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DEVELOPMENT MANAGEMENT

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I. General Description of Programme

I. 1. Studies in Rural Government

Lack of adequate knowledge about administrative and organizational aspects of local situations puts a severe constraint on the capability of any political system to develop and implement realistic development programmes. Macro-planning has been steadily increasing without being harmonized by micro-studies and policy-makers in many developing countries continue to remain inadequately informed about the problems and dynamics of development process. Several aspects of rural government that deserve intensive study either jointly or separately are (1) organizational and administrative pattern of development agencies and their interaction, (2) coordination and supervision of development programmes (3) capacity and limitations of field bureaucracy to promote ideological components of new programmes (4) administrative and organizational problems in a special development zone, (5) participation of field agencies in preparing feasibility studies (economic, technical, social and administrative), for development programmes, (6) development relevance of the nature and extent of interaction of local institutions and field bureaucracy, and (7) socio-political characteristics of indigenous local institutions and their potential for use in modernization process. \$25,000 for 1972-73 and \$50,000 for 1973-74.

Example: National Institute of Zambia has shown interest in doing research in the area of rural government, with special emphasis on the problems of coordination and supervision, development orientation of field bureaucracy and the role of indigenous local institutions in the decision-making process. Indian Institute of Public Administration has expressed desire to study the developmental orientation of field bureaucracy in selected ex-British colonies of Asia and Africa.

I. 2. Studies in Public Corporations

Many developing countries have adopted the corporate mechanism to organize and manage their increasing role in socio-economic development. The stated rationale for this adoption has been the presumed operational flexibility and commercial considerations that these corporations would be able, as contrasted from regular government agency, to exercise in the operation of their work. Autonomy from often dilatory and routine government controls and the possibility for faster adaptation of modern management practices are regarded as conditions for the successful operation of public corporations. Like political party in the sphere of politics, public corporations is perhaps the modern concept in the realm of administration that has been most widely adopted by the developing nations. Our research interest is to examine the premises on which these corporations were set up in specific countries, to study the extent these corporations have accepted organizational and management patterns of their counterparts in developed countries, and the problems these corporations confront in attaining managerial and administrative effectiveness. The specific areas in which our research focus may be directed are (1) management pattern within a corporation, (2) adoption of modern principles and practices of management, (3) relationship with the government and the extent of autonomy a corporation enjoys, (4) policy and organizational constraints on its capacity to utilize commercial considerations in its operation and (5) the role of a corporation in the totality of government complex and the pattern of public accountability. \$25,000 for 1972-73 and \$50,000 for 1973-74.

Example: Institute of Public Administration, Uganda, has expressed an interest in conducting exploratory research on public corporations with particular emphasis on identifying factors that impinge upon performance and morale. The Socio-economic Centre, University of Bagdad, Iraq, has also shown interest in doing organizational and management studies on public corporations.

I. 3. Studies in Development Implementation

The EROPA is studying, with support from the IDRC and Ford Foundation, into the problems of how development projects can be carried out effectively. Case studies from twelve Asian countries will be prepared on the basis of a common framework and these studies will form the basis for detailed examination and a greater understanding of the problems of implementation.

It is suggested that a similar research may be carried out in one or two other developing regions of the world (East Africa, West Africa, Latin America and the Middle East). These studies will provide a solid basis for comparability in the findings as well as uniqueness rooted in the socio-economic-cultural-legal environment. \$25,000 for 1972-73 and \$10,000 for 1973-74.

I. 4. Studies in Development Planning

Often one hears the remark that development plans are well-prepared but implementation is poor. Inadequate attention was given in the past to the problems of implementation and hence more effort and resources would now be put to examining and improving the implementation aspect. While it is true that implementation phase has its unique problems, and no matter how well a plan is prepared, these problems have to be faced and resolved. It is also equally true that implementation problems caused by basic deficiencies in the process of plan-formulation are difficult to resolve. The emphasis on plan-implementation phase need not develop a sense of complacency about the state of plan-formulation process. Two sources of deficiencies - data and participation - are commonly noticed in the literature on planning. Dearth of adequate reliable data and policy-oriented analytic studies often lead to unrealistic planning targets and ambitious development projects in several sectors. The combination of inadequate data and unrealistic planning could have been broken if field bureaucracy and local institutions could have an effective role in the process of planning.

The research need is defined as the role of data and participation in the planning process of selected countries, the kind of problems these two variables generate in actual preparation of programmes and projects and what can be done to improve the functionality of these variables. \$30,000 for 1973-74.

I. 5. Management Training Research

Managerial capability is increasingly recognized as an important determinant of development process. Because of Government's pervasive role in socio-economic development, this capability is needed in both private as well as public sectors. Efforts were made in the last two decades through Centres and Institutes of Public and Business Administration to encourage the development of managerial capability in several countries. In some cases, management training centres were also established. Overseas training was organized on extensive scale; volunteers from developed countries, notably U.S.A. and Japan, were also utilized to train on the job such managerial competence. International Management Association of Japan is actively engaged in promoting the idea of "management cooperation" within the broad area of technical cooperation. Interest of several developing countries in this area seems evident, although the emphasis and progress appears uneven and lopsided. Our research interest lies in finding out the nature, extent, and level of managerial competence needed in selected countries, nature and types of programmes used to fulfil this need, and the scope for improving the current facilities and the need for developing any new programmes to meet the need. At least two separate studies - one in administrative management and the other in business management are envisaged. \$70,000 for 1973-74.

I. 6. Support for Research Institutions Building

Research institutions in developing societies are in constant need for fund and competence. Very few of these institutions have developed any base for regular flow of fund and expertise. Our Centre may provide selective support to some of these needy institutions. Efforts

and care should be taken to relate this support to some specific activities that are likely to generate research capability such as supporting a research training programme, providing research instruments and materials, and research publicity activities. \$40,000 for 1973-74.

II. Anticipated Utilization of Consultant Time:

Four consultants may be needed for these programmes, namely Implementation of Development Projects (1), Public Corporations (1), and Management Training (2). The periods of consultancy may vary between 2-3 months in each case and of a total of 12 (twelve) months consultant time is anticipated for two years, 1972-74.

III. Project Identification Activities:

Two workshops each are anticipated for 1972-73 and 1973-74. These four workshops are expected to be on public corporations, implementation in development projects, management training and rural government.

IV. Travel

I am planning for two travels during 1972-73. One will be in December and the other is still open. Attempts will be made to coordinate my travel with the projected workshops.

V. Staffing

Not needed now but anticipate one associate in late '73, if all the activities as planned are materialized.

VI. Budget at a glance

<u>Program Activities</u>	<u>Recast for 1972-73</u>	<u>Forecast for 1973-74</u>
(1) Studies in Rural Government.....	25,000	50,000
(2) Studies in Public Corporations.....	25,000	50,000
(3) Studies in Development Implementation.....	25,000	10,000
(4) Studies in Development Planning.....	-	30,000
(5) Management Training Research.....	-	70,000
(6) Support for Research Institution-Building...	-	<u>40,000</u>
	75,000	250,000

Project Identification

Two workshops for 1972-73.

Two workshops for 1973-74.

Consultant Time

Two consultants for 6 months in 1972-73.

Two consultants for 6 months in 1973-74.