

# Development Project Management (개발협력사업)

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## 1. Description

### Objectives and Rationale

This course is about the modes and mechanisms through which development assistance is channelled, via investment in developing countries, for the promotion of wide range of development including agricultural and rural, environment, education, ICT, health, local and regional development. It is thus primarily about the rationale, context, and methods of planning, appraising and evaluating development projects and programmes.

Projects and programmes are widely used when attempting to allocate limited resources for specific development purposes as effectively as possible, and a core part of the module is on methods for appraising the financial and economic efficiency of rural and agricultural development projects. These methods of appraisal are informed by economic theories and, in particular, those of applied welfare economics. While the module emphasises financial and economic efficiency, other important issues in assessing project design and impact are presented. Planning and management techniques for the project cycle are covered; including project identification and logical framework analysis. Approaches for social and environmental appraisal of projects are also reviewed. Finally a guide to project and programme monitoring and evaluation is provided.

This course aims to nurture future development consultant and practitioners – from private business, government departments, international development agencies, non-governmental organisations (NGOs) and academic institutions – who would like to work in the delivery and management of development assistance projects and public sector investment for various sectors in development fields. In this course, you ought to be involved directly with your own project work in your future work places. Even if not directly involved, you are likely to have contact with particular projects and need to know something of how they work. The emphasis we have selected does not mean that you can become an expert in project design or appraisal simply by doing this module alone, although it does aim to provide a solid initial basis for project work, and to make you an effective member of a project or programme design team.

*Objectives and learning outcomes of the course*

### Module Aims

To explain and illustrate development projects and programmes, and the project cycle

To present the basic analytical techniques for project identification and design and

for the financial and economic appraisal of projects

To present the basic concepts of project monitoring and evaluation

To stimulate a critical awareness of wider social and environmental issues relevant to the design, appraisal and evaluation of projects and to consider how to integrate these insights into planning and management

### Module Learning Outcomes

Familiarity with current “aid architecture” and the modalities of development assistance

Ability to use tools for project identification and design, including logical framework analysis

Capacity to apply key concepts in project analysis, including investment criteria and the valuation of costs and benefits over time

Knowledge and use of core techniques of project appraisal, including the calculation of:

Ability to compare the investment opportunities of different projects

Recognition of critical project-related social and environmental issues, as well as knowledge of approaches for their appraisal and evaluation

A grasp of key aspects of monitoring and evaluation, as an intrinsic part of project design and management

### **Course Requirement and Evaluation**

All students must attend lectures regularly and complete all assigned readings prior to their discussion in class/lecture.

All students are required to write one case analysis (1000 words) on a question from the core readings, as well as a team project paper (5000 words) with presentation on the development project management; topic by agreement with supervisor.

### Scope and syllabus

The module begins with an introduction to the current “aid architecture” and to the role of the agricultural sector in social and economic development. Unit 2 then introduces the project cycle as a logical and natural sequence for the planning and management of investment, while Unit 3 explores key techniques for project identification and design. Unit 4 covers the key concepts and techniques of cost benefit analysis and investment appraisal, laying the foundation for more detailed study of financial analysis in Unit 5 and economic efficiency analysis in Unit 6. Unit 7

then deals with the treatment of risk and uncertainty in cost benefit analysis. Unit 8 considers the possible environmental impacts of development projects and programmes, and how environmental appraisal should be an integral part of the project cycle. The use of economic valuation methods for environmental effects is critically reviewed and recommendations made for best practice. Similarly, Unit 9 assesses the social dimensions of development investments, moving from narrow consideration of distributional issues to broader questions of social impact. Again integration of social appraisal in the project cycle is discussed, with recognition that social analysis moves the debate from one about appraisal of project designs to questions about the nature of the development process itself. Social inclusion, participation and empowerment are key issues that are discussed here. Unit 10 concludes the module by providing a guide to monitoring and evaluation. From a tool for better project management to a means to provide feedback in the project cycle, effective M&E is a vital element in achieving more successful and sustainable investments for agricultural and rural development.

### Required reading

There are three key texts for this module.

Potts D (2002) *Project Planning and Analysis for Development* Lynne Rienner Publishers, Boulder

This book provides a clear and comprehensive exposition of the fundamental principles of project analysis and the methods of financial and economic appraisal. It also includes a useful synthesis of key points and best practice with regard to social and environmental issues.

Laws S, Harper C and Marcus R (2007) *Research for Development: A Practical Guide*, Save the Children, Sage

This book guides practical issues on development project in terms of qualitative research. It also includes how to evaluate research for development work in the fields.

For each of the ten units, Key Readings are provided. There are usually up to three or four key readings for each unit. These key readings are drawn from a wide range of sources including books, journals and the Internet; authored by individual researchers and analysts, and also through the collective efforts of diverse national and international organisations. They have been selected to provide a range of perspectives and more depth on the unit subject matter.

A large number of Further Readings and References are also listed. These texts are not provided but many are available on the Internet. All references cited in the unit text are listed here. Students are not expected to follow up each and every further reading, but can follow up specific points of interest. Finally, a number of Weblinks and Portals that are relevant to each unit are described for those students who would like to explore a topic even further.

## Course Outline and Timetable

Week	Contents	Project Cases	Activities
1	Course overview - Toolkits The importance of planning, monitoring, review, evaluation and impact assessments (Ch.1, 2)	Planning Project management	Planning
2	Assessment and Programme Planning (Ch.5,6)		
3-4	Monitoring , Review and Evaluation (Ch.7,8,9) Impact Assessment (Ch. 10,11)	PLA Method	
5	Challenges of the Least Developed Countries in Asia Pacific, Chapter 1,2,3,4		Quiz
6	Building Global Linkages for competitive and innovative partnership – Public Policy and Action Model: CSR, Chapter 3, 4, 5 Schmitz (2004) Chapter 2,3		
7		PPP Game	Game
8	Country Assistance Plan (China)		Assignment
9	Country Assistance Plan (UK partnership)		
10	Country Assistance Evaluation (Madagascar)		
11	Country Assistance Evaluation (Zambia)		Assignment
12			Evaluation
13	Special Lecture	TBA	TBA
14	Group Projects presentation		Evaluation
15	Group Projects presentation		Evaluation

## Further Readings

Black R and White H (2004) *Targeting Development: Critical perspectives on the Millennium Development Goals*, Routledge

Belli P, Anderson JR, Barnum HN, Dixon JA, Tan J (2001) *Economic Analysis of Investment Operations: Analytical Tools and Practical Applications* The World Bank, Washington

Gosling L and Edward M (2006) *Toolkits: A practical guide to planning, monitoring, evaluation and impact assessment*, Save the Children