for action. 38 p. (Unit 12 of a larger publication; provides good overview of M&E in the health sector, including the need for capacity development to carry out M&E)

Will have source on SDG indicators, prior to this class.

### **Additional suggested readings and references for week 5**

Evans, K., Guariguata, M. 2008. Participatory monitoring in tropical forest management: A review of tools, concepts and lessons learned. CIFOR, 49 p. (good review with strong emphasis on tropical forest management)

Guijt, I. 1999. Participatory monitoring and evaluation for natural resource management. DFID (Natural Resources Institute), 22 p. (classic document on participatory monitoring. This was assigned in the Spring 2016 course on Design and Methods of SDP)

IFAD. 2002. A guide for project M&E. (A comprehensive, practical guide available online. (This document has a lot of useful information on project management, as well as M&E)

Kates, R.W., Parris, T.M., Leiserowitz, A.A. 2005. What is sustainable development? Goals, indicators, values and practice. *Environment: Science and Policy for Sustainable Development*, Vol. 47 (3): 8-21. (Good discussion on sustainable development, including a look at indicators for tracking progress towards this goal)

PM4DEV. 2008. Project quality management. 22 p.

2009. Project monitoring and evaluation. There is no management without monitoring. <http://www.slideshare.net/srengasamy/project-monitoring-evaluation-s-presentation> (This is a PowerPoint with a lot of text on some slides, but it presents some good information in a practical way, so I wanted to post it here as a reference.)

Quinn Patton, M. 2008. Utilization-Focused Evaluation. See chapter 7 - *Focusing on outcomes: Beyond the goals clarification game*. 231-269.

Look over MDF Tool: Indicators, 10 p. (Practical discussion of types of indicators and how they relate to different parts of the logframe)

### **Week 6 (September 27): Multi-stakeholder platforms and processes**

Hemmati, M., Rogers, F. 2015. Multi-stakeholder engagement and communication for sustainability: Beyond sweet-talk and blanket criticism – towards successful implementation. CATALYSD: Sustainability-Communications. 25 p.

UNDP. 2006. Multi-stakeholder engagement processes: A UNDP capacity development resource. Conference Paper #7, Working draft, 29 p. (explores the issue of quality of participation of participants in multi-stakeholder processes, made possible when organizational capacities are adequate. Among

other topics, the paper discusses planning, and enabling environment for multi-stakeholder processes and M&E)

Warner, J. 2005. Multi-stakeholder platforms: Integrating society in water resource management. *Ambiente & Sociedade* – Vol. VIII No. 2 jul/dez.2005, 21 p. (an informative, critical analysis of multi-stakeholder platforms and underlying assumptions)

### **Additional suggested readings and references for week 6**

Bäckstrand, K. 2006. Multi-stakeholder partnerships for sustainable development: rethinking legitimacy, accountability and effectiveness. *European Environment* 16, 290-306. (Explores links between multi-stakeholder partnerships, governance, legitimacy, accountability and the potential diffusion of government authority. Relevant in the framework of the forthcoming SDGs)

Hemmati, M. Multi-stakeholder processes <http://www.minuhemmati.net/msp.html>

M. Hemmati devotes her professional career to tasks related to the design, implementation and M&E of multi-stakeholder processes. This is her website.

Global Knowledge Partnership. 2003. Multi-stakeholder partnerships Issue Paper. 68 p. (explores the advantages and mechanisms of multi-stakeholder partnerships in the ICT sector)

MSP (Multi-Stakeholder Processes and Social Learning) Resource Portal. Wageningen.

<http://portals.wi.wur.nl/msp/index.php?page=1199> (This website provides thoughtful information on the rationale behind MSP – look under Topics – and has resources, tools & methods and case studies)

Vallejo, N., Hauselmann, P. 2004. Governance and multi-stakeholder processes. IISD, 28 p. (introductory discussion of importance of international multi-stakeholder processes from a governance perspective, then provides three well-known examples)

Woolcock, M., Narayan, D. 2000. Social Capital: Implications for Development Theory, Research, and Policy. *The International Bank for Reconstruction and Development/The World Bank*, pp. 225-49. Excellent article discussing conceptual underpinnings of how social capital strengthened through “networking” can potentially contribute to development processes

Note: The International Model Forest Network is an important example of multi-stakeholder governance processes to manage sustainable landscapes. Visit [http://www.imfn.net/userfiles/IMFN\\_Book\\_Eng\\_web.pdf](http://www.imfn.net/userfiles/IMFN_Book_Eng_web.pdf)

### **Week 07 (October 04): Capacity building and technical assistance**

Eade, D. 2007. Capacity building: who builds whose capacity? *Development in Practice*, Vol. 17, Numbers 4-5, pp. 630-639. (Critical, provocative paper on capacity building written by someone with considerable development experience)

Potter, C., Brough, R. 2004. Systematic capacity building: a hierarchy of needs. *Oxford University Press, Health Policy and Planning* 19(5): 336-345. (A thought provoking look at capacity building based on work in the Indian health sector, indicating that underlying “capacities” that are key to success are often overlooked in capacity building programs)

UNDP. 2009. Capacity development: A UNDP primer. UNDP. 64 p. (Informative overview of how capacity building has evolved, leading to a greater emphasis on empowerment of local actors and less dependence on the traditional top-down transfer of knowledge)

### **Additional suggested readings and references for week 07**

Catholic Relief Services (CRS). 2008. Getting started with Nutrition and HIV: A CRS training of trainers (TOT) Manual. 435 pp. (Good example of a comprehensive training manual, with slides, exercises and spaces for facilitator notes)

Fanany, E., Fanany, R., Kenny, S. 2009. The meaning of capacity building in Indonesia. Oxford University Press, Community Development Journal, Vol. 46, No. 1, pp. 89-103. (Interesting paper that points out that the term “capacity building” is often poorly understood)

Galloway, G. 2007. Capacity-building of managers in multi-use landscapes: recent experiences of CATIE in sustainable forestry management. UNESCO World Heritage Reports 21, Chapter 12: 97-104. (Discusses the development of a capacity-building strategy in Central America)

Wikipedia: Constructivism (learning theory)

[http://en.wikipedia.org/wiki/Constructivism\\_\(learning\\_theory\)](http://en.wikipedia.org/wiki/Constructivism_(learning_theory)) (Good references on learning theory)

### **Week 08 (October 11): Budgeting and management of finances**

The following set of practical documents (and others) are available on the Project Management for Development Organizations (PM4DEV) website: <http://www.pm4dev.com/> You will have to register to have access to the documents. You can also register for online courses.

PM4DEV. 2008. Project budget management. 22 p.

PM4DEV. 2011. The project budget. In: Project Management for Development Organizations. 6 p.

Touwen, A. 2001. Handbook for project: Development management and fundraising. Convener IFUW Special Committee on Project Development, 56 p. (good practical source with section on fundraising and the generation of local resources, a highly important topic. Scan and read sections that interest you)

Rosensweig, F. 2012. The role of indirect costs in organizational capacity building. USAID, Health Systems 20/20. 4 p.

### **Week 9 (October 18): Project mobilization and implementation**

CARE. 2010. The basics of project implementation: A guide for project managers. 64 p. (Discussion of the annual work plan (AWP) begins on page 10. This section also presents information on the preparation and management of the project budget).

PM4DEV. 2007. The project management processes. 18 p.

Touwen, A. 2001. Handbook for project: Development management and fundraising. Convener IFUW Special Committee on Project Development, 56 p. (good practical source, focus on section on implementation beginning (pages 18-23)

### **Additional suggested readings and references for week 09**

Lucas, B., Thomson, J. 2012. ACFID Introduction to project management. Learning 4 development, 58 p.

FAO. 2001. Project cycle management technical guide. Socio-Economic and Gender Analysis Programme (SEAGA), 104 p. (good overview of project cycle with useful illustrations of the utilization of different tools and outputs)

Orfano, F. 2013. Backward goal setting and project management. Bright Hub PM (a useful one pager on backward mapping; <http://www.brighthubpm.com/project-planning/52528-backward-goal-setting-and-project-management/> )

Note: Theory of Change involves the application of backward mapping techniques.

### **Week 10 (October 25): Governance, decentralization and empowerment -- delegation of authority**

Miller, V., VeneKlasen, L., Reilly, R., Clark, C. 2006. Making change happen: Power: Concepts for revisioning power for justice, equality and peace. Just Associates. 24 p. (A comprehensive introduction to power and how it relates to development work and our daily lives)

Oxfam. Quick guide to power analysis. 2 p. (Very concise guide to power analysis, applying concepts outlined by Miller et al. 2006)

PHRplus. 2002. Insights for implementers: Decentralization and health system reform. Partners for Health Reformplus. 12 p. (Concise document on decentralization in the health sector)

Ribot, J. 2004. Waiting for democracy: The politics of choice in natural resource decentralization. World Resources Institute. 140 p. (This is an excellent publication on natural resource decentralization by one of the preeminent thinkers in this area. Although I would recommend reviewing most of the document to page 85, I would place special attention on the first 24 pages and the recommendations).

UNDP. 1996. Good governance – and sustainable human development. 13 p. (This UNDP policy document provides a concise overview of important concepts and principles)

Will refer to indicators of SDG 16 relating to governance.

### **Additional suggested readings and references for Week 10**

Bartle, P. 2007. Community Empowerment Collective. Web Site hosted through the Community Development Society (CDS) by the Seattle Community Network. (Quite interesting website on processes that favor community empowerment: <http://cec.vcn.bc.ca/cmp/collect.htm> )

Brown, D. et al. 2002. Forestry as an entry point for governance reform. ODI Forestry Briefing. 6 p. (Good overview of why issues of governance have gained prominence in the forestry sector)

FAO. 2006. Decentralization and sustainable agriculture and rural development. Sustainable Agriculture and Rural Development. 4 p. (Brief review of concepts of decentralization, related to sustainable agriculture and rural development)

Fiorino, D.J. 1997. Strategies for regulatory reform. Policy Studies Journal, Vol. 25, No. 2: 249-265. (This paper illustrates the importance of decentralizing the policy making process, contrasting forward mapping (top down, command and control approaches) to backward mapping (decentralized policies and planning – easy to access online). <http://onlinelibrary.wiley.com/doi/10.1111/j.1541-0072.1997.tb00019.x/pdf>)

Just Associates. 2006. Making change happen 2: Citizen engagement and global economic power. Institute of Development Studies, Knowledge Initiative ActionAid International. 20 p. (This is a companion publication to the one prepared by Miller & Veneklasen in the required list above)

Mills, A et al. 1990. Health system decentralization: Concepts, issues and country experience. World Health Organization. 146 p. (Often cited book on this topic. Place special attention on Part I and Part III – Lessons from experience). For a more recent overview see PHRplus 2002.

Organization for Economic Cooperation and Development, Development Assistance Committee, Synthesis of Lessons Learned of Donor Practices in Fighting Corruption (OECD: 2003), 60 p. (This is a comprehensive overview of measures taken to identify and reduce corruption, some related to governance, others to project or program management)

World Resources Institute. Updated in 2008. Publications on representation and equity. (Excellent list of publications (with links) on topics such as decentralization, equity, representation and participation)

### **Week 11 (November 01): Adaptive management**

Allen, C.R., Gunderson, L.H. 2011. Pathology and failure in the design and implementation of adaptive management. Nebraska Cooperative Fish and Wildlife Research Unit, University of Nebraska. 7 p. (Analytical look at shortcomings that can limit success of adaptive management)

McLain, R.J.; Lee, R.G. 1996. Adaptive management: promises and pitfalls. Environmental Management. 20(4): 437–448. <http://www.springerlink.com/content/x865740tv4519718/fulltext.pdf> (early, critical look at adaptive management; stresses the importance of institutional arrangements and social interaction for effective adaptive management)

Pahl-Wostl, C. 2007. Transitions towards adaptive management of water facing climate and global change. Water Resource Manage 21:49-62. (good article stressing the importance of mechanisms for social learning – see table one contrasting current water management regimes stressing control and a regime using adaptive management)

Salafsky, N.; Margoluis, R.; Redford, K. 2001. Adaptive management: a tool for conservation practitioners. Washington, DC: Biodiversity Support Program, World Wildlife Fund, Inc. 53 p. (good introduction and overview of adaptive management)

### **Additional suggested readings and references for week 11**

Allana, A. Navigating complexity: Adaptive management at the Northern Karamoja growth, health and governance program. Engineers Without Borders and MercyCorps. 22 p.

Armitage, D.R. et al. 2008. Adaptive co-management for social-ecological complexity. *Frontiers in Ecology and the Environment*. 9 p. (This paper focuses on adaptive management involving vertically and horizontally linked multi-stakeholder platforms. Interesting focus on governance and learning. Integrates information from session on multi-stakeholder platforms, adaptive management and complexity)

Capra, F. 2001. *The hidden connections: A science for sustainable living*. 29 p. (explores the importance of an organization's capacity to innovate and learn, including leadership implications)

Conservation Measures Partnership. 2013. *Open standards for the practice of conservation*. 51 p. (good document linking planning, implementation, M&E and adaptive management – primarily, a “How to” document)

Porzecanski, I., Saunders, L.V., Brown, M.T. 2012. Adaptive management fitness of watersheds. *Ecology and Society* 17 (3): 15 p. (introduces Index of Management Condition (IMC) indicating among other aspects the importance of context and scale influencing the feasibility of an AM approach)

Ruitenbeek, J.; Cartier, C. 2001. *The invisible wand: Adaptive co-management as an emergent strategy in complex bio-economic systems*. CIFOR Occasional Paper No. 34. 47 p. (This document is for the reader who would like to explore a challenging, analytical look at this topic)

Stankey, G.H.; Clark, R.N.; Bormann, B.T. 2005. *Adaptive management of natural resources: Theory, concepts, and management institutions*. USDA Forest Service General Technical Report PNW-GTR-654. 73 p. (excellent bibliography, good reference)

Stringer, L.C. et al. 2006. Unpacking “participation” in the adaptive management of social-ecological systems: a critical review. *Ecology and Society* 11(2): 39. (discusses the importance of participation in AM using three case studies; the article provides examples of different types of participation)

Walters, C.J. 1986. *Adaptive management of renewable resources*. New York: Macmillan. 374 p. (classic text on the topic)

### **Week 12 (November 08): Development administration from the perspective of complexity theory**

Ramalingam, B., Jones, H. 2008. *Exploring the science of complexity: Ideas and implications for development and humanitarian efforts*. ODI Working Paper 285, 77 p.

Warner, M. 2001. *Complex problems...negotiated solutions: The practical applications of chaos and complexity theory to community-based natural resource management*. ODI Working Paper 146, 26 p. (Application of concepts of complexity theory to community-based natural resource management)

### **Additional suggested readings and references for week 12**

Ambrosio-Albalá. 2010. The new territorial paradigm of rural development: Theoretical foundations from systems and institutional theories. IOB Discussion Paper/2010.02, 68 p. (This paper ties a lot of important topics together: territorial approaches, governance, interdisciplinary approaches and complexity theory)

Armitage, D.R. et al. 2008. Adaptive co-management for social-ecological complexity. *Frontiers in Ecology and the Environment*. 9 p.

Galloway, G. 2000. El desarrollo forestal desde la perspectiva de la ciencia de complejidad. *Revista Forestal Centroamericana*. Foro 6-12. (For the reader comfortable with Spanish)

Hummelbrunner, R. and Jones, H. (2013) 'A Guide for Planning and Strategy Development in the Face of Complexity'. Background Note. London: ODI.

Nooteboom, S. 2007. Impact assessment procedures for sustainable development: A complexity theory perspective. *Environmental Impact Assessment Review* 27: 645-665. (This is a scholarly look at impact assessment of sustainable development from the perspective of complexity theory. It is challenging and insightful)

**Week 13 (November 15): Part I: Documentation and communication in a development initiative. Part II: Integration into an organization**

Communication

Cabañero-Verzosa, C. 2003. Strategic Communication for Development Projects: A Toolkit for Task Team Leaders. 184 p. (devoted primarily to health initiatives, with widely applicable concepts and methodologies to consider, concentrate on information through Chapter 2)

Tweneboaa-Kodua et al. 2008. Writing a communication strategy for development programmes: A guideline for programme managers and communication officers. UNICEF. 72 p. (Focus primarily on the first 30 pages)

Additional suggested readings and references

ODI. Sf. How to write a communications strategy (2 page overview)

Tufte, T., Mefalopoulos, P. 2009. Participatory communication: A practical guide. World Bank Working Paper No. 170: 62 p.

Integration into an organization

Berry, M. 2010. The importance of a good attitude on the job. <http://www.livestrong.com/article/180053-importance-of-good-attitude-at-work/>

Crawfordconnect. 2003. Integrating into the organization: Hitting the ground running, or jumping over potholes. 3 p. (Includes practical advice for integrating into an organization)

Northup, T. Webpage consulted on November 18, 2011. Attitude is everything.

<http://www.sciencedirect.com/science/article/pii/S0263786304000997> (This article delves into the important issue of trust and how it influences project and professional effectiveness. Emphasis is placed on the important role of the project leader to create a “climate” that fosters trust, communication and collaboration – good references on what constitutes project success)

**Week 14 (November 22): Thanksgiving holiday**

**Week 15 (November 29): First student presentations**

**Week 16 (December 06): Continue student presentations**

**Summary of intermediate deliverables to develop principal assignment of Development Administration**

Assignment/Deliverable	Date
D-1: Proposed topic of your paper	September 06
D-2: Contextual information (this will be a first approximation) for your project proposal	September 13
D-3: Literature review on thematic area(s) central to your proposal	September 20
D-4: Section on stakeholders and impact pathway(s)	September 27
D-5: Logframe or logic model for your program	October 04
D-6: Section on how you would conduct the monitoring and evaluation of your program	October 11
D-7: Section on how you would pursue multi-stakeholder collaboration in your initiative	October 18
D-8: Section on capacity building in your initiative	October 25
D-9: Budget for your program with categories of expenditures, and, if necessary, indirect costs and overheads. Provide a concise budget narrative.	November 01
D-10: Section on operational planning	November 08
D-11: Section on how M&E may lead to a readjustment of your program over time, tying this discussion to adaptive management.	November 15
D-12: Turn over draft for peer review: <ul style="list-style-type: none"> <li>• A short section on how you would seek to bolster the sustainability of your initiative (not the project, per se, but the processes and outcomes being promoted). Also indicate how a</li> </ul>	November 21



<p>multiplier effect of your initiative might be accomplished</p> <ul style="list-style-type: none"> <li>• Few paragraphs on the communication strategy you would utilize in your initiative, considering diverse target audiences and the importance of disseminating the most important results and experiences of your program</li> </ul>	
<p>D-13: Return peer reviewed proposals to authors</p>	<p>November 28</p>
<p>Final deliverable (D-14): Definitive proposal and version with comments from peer reviewer</p>	<p>Week of December 6</p>