



Literature for MIDM68, Development Studies: Field Studies of Programme Management applies from autumn semester 2022

Literature established by Steering committee for the Master of Science
Programme in International Development and Management on 2022-05-20
to apply from 2022-08-29

See appendix.

MIDM68, Development Studies: Field Studies of Programme Management, 22.5 credits

Literature

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 selected from the literature list below, according with students' assignment topic; and half (625 pages) to be selected by students according to their individual needs (e.g., most relevant readings to their particular organizational setting or assignment topic).

The course literature list consists of diverse readings within the fields of monitoring evaluation and Learning (MEL), organizational and institutional assessment, strategic planning, capacity development, adaptive/change management, multi stakeholders' partnerships, among others and cross-cutting issues (e.g., gender, right-based approach to development, etc.).

The literature is expected to be used as reference material for the course assignment and as support in carrying out the tasks at the host organization. Core reading for your academic reflection paper will be defined together with your mentor.

Some reading material is available online as open sources. For some other material you need to access the LU online libraries via your LUCAT or by being connected via LU VPN when using the provided links below. Though links might not be provided, most articles can be found online.

Books

Allison, Michael & Kaye, Jude (2015). *Strategic planning for non-profit organizations: a practical guide and workbook*. Third edition, John Wiley & sons, New Jersey. Available online via LU at <https://onlinelibrary-wiley-com.ludwig.lub.lu.se/doi/book/10.1002/9781118769690> [270 pages]

Andrews, Matt; Pritchett, L.; and Woolcock, M. (2017) *Building State Capability Evidence, Analysis, Action*. Oxford University Press, Oxford. Available at DOI:10.1093/acprof:oso/9780198747482.001.0001 (257 pages)

Bamberger, Michael; Rough, Jim & Mabry, Linda (2012). *Real World Evaluation, Working under Budget, Time, Data and Political Constraints*, London, Sage. No online version. [416 pages].

Clegg, Stewart; Kornberger, Martin; Pitsis, S. Tyrone & Mount, Matt (2019). *Managing and organizations, an introduction to theory and practice*. Fifth edition. Sage, London. No online version. [450 pages]

Funnel, Sue & Patricia Rogers (2011). *Purposeful program theory: effective use of theories of change and logic models*. Wiley, Chichester (Chapters 6-10). Available at <https://lubcat.lub.lu.se/cgi-bin/koha/opac-detail.pl?biblionumber=6387582> [221 pages]

Goldman, Ian & Pabari, Mine (2020). *Using evidence in policy and practice: lessons from Africa*. Routledge, London. (Chapters 1 and 13) Available at https://library.oapen.org/bitstream/handle/20.500.12657/39511/9780367440121_text.pdf;jsessionid=11211C5983CF1646F59898C0CDA3A520?sequence=5 [30 pages]

- Green, Duncan (2016). *How change happens*. Oxford University Press, Oxford. (Selected pages: 9-46 & 235-258) Available at DOI: 10.1093/acprof:oso/9780198785392.001.0001 [69 pages]
- Gray, B., & Purdy, J. (2018). *Collaborating for Our Future: Multistakeholder Partnerships for Solving Complex Problems*. Oxford University Press, Oxford. Available at DOI:10.1093/oso/9780198782841.001.0001 [247 pages]
- Levy B. (2014) *Working with the Grain: Integrating governance and growth in development strategies*. Oxford University Press, Oxford. Available at DOI:10.1093/acprof:oso/9780199363803.001.0001 [270 pages]
- Scott, W.R. (2014) *Institutions and Organizations: Ideas, Interests, and Identities*. Sage Publications, Thousand Oaks, CA. No online version [360 pages]
- Stott, Leda (ed.) (2019). *Shaping sustainable change: the role of partnership brokering in optimizing collaborative action*. Routledge, London (Selected chapters: 1 and 16) Available at <https://doi.org/10.4324/9780429446832> [18 pages]
- Ulbels, J., Fowler, A., and Acquaye-Baddoo, N. (eds) *Capacity Development in Practice*, Earthscan. Available at <https://doi.org/10.4324/9781849776363> [360 pages]

Other readings

- Andrews, Matt, Lant Pritchett, Salimah Samji, and Michael Woolcock (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. Organisation for Economic Co-operation and Development (OECD), Paris. Available at DOI:10.1093/acprof:oso/9780198747482.001.0001. An accompanying set of short videos on PDIA can be found at <https://vimeo.com/showcase/5477026> [11 pages].
- Armstrong, Jim (2013). *Improving International Capacity Development - Bright Spots*. Palgrave MacMillan (Selected chapter One Size Fits All 1-11) Available at doi:10.1057/9781137310118 [11 pages]
- Buffardi, Anne L.; Mason, Paige; Hutchings, Claire & Sharp, Samuel (2019). *Monitoring and learning for country-level portfolio decision-making and adaptation*. Organisational Development International (ODI), London. Available at <https://cdn.odi.org/media/documents/12713.pdf> [12 pages]
- Champion, Douglas P.; Kiel, D.H. and McLendon, J. (1990). “Choosing a consulting role”, in *Training & Development Journal* 44(2). Gale Academic OneFile, Available at link.gale.com/apps/doc/A8167764/AONE?u=googlescholar&sid=bookmark-AONE&xid=207b73b4 [3 pages]
- Cooper, Sue (2014). “Transformative evaluation: organisational learning through participative practice”, in *The Learning Organization* 21 (2): 146-157. [11 pages]
- Davis, Kevin E. & Kingsbury, Benedict (2011). “Indicators and Interventions: Pitfalls and prospects in supporting development initiatives”, *Report supported by the Rockefeller Foundation*. Institute for International Law and Justice, New York. Available at <https://www.iilj.org/publications/indicators-as-interventions-pitfalls-and-prospects-in-supporting-development-initiatives/> [41 pages]
- DFID (2003). “Tools for development: a handbook for those engaged in development activity”. Department for International Development, London. Available at

- <http://www.protectedareas.info/upload/document/toolsfordevelopment-dfid.pdf> [142 pages]
- Easterly, William (2006). “Planners versus searchers in foreign aid”, in *Asian Development Review* 23(2): 1-35. [35 pages]
- Fejerskov, A. M. (2016). “Understanding the nature of change: how institutional perspectives can inform contemporary studies of development cooperation”, in *Third World Quarterly* 37(12): 2176–2191. [15 pages]
- Goldring, Mark (2019). “Does strategic planning make a difference?”, blogpost at FP2P. Available at <https://oxfamapps.org/fp2p/does-strategic-planning-make-a-difference/#> [2 pages]
- Greijen, Huber *et al.* (eds) (2015) “Capacity Development Beyond Aid”. SNV Netherlands Development Organization and European Centre for Development Policy Management (ECDPM), The Hague. Available at https://ecdpm.org/wp-content/uploads/CAPACITY_BOOKLET_ENG_WEB.pdf [120 pages]
- Gutheil, Lena (2020). “Why adaptive management will not save us: Exploring management directives' interaction with practice”, in *Public Administration and Development* 40:129-140. [11 pages]
- Honig, Dan (2018). *Navigation by judgement: why and why top down management of foreign aid doesn't work*. Oxford University Press, Oxford (Chapters 1 and 9). Available at DOI:10.1093/oso/9780190672454.001.0001 [29 pages]
- Ika & Donnelly (2017). “Success conditions for international development capacity building projects”, in *International Journal of Project Management* 35: 44-63. [19 pages]
- Informing Change (2017) “A Guide to Organizational Capacity Assessment Tools. Finding -and Using- the Right Tool for the Job”. Informing Change, Berkeley. Available at <https://hewlett.org/wp-content/uploads/2017/11/A-Guide-to-Using-OCA-Tools.pdf> [20 pages]
- Krznaric, R. (2007). “How change happens: Interdisciplinary perspectives for human development”, *Oxfam Research Report*. Oxfam GB, Oxford. Available at <https://www.sparc.bc.ca/wp-content/uploads/2016/12/how-change-happens.pdf> [59 pages]
- Lusthause, Charles; Adrien, Marie-Hélène; Anderson, Gary; Carden, Fred & Plinio Montalván, George (2002). *Organizational Assessment: A Framework for Improving Performance*, International Development Research Centre (IDRC), Ottawa. Available at <https://www.idrc.ca/en/book/organizational-assessment-framework-improving-performance> [215 pages]
- McKinsey *et al.* (2001). “Effective Capacity Building in Nonprofit Organizations”. Prepared for Venture Philanthropy Partners, Reston, US. Available at <http://www.midot.org.il/Sites/midot/content/File/McKinsey%20Grid.pdf> [50 pages].
- Mind Tools (n/d) *McKinsey 7-S Framework. Making Every Part of Your Organization Work in Harmony*, Mind Tools website page https://www.mindtools.com/pages/article/newSTR_91.htm [5 pages]
- Niheer, Dasandi (2019). “What Does the Evidence Tell Us about ‘Thinking and Working Politically’ in Development Assistance?”, in *Politics and Governance* 7 (2): 155-168. Available at <https://www.cogitatiopress.com/politicsandgovernance/article/view/1904> [13 pages]

- ODI (2019). Briefing Note: Making adaptive rigour work Principles and practices for strengthening monitoring, evaluation and learning for adaptive management. Organisational Development International (ODI), London. Available at <https://cdn.odi.org/media/documents/12653.pdf> [15 pages]
- Pasanen, Tiina & Barnett, Inka (2019). Supporting adaptive management, *ODI Monitoring and evaluation tools and approaches*, ODI Working paper 569, Organisational Development International (ODI), London. Available at <https://odi.org/en/publications/supporting-adaptive-management-monitoring-and-evaluation-tools-and-approaches/> [32 pages]
- Quinn Patton, Michael (2013). *Utilization-Focused Evaluation (U-FE) Checklist*. The Evaluation Center, Western Michigan University, US. Available at https://wmich.edu/sites/default/files/attachments/u350/2014/UFE_checklist_2013.pdf [19 pages]
- Rogers, Patricia (2008). "Using programme theory to evaluate complicated and complex aspects of interventions", in *Evaluation* 14(1): 29-48 [19 pages]
- Samji, Salimah; Andrews, Matt; Pritchett, Lant & Woolcock, Michael (2018). *PDIA toolkit: a DIY approach to solving complex problems*. Harvard University, Cambridge, Massachusetts, US. Available at: https://bsc.cid.harvard.edu/files/bsc/files/pdiatoolkit_ver_1_oct_2018.pdf [57 pages]
- Segone, Marco & Rugh, Jim (eds.) (2013). "Evaluation and Civil Society Stakeholders' perspectives on National Evaluation Capacity Development", *Evaluation Working Papers (EWP)*. Evaluation Partners, UNICEF and IOCE. Available at https://www.evalpartners.org/sites/default/files/Evaluation%20and%20civil%20society_v9_final_web.pdf [156 pages].
- SIDA (2002). *The Octagon a tool for the assessment of strengths and weaknesses in NGOs*. Swedish International Development Cooperation Agency, Stockholm. Available at https://resourcecentre.savethechildren.net/node/10076/pdf/the-octagon_1742.pdf [25 pages]
- SIDA (2020). *Guidelines and Manual for Conducting Evaluations, Sida's Evaluation Handbook*. Swedish International Development Cooperation Agency, Stockholm. Available at <https://publikationer.sida.se/English/publications/165898/sidas-evaluation-handbook> [41 pages].
- Taylor, Ben (2014). "In vogue and at odds: systemic change and new public management in development", in *Enterprise Development and Microfinance* 25 (4): 271-297. [26 pages]
- Terwindt, Frank & Rajan, Dheepa (2016). "Chapter 5: Strategic planning: transforming priorities into plans", in Schmets, G.; Rajan, D. and Kadandale, S. (eds). *Strategizing national health in the 21st century: a handbook*. World Health Organization, Geneva. Available at <https://apps.who.int/iris/bitstream/handle/10665/250221/9789241549745-chapter5-eng.pdf?sequence=17&isAllowed=y> [35 pages]
- Teskey, Graham (2020). "Are we divorced yet – or just arguing?", blogpost in *Governance and Development Soapbox*. Available at <https://abtgovernance.com/2020/01/31/are-we-divorced-yet-or-just-arguing/> [2 pages]
- UN (2015). *UN Women Evaluation Handbook: How to manage gender-responsive evaluation*. United Nations Entity for Gender Equality and the Empowerment of Women. UN, New York. Available at <https://www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation> [100 pages]

- Vähämäki J. (2017). "Matrixing Aid: The Rise and Fall of Results Initiatives in Swedish Development Aid". *PhD thesis*, Stockholm Business School. Stockholm University, Stockholm. Available at <http://www.diva-portal.org/smash/get/diva2:1054590/FULLTEXT01.pdf> [284 pages]
- Woodhill, J. (2010) "Multiple Actors Capacity Lives Between Multiple Stakeholders", in Ulbels, J., Fowler, A., and Acquaye-Baddoo, N. (eds) *Capacity Development in Practice*, Earthscan. Available at <https://doi.org/10.4324/9781849776363> [17 pages]