

Seminar on Development Management

Pakistan Institute of Development Economics

Managing Organizational Change for Development

Building Capacity Among Project Professionals to Respond to the
Challenge of Sustainable Development
– A Personal Perspective

Dr. Faiz Shah

Head, Development Management, Asian Institute of Technology
Visiting Professor, College of Innovation, Thammasat University

Islamabad – 30 March 2012



Context – Development Management (DS-780)

- **multidisciplinary and complex contexts... organization for action within or outside government...**



Context – Development Management (DS-780)

- multidisciplinary and complex contexts... organization for action within or outside government...
- **challenge of ... minimizing gap between policies and practices... obstacles and possibilities in planning and implementation... limited resources.**



Context – Development Management (DS-780)

- multidisciplinary and complex contexts... organization for action within or outside government...
- challenge of ... minimizing gap between policies and practices... obstacles and possibilities in planning and implementation... limited resources.
- **political and cultural contexts within which development projects complete their cycle**



Context – Development Management (DS-780)

- multidisciplinary and complex contexts... organization for action within or outside government
- challenge of ... minimizing gap between policies and practices... obstacles and possibilities in planning and implementation... limited resources.
- political and cultural contexts within which development projects complete their cycle
- **complexities confronted to development managers at various levels of development institutions.**



Context – Development Management (DS-780)

- multidisciplinary and complex contexts... organization for action within or outside government...
- challenge of ... minimizing gap between policies and practices... obstacles and possibilities in planning and implementation... limited resources.
- political and cultural contexts within which development projects complete their cycle
- complexities confronted to development managers at various levels of development institutions.
- **cultural & political contexts of select development sectors (agriculture, health and education) at several levels.**



TOC – Discussion Points

1. **“Development” at the crossroads of change**



TOC – Discussion Points

1. “Development” at the crossroads of change
2. **Where Culture and Politics chart the course**



TOC – Discussion Points

1. “Development” at the crossroads of change
2. Where Culture and Politics chart the course
3. **The Project versus Sustainability – Challenge for Transition**



TOC – Discussion Points

1. “Development” at the crossroads of change
2. Where Culture and Politics chart the course
3. The Project versus Sustainability – Challenge for Transition
4. **Development Actors – Government, Funders, NGOs**



TOC – Discussion Points

1. “Development” at the crossroads of change
2. Where Culture and Politics chart the course
3. The Project versus Sustainability – Challenge for Transition
4. Development Actors – Government, Funders, NGOs
5. **Capacity Challenges – Challenge of the Toolkit**



1 – “Development” at the crossroads of change

“The problem is how, conditions of continuous and accelerating change, to put people first; and poor people first of all; how to enable sustainable well-being for all”

ROBERT CHAMBERS

Whose Reality Counts: Putting the First Last

1997



2 – How Culture and Politics chart the course

“Differences among people are quite relevant to the choices administrators make, the organizations people create, and the rationales that prompt people’s actions”

KATHLEEN STAUDT

Managing Development, State, Society and International Context

1991



3 – Project vs Sustainability – Challenge for Transition

“A key element in sustainable project outcomes is a design based on a holistic consideration of livelihood systems, needs and opportunities. Narrow, sector-focused interventions can be a risk to sustainability in various ways.”

IFAD-TANGO international

Sustainability of Rural Development Projects

Best practices and lessons learned by IFAD in Asia

2009



4 – Development Actors – Government, Funders, NGOs

“Institutions shape economic and social behavior. Countries with lower institutional quality are more likely to have slower economic growth, higher economic inequality, more social conflicts, and fewer and lower-quality public services”

ALBERT CHONG , CECILIA MENDOZA, GIANMARCO LEON

Rewiring Institutions - in Development Connections

2012



5 – Capacity Challenges – The Challenge of the Toolkit

“It is not that we should simply seek new and better ways for managing society, the economy and the world. The point is that we should fundamentally change how we behave.”

VACLAV HAVEL

in *Whose Reality Counts: Putting the First Last*

1997



Any Questions?

Dr Faiz Shah

**Head, Development Management, Asian Institute of Technology
Visiting Professor, College of Innovation, Thammasat University**

fshah@ait.asia

