SYLLABUS (subject to revisions/improvements)

Development Administration - LAS6938/AFS6905 (15069/10272, Fall 2020)

Wednesday from 8:30 – 11:30 am (Periods 2-4), Grinter 376 using hybrid approach

COURSE INSTRUCTOR

Dr. Glenn Galloway and other invited instructors
ggalloway@latam.ufl.edu
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. Should the COVID-19 crisis persist, extra effort will be made to accommodate students’ needs.

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\(^1\). 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 in their academic programs, 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 related primarily to public administration. However, most attention in this course 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 continue to evolve, 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 depending on need and the modality of each class session. 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.

\(^1\) The term “sustainable development” is used broadly in this course, consistent with the breadth of goals and targets included in the Sustainable Development Goals (SDGs).
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 prepared a professional document (draft proposal) for an 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 an important 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 understand efforts undertaken to bolster collaboration among diverse stakeholders.
7. Articulate the complexity of development initiatives.
8. Gain understanding into the operational planning of projects and into important considerations for their effective implementation. This will be a major focus of the course.
9. Improve your writing skills for preparing project proposals.
10. Peer review project proposals and recommend improvements to these documents.

IMPORTANT CONSIDERATIONS

1. Faculty involvement: When necessary and feasible, faculty members will be invited to share knowledge, experiences and insights relating to project planning and implementation. MDP graduates have also contributed to a number of sessions in past years.

2. Structured, graduated deadlines for proposal preparation: As indicated below, you will be required to develop and turn in sections of your draft proposal at different moments during 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. A substantial number of additional references will 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 (either in person or via Zoom), and to participate actively in classroom learning. Unexplained absences will be reflected in the grade. Excused absences must be consistent with university policies in the Graduate Catalog (http://gradcatalog.ufl.edu/content.php?catoid=10&navoid=2020#attendance) and require appropriate documentation.

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) in the case of in-person classes. 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. Should it be necessary to carry out classes remotely, as seems likely, stipulations indicated here will not apply.

Campus Resources:

Health and Wellness

U Matter, We Care:
If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575 so that a team member can reach out to the student.

Counseling and Wellness Center: http://www.counseling.ufl.edu/cwc, and 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

Sexual Assault Recovery Services (SARS)
Student Health Care Center, 392-1161.

University Police Department at 392-1111 (or 9-1-1 for emergencies), or http://www.police.ufl.edu/.

Academic Resources

E-learning technical support, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. https://iss.at.ufl.edu/help.shtml.


Library Support, http://cms.uflib.ufl.edu/ask. Various ways to receive assistance with respect to using the libraries or finding resources.

Teaching Center, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring. https://teachingcenter.ufl.edu/.
Writing Studio, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers. [https://writing.ufl.edu/writing-studio/](https://writing.ufl.edu/writing-studio/).


**UF POLICIES**

*Students Requiring Accommodations*

Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the disability Resource Center by visiting [https://disability.ufl.edu/students/get-started/](https://disability.ufl.edu/students/get-started/). It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.

*Course Evaluation*

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at [https://gatorevals.aa.ufl.edu/](https://gatorevals.aa.ufl.edu/). Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at [https://gatorevals.aa.ufl.edu/](https://gatorevals.aa.ufl.edu/).

*University Honesty Policy*

UF students are bound by The Honor Pledge which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.” The Honor Code ([https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/](https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/)) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class. Make sure you understand what plagiarism is and measures you must take to avoid placing you and your program at risk.

*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. We, the members of the University of Florida community, pledge to uphold ourselves and our peers to the highest standards of honesty and integrity.
Student Privacy

There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see: http://registrar.ufl.edu/catalog0910/policies/regulationferpa.html

NOTE: There may be changes to this syllabus depending on the availability of guest speakers, class interest in certain topics, and other unforeseen events, such as the unfolding of the COVID-19 crisis.

ACTIVITIES, ASSIGNMENTS AND GRADING

<table>
<thead>
<tr>
<th>Assignments contributing to grade</th>
<th>Maximum points earnable</th>
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<tbody>
<tr>
<td>10 essays following guidelines and questions posted on the CANVAS discussion board</td>
<td>20</td>
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<tr>
<td>8 responses to essays posted by colleagues on CANVAS discussion board</td>
<td>8</td>
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<tr>
<td>Enthusiastic participation in the classroom</td>
<td>7</td>
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<tr>
<td>Leadership in the introduction to one of the course sessions, individually or in conjunction with another student</td>
<td>5</td>
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<tr>
<td>Deliverable (D-1): Proposed topic of your proposal</td>
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<tr>
<td>D-2: Section on contextual information for your proposal</td>
<td>2</td>
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<tr>
<td>D-3: Literature review on thematic area(s) central to your proposal</td>
<td>2</td>
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<tr>
<td>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.</td>
<td>2</td>
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<tr>
<td>D-5: Logframe or logic model for your proposal – deliverables 2 through 5 can be turned in by the same date</td>
<td>2</td>
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<tr>
<td>D-6: Section on how you would pursue multi-stakeholder collaboration in your initiative</td>
<td>2</td>
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<tr>
<td>D-7: Section on capacity building in your initiative</td>
<td>2</td>
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<tr>
<td>D-8: Section on how you would conduct the monitoring and evaluation (M&amp;E) of your project</td>
<td>2</td>
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<tr>
<td>D-9: Budget for your project</td>
<td>2</td>
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<tr>
<td>D-10: Section on operational planning</td>
<td>2</td>
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<tr>
<td>D-11: Section on how M&amp;E may lead to a readjustment of your program over time, linking this analysis to an adaptive management approach – deliverables 6 through 11 can be turned in on the same date</td>
<td>2</td>
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<tr>
<td>D-12: First draft of your proposal for peer review</td>
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<td>D-13: Peer reviewed proposals returned to authors</td>
<td>10</td>
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<tr>
<td>Concise presentation of your proposal to the class</td>
<td>10</td>
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<tr>
<td>D-14 (final deliverable): Definitive proposal and version with comments and track changes made by your peer reviewer</td>
<td>20</td>
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Deductions: For each deliverable not handed in on time, 2% will be deducted from your grade (for intermediate assignments, note hard, shaded deadlines – D5 and D11). Failure to attend/participate in class without notice will result in a 5% reduction in your final grade.
Course grading
Grades will be assigned as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>A</th>
<th>A-</th>
<th>B+</th>
<th>B</th>
<th>B-</th>
<th>C+</th>
<th>C</th>
<th>C-</th>
<th>D+</th>
<th>D</th>
<th>D-</th>
<th>E</th>
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<tbody>
<tr>
<td>Tot %</td>
<td>96-100</td>
<td>92-95.9</td>
<td>88-87</td>
<td>84-83.9</td>
<td>80-79.9</td>
<td>76-75.9</td>
<td>72-71.9</td>
<td>68-67.9</td>
<td>64-63.9</td>
<td>60-56.9</td>
<td>&lt;56</td>
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GUIDELINES AND ASSESSMENT CRITERIA FOR GRADED ASSIGNMENTS

10 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 at least 10 times during the semester. These short essays should be posted by the time indicated by the instructor on the day before class. You will earn 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 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

8 responses written in conversation with brief essays posted by colleagues on CANVAS discussion board
At least eight 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. Students are encouraged to read all essays of fellow students.

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, whether in person or remotely.

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 their chosen topic. Please discuss your ideas with the instructor, who will provide you with ideas and
guidance. New references and other sources identified by the students will enrich future editions of the course. Feel free to innovate and utilize your creativity. This task may require efficient use of Zoom, for example, for breakout sessions.

**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, the aspects included here are examples.

**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 a theory of change of your planned initiative.

**D-6: 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-7: 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-8: 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-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 line items were 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 section 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 a brief 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, moving forward, 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 submit the version of the proposal with the comments and track changes made by your reviewer/s. In other words, you will hand in two files.

*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 2018

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

September 02: INTRODUCTORY SESSION

Session description: This session will introduce the course and provide an overview of its orientation and objectives. Prior to this session, students will be required to fill out an initial assessment on prior experiences in and familiarity with concepts related to Development Administration. During class, the instructor and students will share a brief overview of their experiences and professional aspirations related to this broad topic. It will be possible to discuss additional topics that might be integrated into the course, involving adjustments in the syllabus. Initial reflections on what a development practitioner can and should do to better prepare themselves for a professional opportunity will be discussed. Towards the latter part of class, the topic of project and program proposals will be introduced.

Learning activities: 1) Overview of course expectations and goals; 2) Shared understanding of personal experiences and professional aspirations; 3) Group discussions about how to prepare for a professional opportunity as a development practitioner

September 09: PROJECT AND PROGRAM PROPOSALS I (Andy will also 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 discuss 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/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) D-1: Proposed topic of your proposal

September 16: PROJECT AND PROGRAM PROPOSALS II: Logframes and logic models and other considerations

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 approaches in program and project planning, stressing associated ethical considerations. 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. A comparative look at logical frameworks (logframes), logic models and theory of change will be provided.
You will carry out a few group exercises to gain a better understanding of these important planning methodologies. Beyond methodological steps in logframe derivation, common criticisms of this approach will also be discussed. The development of timelines (activity calendars) 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 and effectiveness 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-2: Section on contextual information for your proposal; 2) Readings and responses to questions; 3) Review PowerPoint

**September 23: STRATEGIC PLANNING**

**Session description:** 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 placed on 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-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 30: MONITORING AND EVALUATION**

**Session description:** 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 M&E of performance and outcome/impact indicators (and their identification) will be differentiated. Special attention will be focused on the topic of participatory monitoring and the systematization of experiences to bolster accountability. The cost of collecting, analyzing and utilizing information will be introduced, as will the implications of these costs for operational planning. A portion of the session will 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 term 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-4: Section on stakeholders and impact pathway(s); 2) Readings and responses to questions; 3) Review PowerPoint; 4) Student leadership in the class
October 07: Part 1. THE ROLE AND FUNCTIONING OF MULTI-STAKEHOLDER PLATFORMS

**Session description:** The recognition of the importance of addressing development challenges in an interdisciplinary and comprehensive way implies the need for fostering collaboration among diverse stakeholders, as does the scaling up of promising initiatives. 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:** 1) Readings and responses to questions; 2) Review PowerPoint; 3) Student leadership in the class

October 07: Part 2. CAPACITY BUILDING AND TECHNICAL ASSISTANCE

**Session description:** A major component of development projects and programs 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 that 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:** 1) 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 14: BUDGETING AND MANAGEMENT OF FINANCES

**Session description:** 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 that must be considered in development administration.
**October 21: PROJECT MOBILIZATION AND IMPLEMENTATION** (we will draw on Andy’s experience)

**Session description:** 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 the derivation of 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-8: 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 28: 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-7: Section on capacity building in your initiative; 2) Readings and responses to questions; 3) Review PowerPoint; 4) Student leadership in the class

**November 04: ADAPTIVE MANAGEMENT: MANAGING CHANGE AND ENCOURAGING INNOVATION AND LEARNING – may switch with complexity / systems thinking**

**Session description:** 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 explained,
drawing on practical examples. Debates about the use of this approach will be discussed, as well as aspects that have limited its use/success. 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 or systems thinking

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

**November 11 (Veteran’s Day)**

**November 18: DEVELOPMENT ADMINISTRATION FROM THE PERSPECTIVE OF COMPLEXITY THEORY – (will invite Mark Brown)**

**Session description:** Although this session will initiate with a brief introduction to Complexity Theory, an in-depth analysis of this area of study 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. “Systems Thinking” may actually be the primary topic of this class, in which case complexity will be covered through the readings.

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

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

**November 20: Assignment:** Turn over draft proposal for peer review (will lack a couple sections)

**November 25: Thanksgiving holiday**

**Assignment:** Before Thanksgiving return peer-reviewed proposal.

**December 02:** PART I. DOCUMENTATION AND COMMUNICATION IN A DEVELOPMENT INITIATIVE.
PART II. INTEGRATION INTO AN ORGANIZATION

**Session description:** 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

**December 09: Student presentations**

**Learning activities:** 1) Oral presentations of your proposals; 3) Critical listening to your fellow students’ presentations

**Assignments:** 1) D-11: Short 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

**Note:** If time permits (not likely), 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.

**December 09: Final assignment:** 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 (I may substitute some readings as the semester progresses)

Week 1 (September 02): Introductory session

**Required readings:** Students are expected to read through the course syllabus and come with a printed copy to the first class session. See additional article options below on factors that favor project success.

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

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

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.)

**Short, practical documents on project management** (read through)


PM4DEV. The project management cycle. 4 p.

**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 10th 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)


Weeks 2 (September 09): 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)]. I may substitute out this reference.


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 16): Proposals and planning II**

**Required readings:**


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) 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 or need to better understand a specific topic. As you develop your proposals, these documents can be very useful sources to take into account.)

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)


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)


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.


**Week 4 (September 23): Strategic planning**

(Bryson also published a 578 page book with a 4th edition in 2011. It can be accessed here: Bryson Strategic Planning Book - 2011)


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**


http://www.authenticityconsulting.com/pubs/SP_gdes/SP_pubs.htm


Wikipedia on Strategic planning:  
http://en.wikipedia.org/wiki/Strategic_planning (includes good references)

**Week 5 (September 30): 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)

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 2019 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)


2009. Project monitoring and evaluation. There is no management without monitoring. http://www.slideshare.net/srengasamy/project-monitoring-evaluation-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.)


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

**Week 6 (October 07): Part 1. Multi-stakeholder platforms and processes**

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)


Additional suggested readings and references for week 6


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.


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)


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

Week 06 (October 07): Part 2. Capacity building and technical assistance


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 06**


**Week 07 (October 14): 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/](http://www.pm4dev.com/) You will have to register to have access to the documents. You can also register for online courses.


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)


I will be seeking out additional references on this topic.
**Week 08 (October 21): 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).


**Additional suggested readings and references for week 08**


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)


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

**Week 09 (October 28): Governance, decentralization and empowerment -- delegation of authority**


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


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 09

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)


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)


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 10 (November 04): 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)


**Additional suggested readings and references for week 10**

Allana, A. Navigating complexity: Adaptive management at the Northern Karamoja growth, health and governance program. Engineers Without Borders and MercyCorps. 22 p. (Daniel and Nick carried out their field practicums in this region with MercyCorps)


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)


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)


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)

**Week 11 (November 18): Development administration from the perspective of complexity theory (potential emphasis on Systems Thinking)**


Will add reading on systems thinking

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

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)


**Week 12 (December 02): Part I: Documentation and communication in a development initiative. Part II: Integration into an organization (short readings will be assigned – main focus student presentations)**

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)

Tweneboa-Kodu 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)


Integration into an organization


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)
### Summary of intermediate deliverables to develop principal assignment of Development Administration

<table>
<thead>
<tr>
<th>Assignment/Deliverable</th>
<th>Date</th>
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<tbody>
<tr>
<td>D-1: Proposed topic of your proposal</td>
<td>September 09 (sooner if possible)</td>
</tr>
<tr>
<td>D-2: Contextual information (this will be a first approximation) for your project proposal</td>
<td>September 16</td>
</tr>
<tr>
<td>D-3: Literature review on thematic area(s) central to your proposal</td>
<td>September 23</td>
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<tr>
<td>D-4: Section on stakeholders and impact pathway(s)</td>
<td>September 30</td>
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<tr>
<td><strong>D-5: Logframe or logic model for your program</strong></td>
<td><strong>October 07 (hard deadline)</strong></td>
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<tr>
<td>D-8: Section on how you would conduct the monitoring and evaluation of your program</td>
<td>October 14</td>
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<tr>
<td>D-6: Section on how you would pursue multi-stakeholder collaboration in your initiative</td>
<td>October 21</td>
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<tr>
<td>D-7: Section on capacity building in your initiative</td>
<td>October 28</td>
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<tr>
<td>D-9: Budget for your program with categories of expenditures, and, if necessary, indirect costs and overheads. Provide a concise budget narrative.</td>
<td>November 04</td>
</tr>
<tr>
<td>D-10: Section on operational planning</td>
<td>November 18</td>
</tr>
<tr>
<td>D-11: Section on how M&amp;E may lead to a readjustment of your program over time, tying this discussion to adaptive management.</td>
<td>December 02</td>
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<tr>
<td>D-12: Turn over draft for peer review:</td>
<td>November 20</td>
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<tr>
<td>- 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</td>
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<tr>
<td>- 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</td>
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<tr>
<td>D-13: Return peer reviewed proposals to authors</td>
<td>November 24</td>
</tr>
<tr>
<td>Final deliverable (D-14): Definitive proposal and version with comments from peer reviewer</td>
<td>December 09</td>
</tr>
</tbody>
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