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# UNIT 1 DEVELOPMENT MANAGEMENT: AN OVERVIEW

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## 1.1 INTRODUCTION

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After the Second World War 'development' becomes the buzz word for the developing country. As development is considered as a multi-dimensional concept, the management of various sectors of development became a challenging task before the managers of development. In a holistic sense, true development means not only high economic growth and per capita income but also enhancement of education, health, and living condition of the people. Balanced development calls for growth and development of all the sectors in the long run. Development management usually means management of development, management in development, and management for development. All of these are discussed in this unit. After reading this unit, you will be able to:

- Define development management
- Discuss the aim and scope of development management
- Identify various elements of development management
- Narrate the development management cycle
- Describe various pre-requisites for good development management

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## 1.2 MEANING OF DEVELOPMENT MANAGEMENT

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Development management is a growing and important area in development studies. It is used as an instrument for achieving smooth and faster development. Definitions given by various experts on development management are given below.

According to Paton, "Development management is contemplated with a realization of the importance of the expressive aspect of management in which values and ideas are promoted as part of, not just as one way, of getting things done".

According to Wuyt, “Development management aims at promoting values, in particular, what is to be regarded as development, in this way”.

According to Seers, “Development management means managing, as far as possible, in such a way as to enhance the potential of those one who is working with directly and development organizations that carry similar values, even if this is not the most straight forward way of getting a particular job done”.

In the words of Korten, “Development management can be thought of in terms of positive linkages between development, capacity building, and learning in individual, organizational, institutional and societal levels”.

Allan Thomas in his book on development and management has critically discussed development management. The three definitions of development management given by him are:

- i) Development management includes, firstly, the management of the specific tasks involved in development interventions called management of development;
- ii) Secondly the normative idea of management oriented towards development ideals called management for development; as well as the more straightforward notion of management in a development context, known as management in development.
- iii) Development management is not just a question of getting the task at hand completed by the best means available. It also means simultaneously building the capacity to undertake future tasks and learning how to be able to cope with what at present are unspecified task; and
- iv) Management for development implies a style of management in which any and every activity is undertaken in such a way as to enhance development.

According to Solaiman, “development management means evaluating change from the present situation into a better situation and it is a process of improving, building and innovating in order to ensure better quality of life for the present human beings without jeopardizing those of the future”. From these definitions it can be concluded that development management is a process of conducting development in a systematic way to improve the quality of life of the people.

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### **1.3 AIMS OF DEVELOPMENT MANAGEMENT**

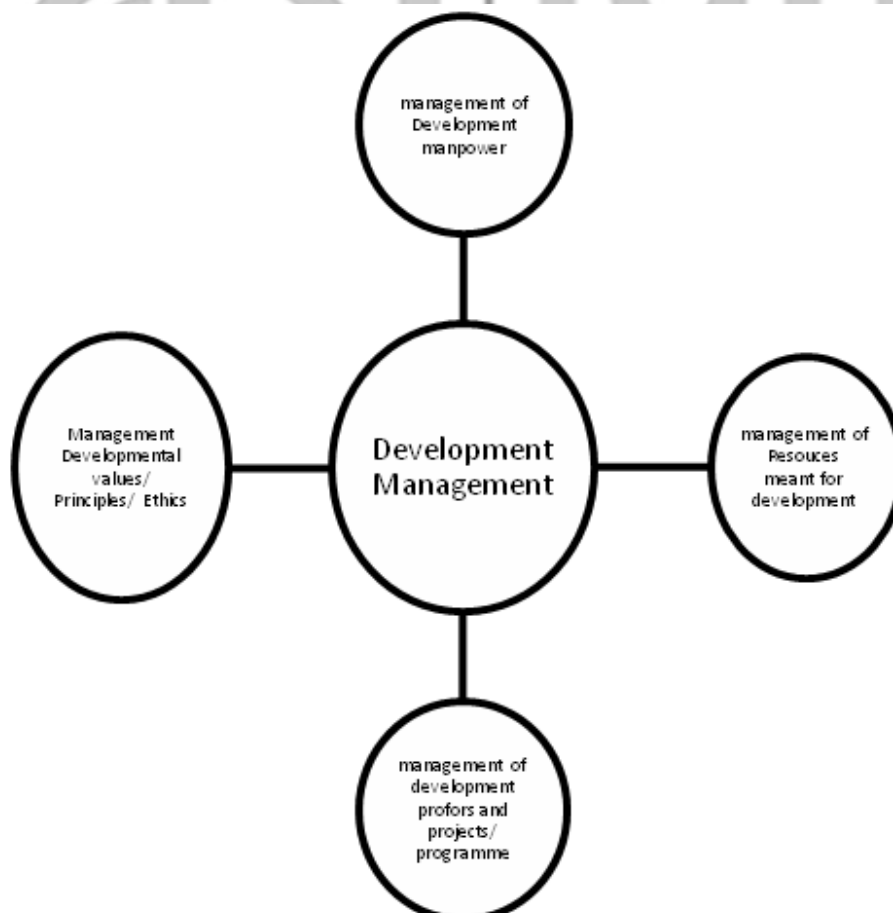
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Development management aims to improve the management of development projects or programmes in a systematic manner, in order to improve the quality of life of people at the grassroots level. The aim of development can be outlined as follows:

- i) It is aimed at promoting development through the best alternative ways and in a cost-effective manner.
- ii) It is aimed at improving the efficiency and effectiveness of the individuals as well as organizations for achieving development objectives.
- iii) It is aimed at synergizing the three important aspects of development management: management of development, management for development, and management in development.

- iv) Development management is more value-laden and aims at promoting present development without affecting the future. In other words, development management aims at sustainable development.
- v) Development management is a positive and proactive approach to formulating, considering, determining, and delivering development activities. It employs a participatory approach in development project and programme formulation, implementation, monitoring, and evaluation; instead of the one-sided, top down approach. In other words, it is undertaken in the spirit of partnership and inclusiveness.
- vi) The aim of development management is to improve the quality of life of the people through better management of development projects and programmes.
- vii) It is intended to build up both individual as well organization capacities in order to improve efficiency and effectiveness at all levels.
- viii) It aims at developing an alternative model of development, which is more efficient, effective, and productive compared to its existing counterparts.
- ix) Development management aims at effective management of funds, functions, and functionaries at various levels.
- x) It aims at just and equitable way of development.

The aims of development management can be presented in the form of figure below. Development management from the abovesaid discussions aims at management of manpower, finance, and process involved in the development. The other aspects which development management is aimed at, is the management of developmental values, principles, and ethics.



**Fig. 1.1: Various aspects of Development Management**

In this section, you have studied the meaning and the aims of development management. Now answer the questions given in Check Your Progress 1.

**Check Your Progress 1**

**Note:** a) Write your answer in about 50 words.

b) Check your answer with possible answers given at the end of the unit

1) What do you mean by Development Management?

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2) Narrate two important roles of development management.

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**1.4 SCOPE OF DEVELOPMENT MANAGEMENT**

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Development management has a lot of scope in development studies. After the Second World War, most of the developing countries have adopted various development models, and development management is now regarded as an important tool of development. The scope of development management are follows:

- 1) **Hasten the process of development:** Development management helps to hasten the process of development. Development management intends to apply a systemic approach in the management of development programmes and projects. A well formulated project with proper need assessment will not only yield good results but also helps in the judicious use of resources and curtail wasteful expenditure.
- 2) **Facilitate empowerment:** Development management in general and participatory development management in particular lead to empowerment. Development management helps to achieve the goal of absolute, collaborative, adaptive, tacit, and cosmetic empowerment. It empowers the employed and people engaged in development projects and programmes.
- 3) **Proper utilization and allocation of funds:** Application of management principles in development projects and programmes could help the development management to achieve the project's goal and objectives with reduced cost. Proper manpower and resources management checks wastage of financial resources. Therefore, in recent years, most of the projects funding

agencies are using a logistics framework in project design. Proper balancing of expenditure on salary head and expenditure on service delivery is an important requirement of action research projects. It is observed that a large chunk of resources is consumed in paying salary to the service staff, while expenditure on actual services delivery is meagre. Development management helps the manager engaged in development process and activities to make their projects and programmes cost effective and promote judicious management of various aspects of development projects and programmes.

- 4) **Strengthen Development Organization:** The application of management principles in development organization helps to strength development organization. Customarily, the five important functions of management are planning, organizing, staffing, directing, and controlling.

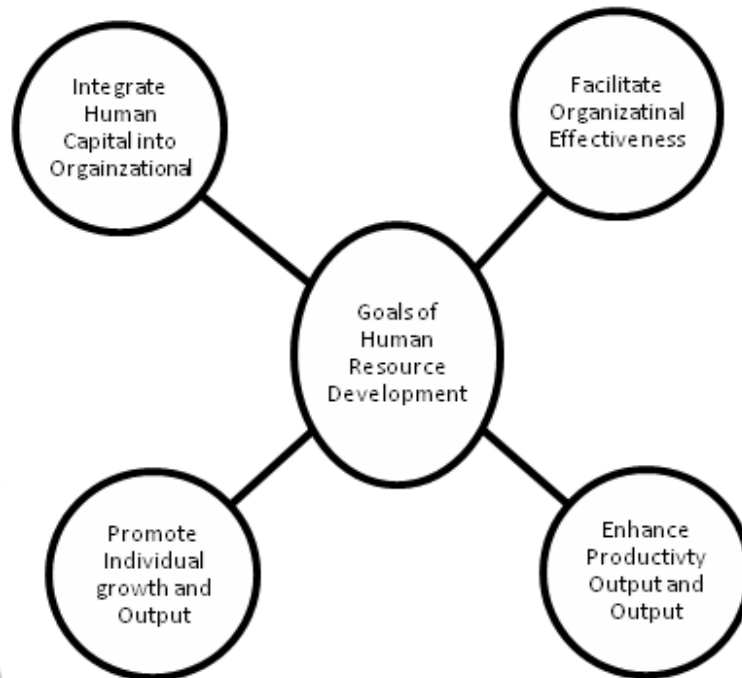


Fig. 1.2: Functions of Management

The planning of development activities in advance with a future course of action helps to effectively achieve pre-determined developmental goals. Organizing is a process of bringing together physical and financial human resources and developing effective relationship among them to achieve developmental goals. Staffing helps in putting the right person in the right job. Directing aims at influencing, guiding, supervising, and motivating the developmental functionaries and actors for the achieving of development goals. Controlling is a way of applying measurement and correcting the course of action in case of any deviation for the achievement of development goals.

These management principles should not only be applied to organizational development but also for effective implementation of projects and programmes by any organization. Therefore, the scope of development management is immense in development.

5) **Human Resource Development and Capacity Building:** The goal of human resource development is to improve the performance of the organization by maximizing the efficiency and performance of its people. Human resource development is a system of developing continuously, and, in a planned way, the competencies of individual employees, didactic groups, teams and the entire organization to achieve organizational objectives. According to Tadaro, it is human resources which ultimately determine the character and pace of economic and social development.



**Fig. 1.3: Various Aspects of Human Resources Management**

Human resource management principles help to promote human capital, and human capital is the most vital capital required for faster development. Development management promotes human capital. Human capital is generally defined as the skill formation of employee through training and capacity building which increases an individual’s contribution to total productivity and development. Thus, human resource development is one the important areas of development management.

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## **1.5 ELEMENTS OF DEVELOPMENT MANAGEMENT**

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It is more important to discuss various elements of development management. The four important elements of development management enhancement strategies are:

- i) Capacity building training
- ii) Technical assistance and
- iii) Leadership and participation
- iv) Decentralization and empowerment.

All four elements are directly focused on people. It is pertinent to mention here that individuals alone cannot define management. Management takes place within organizational settings. Therefore, both individuals as well as an organization are central to development management.

Development management needs to focus on four main areas:

- i) Contextual factors related to management which include the impact on local, physical, environmental, political and cultural factors, as well as on external factors such as economic and political conditions on the projects and programmes.
- ii) Management strategy, which includes organizational structure and institutional arrangements, encompasses both formally established and informally constituted working relationships among affected organizations and people. Secondly, the resources control encompassing financial, commodity, and logistic management. Thirdly, the approach includes getting things done in an effective and efficient manner.
- iii) Management enhancement strategy, involves attempts to change administrative processes, such as ways of carrying out development programmes in the local setting and efforts to increase consideration of human resources management and behavioural factors, such as skills, performance, and management capacity of the people who are part of, or, who will benefit from the project.
- iv) Fourth, the important elements of development management are decentralization and empowerment. The development goal can be effectively and efficiently achieved if it is decentralized. The decentralization principles thrust responsibility at all levels, thereby promoting accountability and transparency. The decentralization of political, economic, and administrative decision making would ensure better and effective implementation of developmental projects and programmes. The capacity building of grassroots functionaries will be helpful to effectively deal with decentralization and development.

The first area of emphasis is to assess the impact of the local environment on the project. The second area of concern is how the project was designed and managed to encounter the change, and; the third area relates to activities that strengthen the management and institutional capacity of those who will sustain the project after donor funding ends.

Effective management strategies for development must take care of following aspects.

- i) Setting goals and benefits
- ii) Discussion with the stakeholders
- iii) Time horizon
- iv) Resource management
- v) Managerial leadership
- vi) Training and technical assistance.

At the outset, the development manager must set the goals of development and articulate the benefits of the development projects and programmes. After setting goals, the development manager must initiate discussion with the stakeholders. For example, in case of a rural development projects and programmes, the village panchayat is the main stakeholder. The development manager has to initiate discussion with the village panchayat before launching the development project. This will make the development participatory.

The management of time is critical to any development initiative. The project and programme has a certain time period limit. The development manager has to stick to the time limit. It is better, if the development managers prepare a *Gantt Chart* of various projects and programmes activities and move accordingly.

Management of both physical and financial resources of the project is very important. The development manager must have adequate training on how to manage fiscal and financial resources. The managerial leadership and training of development managers, from time to time, is important for development management.

In this section you studied the scope and elements of development management. Now, answer the questions given in Check Your Progress-2.

**Check Your Progress 2**

**Note:** a) Write your answer in about 50 words.

b) Check your answer with possible answers given at the end of the unit

1) Briefly, write about the scope of development management.

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2) What are the three key elements of development management?

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**1.6 DEVELOPMENT MANAGEMENT CYCLE**

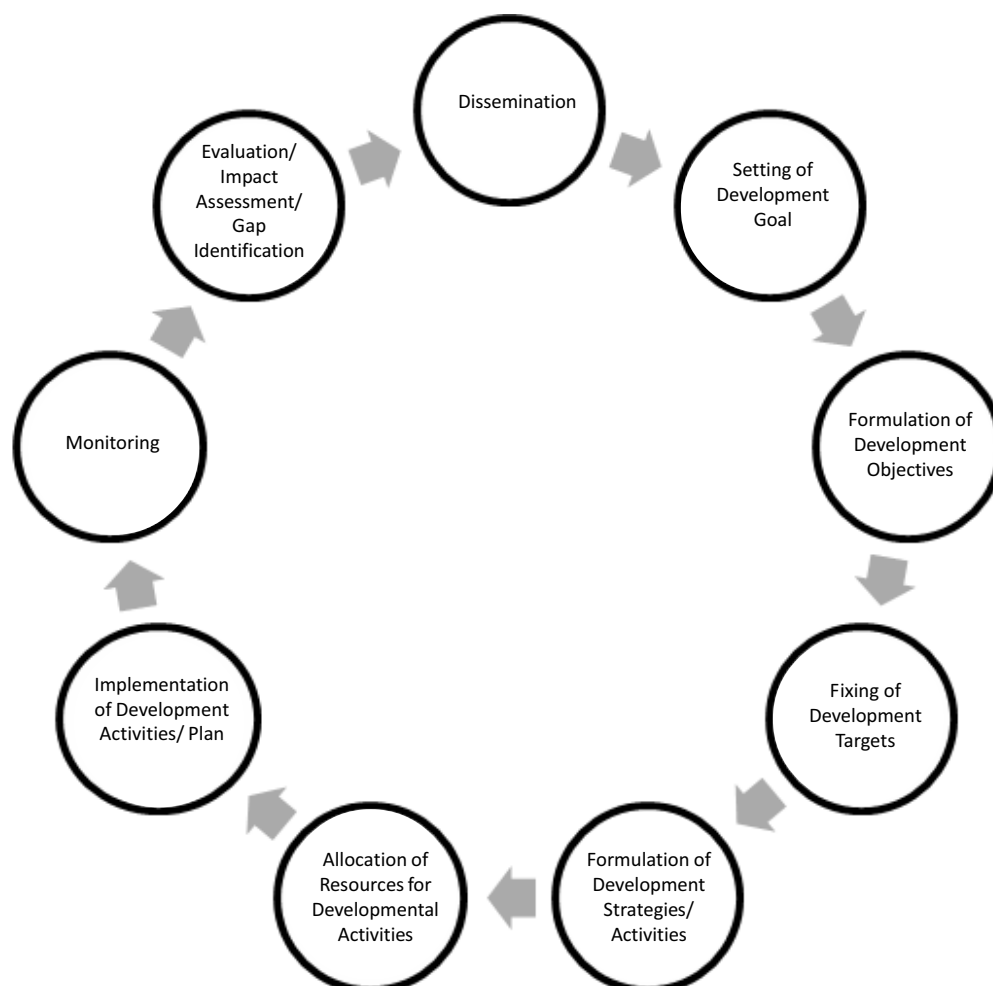
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Development management intends to set out a detailed and wide variety of policies to guide the decision making process for future planning. Customarily development management as an instrument is largely used in: (i) Management of development sectors such as a agriculture, industry, rural development, etc.



and (ii) Management of development projects and programmes. For example in India context, management of Mahatma Gandhi National Rural Employment Guarantee scheme (MGNREGS); Sarva Shiksha Abhiyan (SSA); National Rural Health Mission (NRHM), etc. are the example of management of development programmes.

The development management cycle begins with the formulation of development goals and objectives and ends after the dissemination of development impact. The steps involved in development management cycle are mentioned in Figure 14.

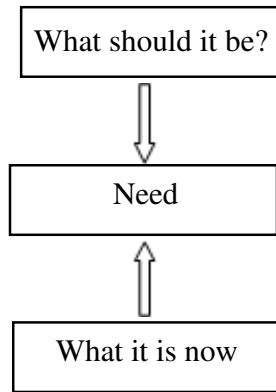


**Fig. 1.4: Development Management Cycle**

The nine steps of development management cycle are:

- i) Setting the development goal
- ii) Formulation of development objectives
- iii) Setting the development targets/ outcomes
- iv) Formulation of development strategies and activities
- v) Allocation of Resources
- vi) Implementation of the development plan and activities
- vii) Monitoring
- viii) Evaluation / Impact assessment/ gap identification
- ix) Dissemination of result to the policy makers and donors.

- i) **Setting the development goal:** Development goals are formulated after the identification of development needs. Development needs are the difference between what the development “should be” and “what it is”. The development gaps are identified and documented in the plan and policy documents. Based on these gaps, taken out of the plan and policy document, development goals are formulated by the national and state government, and also by the NGOs involved in the implementation of development projects and programmes at the grassroots.



- ii) **Formulation of development objectives:** Development objectives are drawn out of the developmental goals. Development objectives are the statement of a desired end product to be achieved through the development projects or programmes. These statements should clearly spell out the desired outcomes and how they will be attained and measured. The development objective as far as possible should be “SMART”, which means:

- S-Simple
- M-Measurable
- A-Attainable
- R-Realistic
- T-Time-bound

Any development project or programme must intend to achieve its objective within a given time frame.

- iii) **Fixing up development targets/outcomes:** After formulation of objectives, the next action in the development management cycle is the setting of development targets and outcomes. Setting targets and outcomes comes before the development activities, because outcomes based on indicators provide clues to the development manager on how to fix the targets/ outcomes. The targets and outcomes must be realistic and based on the objectives of the projects or programmes, activities and strategies. For example, the outcome of universal immunization calls for a door-to-door vaccination strategy by health workers. Otherwise, it will undermine the development projects/ programme endeavour.
- v) **Formulation of development strategies/activities:** Development objectives and expected outcomes enable the development manager to formulate suitable strategies. The activities must be in tandem with the development outcome. During the formulation of strategies the development manager

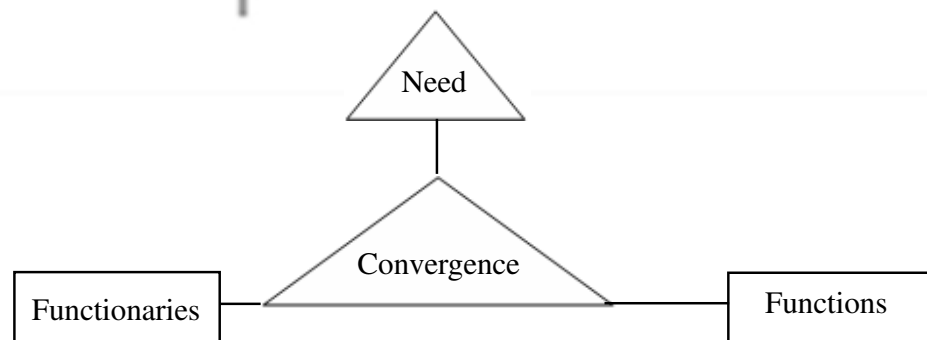
must take the help of area/ subject experts in the specified development area in which development projects and programmes are being launched.

- vi) **Allocation of resources:** Judicious allocation of resources on various activities and even between the programme personnel and programme activities is critical to development management. It is observed that a gigantic share of funds goes to the administrative side and a meagre amount is left for programme activities by the development agencies implementing various projects. This type of unbalanced allocation of resources has implications on the outcomes of developmental projects. One of the important roles of the development manager is to see that resources are allocated properly on various aspects of development. Moreover, the community contribution must be resorted to wherever necessary so that the project activities become participatory and sustainable.
- vii) **Preparation and implementation of development plans and activities:** Effective implementation of development plans and activities is a challenge before the organization implementing development projects. The activity plan with a “Gantt chart” and activity mapping are, today, widely used by development institutions during the formulation of developmental projects. It helps the donor agencies as well as implementing agencies to monitor the activities against set targets. Today, under decentralized planning, development plans are prepared at the village, block, and district levels by various partner institutions identified by the government. Development management must possess adequate skills to prepare development plans.
- viii) **Monitoring:** Monitoring is another important component of development management. Monitoring is a continuous and periodic review, and surveillance by the development management at every level of the implementation of an activity to ensure that input deliveries, work schedules, transected outputs and other required actions are proceeding according to plan. The availability of an activity plan, as discussed in the preceding point, is a pre-condition for monitoring. During monitoring, field data are collected, processed, analyzed, and presented to management.
- ix) **Evaluation/impact assessment/gap identification:** Evaluation is the process of determining, systematically and objectively, the relevance, efficiency, effectiveness, and impact of project activities in the light of the stated objectives. It provides information to the development manager about past or ongoing activities, and, in a way helps, in case there is any need for modification to project activities.
- x) **Dissemination:** The last item in the development management cycle is dissemination. The result of the project evaluation and impact assessment needs to be disseminated in the form of a report to the donor agencies. This can even be published in newspapers and journals so that other stakeholders can learn and replicate it elsewhere. While disseminating, it should be kept in mind that all the aspects including input, process, output and outcome need to be covered. Complete details will help the stakeholders as well as beneficiaries and also the development managers to interface with a larger audience.

## 1.7 PRE-REQUISITES FOR GOOD DEVELOPMENT MANAGEMENT

Some of the pre-requisites for good development management are given below.

- i) **Inter & Intra Sectoral Coordination:** For the effective management of development projects or programmes, the development management must have a climate of healthy intersectoral coordination. Coordination among the sectors is essential for smooth implementation of development activities. For example, the development manager, while implementing any health programme at the grassroots level, has to coordinate with health related departments such as education, public health, women and child welfare, panchayati raj , etc. Besides, intra sectoral coordination within the health sector at different levels, such as district, *taluka*, block, and village levels, is also essential for the smooth implementation of health programme.
  
- ii) **Good Governance:** In recent years good governance has become a buzz ward in development. It is widely felt that good governance will ensure faster development. According to the United Nations, the important features of good governance are consensus oriented, participatory, accountable, transparent, responsive, equitable and inclusive. Development management needs to use good governance as a tool for effective implementation of development activities to achieve development goals. Customarily, good governance helps create an environment in which sustained economic growth becomes achievable.
  
- iii) **Convergence:** Convergence in recent years has been emphasized to check the duplication of effort and wastage of resources. It is seen that at the grassroots level, the activities implemented by different sectors - different agencies and different institutions - sometimes overlap, which leads to wastage of resources and man-hours. For example, in an area, if the health and education programmes with similar objectives, strategies, and activities are being implemented by the government, non-governmental organization, and by the bilateral organizations, too, then it will not only be overlapping but would create confusion in the minds of people. The convergence of the activities as well as of funds will definitely check the wastage of resources.



**Fig. 1.5: Convergence of various Aspects**

The judicious convergence of funds, functions and functionaries by the development manager will make the entire programme cost effective. In recent times, the Ministry of Rural Development and Ministry of Health

and Family Welfare of government of India are working on convergence in order to effectively implement rural development and health and family welfare programmes at the grassroots. The GOI-UN Joint convergence Programmes aims to help backward districts achieve better results in the areas of livelihoods, education, health, nutrition, water, and sanitation.

iv) **Decentralization:** One of the important pre-requisites of good development management is decentralization. Decentralization of funds, functions, and functionaries to the lower level of governments has led to effective implementation of programmes at the grassroots. To cite an example, the decentralization model of Kerala is considered as one of the factors for higher social development. Decentralization has been argued on following grounds.

- Allocative efficiency- Local authorities and grassroots functionaries are more sensitive to local priorities and needs and can allocate resources effectively.
- Information Provision- The local government can keep can keep people better informed as they are closer to them.
- Responsiveness – The local government can be more responsive to the needs of people than state and central government.
- Local revenue maximization – As local governments are closer to the people they can better motivate and collect taxes, fees, and user charges.
- Accountability- Being closer to people, they will be more accountable to them and otherwise people by putting pressure on them will make them accountable.

v) **Leadership:** Leadership is an essential pre-requisite for good development management. Development managers must influence development workers and support them for the accomplishment of developmental tasks. Effective leadership is the key to good development management. It is said that an effective leader is one who can successfully integrate and effectively utilize scarce resources for the accomplishment of institutional goal. Five important traits of leadership are honesty, intelligence, forward looking, competency, and inspirational.

In this section, you studied the development management cycle and pre-requisites of good development management. Now, answer the questions given in Check Your Progress 3.

### Check Your Progress 3

**Note:** a) Write your answer in about 50 words.

b) Check your answer with possible answers given at the end of the unit

1) What is the importance of the Development Management Cycle?

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- 2) Write about one of the important pre-requisites of good development management?

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## 1.8 LET US SUM UP

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Development management has become an essential tool for facilitating better development. The scope of development in development studies is immense. The use of the development management cycle in development management would help in effective implementation of developmental projects and programmes. In this unit, you read about the meaning, aims, and scope of development management. Besides, this unit also covers the development management cycle and pre-requisites of good development.

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## 1.9 REFERENCES AND SELECTED READINGS

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## 1.10 CHECK YOUR PROGRESS: POSSIBLE ANSWERS

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### Check Your Progress 1

- 1) What do you mean by Development Management?

Development management is one of the growing and important areas in development studies. It has been defined differently by various developmental experts. According the Solaiman “development management means evaluating change from the present situation into a better situation and it is a process of improving, building and innovating in order to ensure better quality of life for the present human being without jeopardizing those of the future”.

- 2) Narrate two important role of development management.

The two important roles of development management are: (i) It aims at synergizing the three important aspects of development management such as management of development, management for development and

management in development; and (ii) Development management is more value laden and aims at promoting present development without affecting the future. In other words, development management aims at sustainable development.

### Check Your Progress 2

- 1) Briefly write about the scope of development management?

The two important scope of the development management are: (i) Fasten the process of development: The development management helps to fasten the process of development. Development management intends to apply systemic approach in the management of development programmes and projects. A well formulated project with proper need assessment is not only yield good result but also helps in judicious use of resources and curtails wasteful expenditure; and (ii) Facilitate empowerment: Development management in general and participatory development management in particular lead to empowerment. The development management helps to achieve the goal of absolute, collaborative, adaptive, tacit and cosmetic empowerment. It empowers the employed and people engaged in development projects and programmes.

- 2) What are the three key elements of development management?

The three important elements of development management enhancement strategies are:

- v) Capacity building training
- vi) Technical assistance, and
- vii) Leadership and participation.

### Check Your Progress 3

- 1) What is the importance of a Development Management Cycle?

Development management intends to set out a detailed and wide variety of policies to guide the decision making process for future planning. Customarily development management as an instrument is largely used in: (i) Management of development sectors such as agriculture, industry, rural development, etc. and (ii) Management of development projects and programmes. For example in India context, management of Mahatma Gandhi National Rural Employment Guarantee scheme (MGNREGS); Sarva Shiksha Abhiyan (SSA); National Rural Health Mission (NRHM), etc. are the example of management of development programmes. Development management cycle begins with the formulation of development goals and objectives and ends after the dissemination of development impact. The development management cycle helps the development manager to implement development projects and programmes in more systematic way.

- 2) Write about one of the important pre-requisites of good development management?

The three important principles of good development management are inter and intra sectoral coordination; good governance and convergence. Besides leadership and supervision also key to successful implementation of any projects and programmes.