



Literature for MIDM58, Development Studies: Field Studies of Programme Management applies from autumn semester 2021

**Literature established by Steering committee for the Master of Science
Programme in International Development and Management on 2021-05-20
to apply from 2021-08-30**

See appendix.

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**Literature established by the Steering committee for the Master of
Science Programme in International Development and
Management on 2021-05-20 to apply from 2021-08-30**

Cross-cutting literature (171p)

Books and chapters in books

- Green, D. (2016). How Change Happens. Oxford University Press. <http://how-change-happens.com/download/> (p 9-46 and 235-258) (69p)
- Bamberger, M., Rough, J. & Mabry, L. (2012). Real World Evaluation, Working under Budget, Time, Data and Political Constraints. London: Sage (the summary of 39 p)
https://usaidlearninglab.org/sites/default/files/resource/files/Condensed_

Articles & other resources

- Andrews, M., Pritchett, L., Samji, S., & Woolcock, M. (2015). ["Building Capability by Delivering Results: Putting Problem-Driven Iterative Adaptation \(PDIA\) Principles into Practice"](#). A Governance Practitioner's Notebook: Alternative Ideas and Approaches, p123-133. Paris: Organisation for Economic Co-operation and Development (OECD). (11p). An accompanying set of short videos on PDIA can be found at <https://vimeo.com/showcase/5477026>
- Pasanen, T. & Barnett, I. (2019). 'Supporting Adaptive Management, ODI Monitoring and Evaluation Tools and Approaches', ODI Working paper 569 (32p)
- A Guide to Organizational Capacity Assessment Tools (2017). Informing Change. <https://hewlett.org/wp-content/uploads/2017/11/A-Guide-to-Using-OCA-Tools.pdf> (20p)
- On-line resource recommended: <http://betterevaluation.org/>

Monitoring evaluation and Learning (MEL) (794p)

Books and chapters in books

- Bamberger, M., Rough, J. & Mabry, L. (2012). Real World Evaluation, Working under Budget, Time, Data and Political Constraints. London: Sage (p1-416) (416p)
- Sida's Evaluation Handbook. (2020). 'Guidelines and Manual for Conducting Evaluations'. Sida: Stockholm (41p) Available here: [Click](#).
- UN Women Evaluation Handbook (2015).
<https://genderevaluation.unwomen.org/en/evaluation-handbook> (p1-100p) (100p)

Articles & other resources

- Buffardi, A. L., Mason, P., Hutchings, C. & Sharp, S. (2019). Monitoring and Learning for Country-level Portfolio Decision-Making and Adaptation.
<https://cdn.odi.org/media/documents/12713.pdf> (12p)
- Davis, K. E., & Kingsbury, B. (2011). Indicators and Interventions: Pitfalls and Prospects in Supporting Development Initiatives. Rockefeller Foundation (41p)
- Dasandi, N. (2019). "What Does the Evidence Tell Us about 'Thinking and Working Politically' in Development Assistance?", *Politics and Governance*, 7(2): 155–168 (13p) <https://www.cogitatiopress.com/politicsandgovernance/article/view/1904>
- ODI, (2019). 'Briefing Note: Making Adaptive Rigour Work- Principles and Practices for Strengthening Monitoring, Evaluation and Learning for Adaptive Management.'
<https://cdn.odi.org/media/documents/12653.pdf> (15p)
- Patton, M. Q. (2013). 'Utilization-Focused Evaluation (U-FE) Checklist'.
https://wmich.edu/sites/default/files/attachments/u350/2014/UFE_checklist_2013.pdf (19p)
- Segone, M. & Rugh, J. (eds.) (2013). 'Evaluation and Civil Society Stakeholders' Perspectives on National Evaluation Capacity Development, UNICEF and others'.
https://www.evalpartners.org/sites/default/files/Evaluation%20and%20civil%20society_v9_final_web.pdf. (156p)

On organizational and institutional assessment (745p)

Books and chapters in books

- Clegg, S. R., Kornberger, M., & Pitsis, T. (2019). Managing and Organizations: An Introduction to Theory and Practice. 5th ed. London: Sage. (450 p)
<https://www.idrc.ca/en/book/organizational-assessment-framework-improving-performance>

Articles & other resources

- Effective Capacity Building in Nonprofit Organizations Effective Capacity Building in Nonprofit Organizations (2001). Prepared by Venture Philanthropy Partners, Reston, Virginia (1-50p) (50p)
- Lusthause, C., Adrien, M., Anderson, G., Carden, F. & Plinio Montalván, G. (2002). Organizational Assessment: A Framework for Improving Performance, IDRC, Ottawa. <https://www.idrc.ca/en/book/organizational-assessment-framework-improving-performance>
- McKinsey 7-S Framework to retrieved from Mindtools. The model was developed in 1979s by Tom Peters and Robert Waterman, https://www.mindtools.com/pages/article/newSTR_91.htm (5p)
- Sida (2002). "The Octagon- A tool for the Assessment of Strengths and Weaknesses in NGOs", https://resourcecentre.savethechildren.net/pdf/the-octagon_1742.pdf/ (25p)

Strategic Planning (867p)

Core resource

- Allison, M. & Kaye, J. (2015). Strategic Planning for Non-Profit Organizations: A Practical Guide and Workbook. 3rd ed. New Jersey: John Wiley & Sons (270p)

Additional resources on strategic planning and strategy testing

- Goldring, M. (2019). 'Does Strategic Planning Make a Difference?, From Poverty to Power'. 09 August 2019. Available from: [Click](#) (2p)
- Terwindt, F. & Rajan, D. (2016). 'Strategic Planning: Transforming Priorities into Plans', In World Health Organization (eds). Strategizing National Health in the 21st Century: A Handbook. <https://apps.who.int/iris/bitstream/handle/10665/250221/9789241549745-chapter5-eng.pdf?sequence=17&isAllowed=y> (35p)

Reflections on the role and practice of planning in international development

- Easterly, W. (2006). "Planners Versus Searchers in Foreign Aid", Asian Development Review, 23(2): 1-35 (35p)

- Honig, D. (2018). Navigation by Judgement: Why and Why Top Down Management of Foreign Aid Doesn't Work. Oxford: Oxford University Press, Chapters 1 & 9 (29p)
- Taylor, B. (2014). "In Vogue and at Odds: Systemic Change and New Public Management in Development", Enterprise Development and Microfinance, 25(4): 271297 (26p)

For why and how change occurs

- Goldman, I. & Pabari, M. (2020). Using Evidence in Policy and Practice: Lessons from Africa. London: Routledge (Chapters 1 and 13) (30p)

On whose voices are heard and views incorporated

- Stott, L. (ed.) (2019). Shaping Sustainable Change: The Role of Partnership Brokering in Optimising Collaborative Action. London: Routledge (Chapters 1 & 16) (18p)

For theory of change, program logic and various tools

- Department for International Development (2003). Tools for Development: A Handbook for Those Engaged in Development Activity. DFID. <http://www.managingforimpact.org/resource/tools-development-handbook-those-engaged-development-activity> (142p)
- Funnel, S. & Rogers, P. (2011). Purposeful Program Theory: Effective Use of Theories of Change and Logic Models. Chichester: Wiley (Chapters 6-10) (221p)
- Samji, S., Andrews, M., Pritchett, L. & Woolcock, M. (2018). PDIA Toolkit: A DIY Approach to Solving Complex Problems. Harvard University. https://bsc.cid.harvard.edu/files/bsc/files/pdiatoolkit_ver_1_oct_2018.pdf (57p)

For commentary on differences between an academic and a practice-based environment

- Teskey, G. (2020). 'Are We Divorced Yet – or Just Arguing?', Governance and Development Soapbox. 31 January 2020. Available from: <https://abtgovernance.com/2020/01/31/are-we-divorced-yet-or-just-arguing/> (2p)

Please note that:

Students are expected to read an overall 1250 pages for this course, which they are advised to combine as follows: half (625 pages) to be taken from the literature suggested above, according with their choice of assignment, and half (625 pages) to be found by



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students from their own independent research so to be most relevant to the particular organizational setting of the student. The literature is expected to be used as reference material and for support in carrying out the course assignments as well as in carrying out tasks for the host organisation.