

SPRING 2007
INTERNATIONAL DEVELOPMENT PLANNING STUDIO.
Course Syllabus
UAP- Spring 2007
Virginia Tech and State University of Virginia

I. ESSENTIAL INFORMATION:

Date: January 18th 2007 –May 2nd 2007
Meeting time: Thursdays 3pm -6pm
Meeting Place: Arch Annex 111

Actual meeting dates are listed below in the class schedule.

Instructors Information:

Bini Aleyao
Email: aleyb06@vt.edu
Office hours:
And by appointment

Dr John O. Browder
School of Pub and Intl Affairs
Email: browder@vt.edu
Tel: (540) 231- 6217
Office hours:

Prerequisites: UAP 4764 or Equivalent

II. COURSE DESCRIPTION:

This course is designed to explore and develop the principles of project design, implementation and evaluation in low income countries drawing upon several project case study experiences. Students will learn step by step methods including: general needs assessment development of goals and objectives, action plan; implementation and evaluation.

By the end of the course, each student/group will have completed writing a project proposal ready for submission to a donor. Negotiation techniques will be taught as well.

III. GOALS OF THE COURSE:

1. To foster a critical understanding of the institutions of development policy and administration in developing countries.
2. To introduce the basic techniques for planning and appraisal of moderately complex development projects
3. To design and develop a project proposal for submission to a donor.

IV. FORMAT:

The class will meet once each week. The format will blend case study presentations and discussions with theoretical work. Regular class participation is required. The first six weeks will mainly be lectures, guided class discussion and learning exercises. The next five weeks will be fielded to acquaint students with field experience through case study presentations by visitors from various project design and management cases.

The last part of the course (4 weeks) will be structured as a “ Planning Lab” that will involve guided group work on project planning .

Students are expected to complete a project proposal and have it ready for submission to a donor. In the last week, prior to the final submission, the project proposal will be presented to a panel in the class for debate and critique. This panel will consist of donor representatives, financial institutions and government officials.

V. FINAL COURSE PROJECT DESIGN PROPOSAL

Apart from shorter weekly assignments the main course activity will be The Project Design Proposal. The goal of the Proposals is to give you an opportunity to apply the tools learned in the Studio to a practical realistic problem. The two problems are described on the Blackboard “Course Information” folder. Two project teams of 3-4 students will together on this assignment. During the third week of the semester you will sign-up for the project of your choice and are encouraged to begin your background research for the project as early thereafter as possible. More details of the Project Design Proposal will be forthcoming.

VI. REQUIREMENTS:

Grading

The course grading is tailored to the individual/group project through a project agreement between the TAs/Instructor and the student/group. Grading is based on the class attendance, project work, presentations, peer evaluation and participation. The course grade will be composed of the following components.

Project work: Final written report	50%
Presentations:	10 %
Log Frame	15%
Workbook	15%
Individual Participation:	10 %

VII. READINGS REQUIRED:

- There is no textbook for the course. However, we will use various readings posted on blackboard .

VIII. OUTLINE:

1. Development Institutions (World Bank, USAID, UNDP.); (2-3 major NGOs)
2. Project Cycle : Assessment & Planning; Implementation& Monitoring and Evaluation .
3. Project Design & Log Frame : John Browder ITTO Projects
4. Economic and Financial appraisal: The Cost-Benefit Analysis (CBA) Workbook
5. Implementation
6. Monitoring and Evaluation
7. Funding and Negotiation
8. Keith Moore; Case Study / Project Design
9. Tom Jannuzi
10. Sarah Cohen; Case Study /USAID
11. Brian Goodman
12. Student project updates and consultation

- 13. Studio team work session
- 14. First part final project presentation

VIII. DEVELOPMENT OF THE OUTLINED COURSES:

January 18th 2007

First week: DEVELOPMENT INSTITUTIONS

During this week, we will examine the history and current realities of the World Bank, United States Agency for International Development (USAID) and United Nations Development Programme (UNDP). We will discuss what these institutions mean by development, the project planning and assessment, and the rise in importance of NGOs in the aid arena today. Our emphasis throughout will be on the development process including its critique. This should lead to a greater understanding of both the possibilities and the constraints of aid and the different kinds of aid which exist, while focusing on the specific cases of the World Bank, USAID and UNDP

Part one: Exchange project ideas and course ambitions, review some terminology

Part two: Development Institutions (World Bank, USAID etc)

Part three: NGOs, Aid and Development

Part Four : Introduction to the project Cycle.

January 25th 2007

Second Week: THE PROJECT CYCLE PROJECT IDENTIFICATION

During this week we will work on the project Cycle which involves a series of events such as project Identification and Planning; Implementation and Evaluation.

The first step which is the project identification consists of needs assessment /appreciative inquiry and capacity assessment. In this class, we will focus more on why and how to do assessments. We should keep in mind that when the beneficiaries' or community need has been identified, only then can we think of project design then explore stakeholder analysis, research, including problem analysis; log frame; risk analysis, action planning; and budgeting.

Suggested Reading

1. Warren C. Baum, Stokes M. Tolbert, Investing in Development : Lessons of World Bank Experience, Oxford University Press , pp 333-388 (1985)
2. J. Price Gittinger, Economic Analysis of Agricultural Projects, EDIS Series in Economic Development , Second Edition, pp 21-26

February 1st 2007

Third Week: THE LOGICAL FRAME APPROACH TO PROJECT DESIGN

During this week, we will work on the step-by-step process of a project cycle such as the Logical Frame and the Implementation. We will learn how and when to use the logical frame and try to construct it in class individually or as student group work. Finally we will explore all the steps of project implementation such as emerging issues of procurement and disbursement, implementation plan; training; management of critical path and management problems; adjustment of implementation plan as needed; adjustment of project work plan as needed; (Go back to the Log Frame and make adjustments or improvements where appropriate.

Recommended Reading

1. **D. Grasper, “Evaluation the “Logical framework Approach”:** towards learning-oriented development evaluation”. **Public Administration and Development. Vol. 20, n. 1, pp 17- 28 (2000)**

Fourth Week : ECONOMIC AND FINANCIAL APPRAISAL: The Cost-Benefit Analysis (CBA)

February 8th, 2007

This part will provide an introduction to Cost –Benefit Analysis (CBA) as a main tool for evaluation of public sector investment projects by public agencies in developing countries as well as by donor and international financial institutions. The focus will be on understanding the basics of the CBA and applying it to the economic and financial evaluation of medium projects, rather than providing a comprehensive treatment of the many conceptual and technical issues underlying CBA. We will focus on the Work Book for illustrations.

Suggested Reading

1. **Warren C. Baum, Stokes M. Tolbert, Investing in Development : Lessons of World Bank Experience, Oxford University Press, pp 419-445**
2. **Pedro Belli et al., Handbook on Economic Analysis of Investments Operations. World Bank (1998)**

<http://www.worldbank.org/education/economicsecd/project/projwork/handbook.pdf>

February 15th, 2007

Fifth Week: IMPLEMENTATION

It is often said that all the steps up to the implementation stage of a project are the easy steps towards the successful implementation of the project. Mobilization utilization and control of resources and project operation are the key steps of project implementation which we will explore this week.

Recommended Reading

1. D. Grasper, "Evaluation the "Logical framework Approach": towards learning-oriented development evaluation". *Public Administration and Development*. Vol. 20, n. 1, pp 17- 28 (2000)

February 22nd, 2007

Sixth Week: MONITORING AND EVALUATION

Monitoring and Evaluation-two steps of a project cycle will be explored during this week. We will first discuss the meaning of the two concepts and then find the difference between them. We will also explore the how for the two topics and in the end close with the why. Different techniques will be applied, depending on the case study of the donor. We will also try to find out what makes good monitoring and evaluation as well as who is involved in such operations and why.

Recommended Reading

1. W. C. Baum and SM Tolbert , Investing in Development –Lessons of World Bank experience , Oxford University Press , New York (1985) pp. 543-555

March 1st, 2007

Seventh Week: FUNDING AND NEGOTIATION

Funding has always been a big problem in relief and development projects whether for big or small NGOs, developed or developing countries. The managers, government officials and NGO leaders constantly struggle to get funded.

During this week, we will learn about funding and negotiation. More specifically, we will discuss the sources and types of funds; criteria and procedures set by donors (some case studies); a success model of an organization or NGO in getting funds; Role of leaders or managers and whether the size or type of organization matter for success in funding.

Proposed Reading

1. <http://www.scotwork.com/uk/index.html>

March 15th, 2007

Eight Week: Visiting Speaker- Keith Moore

Readings: (Please visit the Blackboard)

March 22nd, 2007

Tenth Week: Visiting Speaker-Tom Jannuzi Readings: (Please visit the Blackboard)

March 29th, 2007

Eleventh Week: Visiting Speaker – **Sarah Cohen:** Case Study /USAID

Readings: (Please visit the Blackboard)

April 5th, 2007

Twelfth Week: Visiting Speaker –Brian Goodman

Readings: (Please visit the Blackboard)

April 12th 2007

Thirteenth Week: Student project updates and consultation

Readings: (Please visit the Blackboard)

April 19th 2007

Fourteenth Week: Studio teamwork session

During this week, we will discuss the practical application of the LFA and CBA to the planning of typical projects students will have chosen. This exercise will provide an opportunity for each student and the group to work on individual/group projects and develop a simplified “project document” to submit to an international aid agency

The section aims to develop basic skills for planning development projects of moderate complexity and size.

Readings: (Please visit the Blackboard)

April 26th 2007

Fifteenth Week: Final project presentation and submission

Other Policies:

You are expected to prepare all course materials and to behave in a manner consistent with the University honor system requirements as published in the current university catalogue

See me or e mail the Instructor for help for any handicap you may have..