Getting Things Done In IRAN

Khatam University (Second Semester (1397-98))

TOOS GROUP

Course Information (Subject to change☺)

Instructors:	Mohammad Morovati Alireza Abdollah Zadeh - ToosPolicy@gmail.com Jafar KheirKhahan – Jafkheir@gmail.com
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Schedule	Mon, Wen **(16/30-18)**
Course objectives:	In this course students will become familiar with the theory and practice of how to getting thing done.
Readings:	Readings will be different papers and book chapters as indicated in the course schedule bellow. All students are expected to read the readings and be ready to discuss them in the class. Main Reading:. Andrews, Matt, Pritchett, Lant, and Woolcock, Michael. 2017. "Building State Capability: Evidence, Analysis, Action," Oxford University Press
Homework:	The class will be divided into different groups of 2 to 3 students to work on home works and project. Each group should examine practical implications of the paper(s) and cases that will be discussed in each session and deliver their analysis before the class to course email.
Project:	All members of the class should identify a challenge in (groups of 2 to 3) the development arena that they want to focus on for the rest of the semester based on PDIA approach.
Grading:	Homework : 40% Class participation: 20% Project: 40%

Course Description

There are many development initiatives, all over the world, attempting to improve poor and transitional countries' economies, social sectors, government structures, and more. Many of these interventions have experienced success. However, there are also notable limits and gaps in achievement that are unfortunately pervasive and predictable: laws are written but not enforced, policies are drawn up but not executed, and more.

Scholars often explain these shortcomings as the result of poor implementation and weak organizations. This course attempts to engage with such explanation and push towards a better understanding of why many development initiatives have limited results, and to reflect on ways of making results less limited.

It introduces students to concepts like capability traps and isomorphism in addressing the reasons for limits, and to PDIA in discussing a way of closing gaps and going past limits. PDIA stands for problem driven iterative adaptation and is an approach designed to address complex problems, where we often see the development gaps. Students will learn about the concepts behind PDIA, as well as some of the tools to apply PDIA. They will work in teams to apply these concepts, mimicking the importance of creating multi-agent structures to deal with complex problems.

The goal of this course is to empower students with concepts, skills, and agency of a scholar-practitioner in the development field. We will walk through the discussion of development, the problem construction, deconstruction, stakeholder analysis, institutions, policy entrepreneurship, entry point, and politics of change with reflection on the experiences of countries such as Iran, China, and Georgia. Skill development in policy writing, presentation, and evidence analysis will be our tools.

Our expectation of students is first and foremost their engagement in discussion and experience. Bring your experience and ideas to the table, think out of the box, and be bold in changing the world you live in.

Course Calendar

No	Day	Date	Topic
1	Mon	1397/11/8	Introductory Class
2	Wen	1397/11/10	What is Development?
3	Mon	1397/11/15	Report Writing#1
4	Wen	1397/11/17	The Big Stuck and Capability for Policy Implementation
5	Wen	1397/11/24	Techniques of Successful Failure
6	Mon	1397/11/29	Context, What does it mean to 'Get Things Done' in Development?
7	Wen	1397/12/1	Building the Capability you need

8	Mon	1397/12/6	PDIA to Escape vs SLDC
9	Wen	1397/12/8	Case Study(Practical Economy: Reform In Georgia)
10	Mon	1397/12/13	Constructing Problems
11	Wen	1397/12/15	Evidence-Base policy Making
12	Mon	1397/12/20	Deconstructing the problem
13	Wen	1397/12/22	Institutions
14	Wen	1398/1/19	Institutions(Case Study)
15	Mon	1398/1/21	Report Writing#2
16	Wen	1398/1/26	Recap- Presentation
17	Mon	1398/1/28	Identifying your change Space
18	Wen	1398/2/2	Policy Entrepreneur
19	Mon	1398/2/4	Sequencing
20	Wen	1398/2/9	People as the Source of Capability in PDIA
21	Mon	1398/2/11	Agency & Authorization
22	Wen	1398/2/16	Agency & Authorization (2)
23	Mon	1398/2/18	Team Presentation
24	Wen	1398/2/23	Crawling Design Space
25	Mon	1398/2/25	Thinking Big and Small
26	Wen	1398/2/30	Surviving First Iteration & Learning

Session #1
What is Development?
1.*Runis G, Evolutions of Development Thinking: Theory and Policy, 2oo5, World Bank Report 2.Bruton H, Frontiers of Development Economics , 2002, Appendixes, pp, 491+506–513 3. Bruton H, Frontiers of Development Economics , 2002, Chapter 2: On the Goals of Development 4. Myrdal G, What is Development? , 1974, Journal Of Economic Issue 5. Pritchett Lant, Kenny Charles, Promoting Millennium Development Ideals: The Risks of Defining Development Down, 2013 6. Pande, Rohini; Page, Lucy, "Ending Global Poverty: Why Money Isn't Enough". 2018. Journal Of Economic Perspectives 32 (4): 173–2000. 7. Fukuyama Francis,What Do We Know About the Relationship between the Political and Economic Dimensions of Development? ,2008, World Bank Report

Session #2
Report Writing#1
World Bank Report Writing Modul #1: Starting Modu #2:Planning Modu #3: Organizing

Session #3
The Big Stuck and Capability for Policy Implementation

Essential Reading:

1. Andrews, Matt, Pritchett, Lant, and Woolcock, Michael. 2017. "[Building State Capability: Evidence, Analysis, Action]()," Oxford University Press. Read Chapter 1 (pages 10-28) and Chapter 4 (pages 78-96).

Additional Reading:

1. Andrews, Matt. 2010. "How Far Have Public Financial Management Reforms come in Africa? " HKS Faculty Working Paper Series, RWP10-018.

2. Hallward-Driemeier, Mary, and Lant Pritchett. 2015. "How Business Is Done in the Developing World: Deals versus Rules." Journal of Economic Perspectives, 29(3): 121-40.

3. Alberto Chong & Rafael La Porta & Florencio Lopez-de-Silanes & Andrei Shleifer, 2014. "Letter Grading Government Efficiency," Journal of the European Economic Association, 12(2): 277-299, 04.

4. Banerjee, A. V., Duflo, E. and Glennerster, R. 2008. "Putting a band-aid on a corpse: Incentives for nurses in the Indian public health care system.." Journal of the European Economic Association, 6 (2-3): 487–500.

5. Bertrand, Marianne, Simeon Djankov, Rema Hanna and Sendhil Mullainathan. 2007. "Obtaining a Driving License in India: An Experimental Approach to Studying Corruption.Links to an external site." Quarterly Journal of Economics, 122(4): 1639-1676.

Video Lectures: Click on the link below to watch the Vimeo video. We have also included YouTube links for those who cannot access Vimeo.

1. [Development as Four Fold Transformation.Links to an external site.]() Click here for [YouTubeLinks to an external site.]() and [video transcript]().
2. [The Big StuckLinks to an external site.](). Click here for [YouTubeLinks to an external site.]() and [video transcript]().
3. [How is it working out for you?Links to an external site.]() Click here for [YouTubeLinks to an external site.]() and [video transcript]().
   4. [When is Administrative Fact Fiction?Links to an external site.]() Click here for [YouTubeLinks to an external site.]() and [video transcript]().

Session #4

Techniques of Successful Failure

Essential Reading:

Andrews, Matt, Pritchett, Lant, and Woolcock, Michael. 2017. "[Building State Capability: Evidence, Analysis, Action]()," Oxford University Press. Read Chapter 2 and Chapter 3 (pages 29-76).

Additional Reading :

Pritchett, Lant and Frauke de Weijer. 2010. "Fragile States: Stuck in a capability trap? (Links to an external site.)Links to an external site." World Development Report 2011, Background paper.

Larson, Greg. 2013. "South Sudan: The road from the Paris Declaration to the reality of Juba, 2005-11," UNU-WIDER Working Paper 2013/141.

de Weijer, Frauke. 2013. "A Capable State in Afghanistan: A building without a foundation," UNU-WIDER Working Paper 2013/63.

Andrews, Matt. 2013. "Opaque Transparency and Transparent Opacity in African Budget Systems (Links to an external site.)Links to an external site.," blog post.

Pritchett, Lant. 2013."The gap between schooling and education.," Economix blogs, The New York Times.

Video Lectures: Click on the link below to watch the Vimeo video. We have also included YouTube links for those who cannot access Vimeo.

The Implementation Gap (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcriptPreview the document.

Form does not equal function (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcriptPreview the document.

What is Isomorphic Mimicry? (Links to an external site.)Links to an external site. Click here for YouTube (Links to an external site.)Links to an external site. and video transcriptPreview the document.

Isomorphic Mimicry in Argentina (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcriptPreview the document.

Isomorphic Mimicry in Uganda and Melanesia (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcriptPreview the document.

What is Premature Load Bearing? (Links to an external site.)Links to an external site. Click here for YouTube (Links to an external site.)Links to an external site. and video transcriptPreview the document.

Session # 5

Context, What does it mean to 'Get Things Done' in Development?

Case: A Tale of Two Managers

Rainey, Hal. G. 2003. "Organizational Goals and Effectiveness" In Understanding and Managing Public Organizations. New York: Jossey Bass. 127-150.

Baker, K. and Branch, K. undated. 'Concepts Underlying Organizational Effectiveness: Trends in the Organization and Management Science Literature'

http://www.au.af.mil/au/awc/awcgate/doe/benchmark/ch01.pdf

Videos:

Evolution of Management.

The Secret Formula for Management Effectiveness

Session # 6

Building the Capability you need

Essential Reading:

1. Andrews, Matt, Pritchett, Lant, and Woolcock, Michael. 2017. "Building State Capability: Evidence, Analysis, Action," Oxford University Press. Read Chapter 5 (pages 97-118)

Video Lectures: Please print a copy of this worksheet before you begin to watch the videos. You will also need the worksheet for your reflection exercise. Click on the link below to watch the Vimeo video. We have also included YouTube links for those who cannot access Vimeo.

1. Why do we need a typology? (Links to an external site.)Links to an external site. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.
2. Typology 1: Is your activity transaction intensive? (Links to an external site.)Links to an external site. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.
3. Typology 2: Is your activity locally discretionary? (Links to an external site.)Links to an external site. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.
4. Typology 3: Is your activity a service or an obligation? (Links to an external site.)Links to an external site. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.

5. [Typology 4: Is their a known technology for your activity? (Links to an external site.)Links to an external site.](#) Click here for [YouTube (Links to an external site.)Links to an external site.](#) and [video transcript](#) 📄.
6. [Typology: Putting it all together. (Links to an external site.)Links to an external site.](#) Click here for [YouTube (Links to an external site.)Links to an external site.](#) and [video transcript](#) 📄.

Session #7

PDIA to Escape vs SLDC

Essential Reading:

1. Pritchett, Lant, Michael Woolcock, and Matt Andrews. 2012. "[Escaping Capability Traps Through Problem Driven Iterative Adaptation (PDIA)Links to an external site.](#)," UNU-WIDER Working Paper 2012/64. Later published in World Development, 2013: 051.
2. Andrews, Matt, 2014. "[Can One Retell a Mozambican Reform Story Through Problem-Driven Iterative Adaptation?Links to an external site.](#)," UNU-WIDER Working Paper 2014/94.
3. "Do Leaders Matter? National Leadership and Growth Since World War II", Jones, Benjamin F. and Benjamin A. Olken

Additional Reading :

Andrews, Matt., 2013. "[Explaining Positive Deviance in Public Sector Reforms in DevelopmentLinks to an external site.](#)," UNU-WIDER Working Paper 2013/117.

1. Fajardo, Alejandro, and Matt Andrews. 2014. "[Does Successful Governance Require Heroes? The Case of Sergio Fajardo and the City of MedellínLinks to an external site.](#)," UNU-WIDER Working Paper 2014/035.
2. Andrews, Matt, and Lawrence Bategeka. 2013. "[Overcoming the Limits of Institutional Reform in UgandaLinks to an external site.](#)," UNU-WIDER Working Paper 2013/111.

Video Lectures: Click on the link below to watch the Vimeo video. We have also included YouTube links for those who cannot access Vimeo.

1. [What is PDIA?Links to an external site.](#) Click here for [YouTubeLinks to an external site.](#) and [video transcript](#) 📄.
2. [How is PDIA differentLinks to an external site.](#)? Click here for [YouTubeLinks to an external site.](#) and [video](#) 📄 transcript.

3. [When should you use PDIA? (Links to an external site.)Links to an external site.](#) Click here for [YouTube (Links to an external site.)Links to an external site.](#) and [video transcript](#).
4. [PDIA is about matching your capability with your challenge (Links to an external site.)Links to an external site.](#). Click here for [YouTube (Links to an external site.)Links to an external site.](#) and [video transcript](#).
5. [PDIA: Moving from mimicry to resultsLinks to an external site.](#). Click here for [YouTubeLinks to an external site.](#) and [video transcript](#).
6. For fun you can listen to the [PDIA AnthemLinks to an external site.](#). Click here for [YouTubeLinks to an external site.](#). Here is the latest version we released earlier this year [PDIA Anthem part 2 (Links to an external site.)Links to an external site.](#).

Session # 8

Case Study(Practical Economy: Reform In Georgia)

Gilauri N, Practical Economics: Economic Transformation and Government Reform in Georgia 2004-2012 , 2017.

Chapter 2: Fighting Corruption (19-42)

Chapter 6: Privatizing State-Owned Enterprises (113-125)

Chapter 7: Reforming the Energy Sector (125-139)

Chapter8: Welfare−Focusing on the Neediest with a Simple Scoring Model(139-148)

Chapter 9: Healthcare–Unleashing the Power of Public-Private Partnership(149-158)

Session # 9

Constructing Problems

Essential Reading:

1. Andrews, Matt, Pritchett, Lant, and Woolcock, Michael. 2017. "Building State Capability: Evidence, Analysis, Action," Oxford University Press. Read Chapter 7 (only pages 140-150). We will be reading this chapter over the next 3 weeks.

Additional Reading (only if you are interested in reading more):

1. Cameron, K. 1984. "Assessing institutional ineffectiveness: A strategy for improvementLinks to an external site.." New Directions for Institutional Research, vol. 1984, 67–83.
2. Dorey, P. 2005. Policy Making in Britain. London: Sage. Chapter two: Defining Problems and Devising PoliciesLinks to an external site..
3. Levy, J. 2003. 'Applications of Prospect Theory to Political Science (Links to an external site.)Links to an external site.' Synthese 135: 215–241.
4. Luechauer, D.L. 1999. 'Applying Appreciative Inquiry Instead of Problem-Solving Techniques to Facilitate ChangeLinks to an external site..'

Video Lectures: Click on the link below to watch the Vimeo video. We have also included YouTube links for those who cannot access Vimeo.

1. Selling Solutions vs. Solving ProblemsLinks to an external site.. Click here for YouTubeLinks to an external site. and video transcript.
2. Real Problem Driven ReformLinks to an external site.. Click here for YouTubeLinks to an external site. and video transcript.
3. Constructing Problems to Drive ChangeLinks to an external site.. Click here for YouTubeLinks to an external site. and video transcript.
4. Constructing Problems that matterLinks to an external site.. Click here for YouTubeLinks to an external site. and video transcript.

Session # **10**
Evidence-Base Policy Making

Session # 11
Deconstructing Problems

Essential Reading:

1. Andrews, Matt, Pritchett, Lant, and Woolcock, Michael. 2017. "Building State Capability: Evidence, Analysis, Action," Oxford University Press. Read Chapter 7 (pages 150-157).

Additional Reading (only if you are interested in reading more):

1. Advantages and disadvantages of fishbone diagramsLinks to an external site.. Enotes website.
2. Phillips J, Simmonds L. 2013. Change management tools part 1: using fishbone analysis to investigate problemsLinks to an external site.. Nursing Times; 109:15: 18-20.
3. Best practices in school budgeting: Identify root cause of gap between goal and current stateLinks to an external site.. Government Finance Officers Association website.

Video Lectures: Click on the link below to watch the Vimeo video. We have also included YouTube links for those who cannot access Vimeo.

1. Deconstructing sticky problemsLinks to an external site.. Click here for YouTubeLinks to an external site. and video transcript 📄.
2. You cannot juggle without the struggle (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript 📄.
3. PDIA is a way to structure your struggleLinks to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript 📄.

Session # 12
Institutions

Grief, Avner. Coercion and Exchange. How Did Markets Evolve , 2008.

D. North, D. Acemoglu, F. Fukuyama, and D. Rodrik. Governance, Growth, and Development

Decision–Making , The World Bank, April 2008.

Daron Acemoglu. The Origins of Power, Prosperity, and Poverty , Cato Policy Report, July/August 2012.

Ben Olken and Rohini Pande. Corruption in Developing Countries , Annual Review of Economics, 2012.

D. Rodrik. Second-Best Institution , American Economic Review, Papers and Proceedings, 2008. **

Stiglitz, Joseph E. Markets, market failures, and development , American Economic Review, 1989. **

D. Rodrik. Institutions for High-Quality Growth: What They Are and How to Acquire Them , Studies in Comparative International Development, 2000

Session # 13
Institiutions (Case Study)

Yingyi Qian, "How Reform Worked in China," MIT Press, 2017.

Session # 14
Report Writing#2
World Bank Report Writing Modul#4: Guiding Modul #5: Drafting Modul #6: Improving

Session # 15
Recap-Presentation#1

Session # 16
Identifying your change Space
Essential Reading: 1. Andrews, Matt, Pritchett, Lant, and Woolcock, Michael. 2017. "Building State Capability: Evidence, Analysis, Action," Oxford University Press. Read Chapter 7 (pages 158-166).
Video Lectures: Click on the link below to watch the YouTube videos. 1. Problem Driven Sequencing (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript . 2. Understanding your Eco-system (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript . 3. Iceberg Metaphor (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript .

4. PDIA is about matching your capability with your challenge (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.
5. PDIA: Getting from the capability you have to the capability you need (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.

Session # 17

Policy Entrepreneur

*Zahariadis N, and Buonanno L, The Routledge Handbook of European Public Policy , 2018, chapter 4, pp, 32-41.

* Green, Ducan, How Change Happen, 2016 Oxford University Press

Cairney P, and Jones M, Kingdon's Multiple Streams Approach: What Is the Empirical Impact of this Universal Theory? , 2016.

Bruton H, Frontiers of Development Economics , 2002, Chapter 9, pp, 345-380.

Radaelli C, The role of knowledge in the policy process , 1995

Session # 18

Sequencing: Finding Potential Entry Points

Essential Reading:

1. Andrews, Matt, Pritchett, Lant, and Woolcock, Michael. 2017. "Building State Capability: Evidence, Analysis, Action," Oxford University Press. Read Chapter 7 (pages 158-166).

Video Lectures: Click on the link below to watch the YouTube videos.

1. Problem Driven Sequencing (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.
2. Finding Potential Entry Points (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.

Session # 19

People as the Source of Capability in PDIA

Essential Reading:

1. Andrews, M. 2013. [Going beyond heroic leaders in development.](#) Harvard Kennedy School Working Paper 261. June 2013.
2. Hackman, R. 2004. [What makes for a great team? (Links to an external site.)Links to an external site.](#) Psychological Science Agenda.
3. Coutu, D. 2009. [Why teams don't work? (Links to an external site.)Links to an external site.](#) Harvard Business Review.
4. Edmondson, A.C. and Nembhard, I.M., 2009. [Product development and learning in project teams: The challenges are the benefitsLinks to an external site.](#). *Journal of product innovation management*, *26*(2), pp.123-138.

Additional Reading (only if you are interested in reading more):

1. Meijer, A.J. 2013. ["From Hero-Innovators to Distributed Heroism: An in-depth analysis of the role of individuals in public sector innovation." (Links to an external site.)Links to an external site.](#) *Public Management Review*.
2. Dorado**,** S. 2005. "[Institutional Entrepreneurship, Partaking, and Convening (Links to an external site.)Links to an external site.](#)." Organization Studies 26(3), 385–414.

Video Lectures: Click on the link below to watch the videos.

1. [Who is the Leader? (Links to an external site.)Links to an external site.](#) Click here for [transcript](#).
2. [Multi-agent Leadership in Action (Links to an external site.)Links to an external site.](#). Click here for [transcript](#).
3. [Initiating Agency in PDIA (Links to an external site.)Links to an external site.](#). Click here for [transcript](#).
4. [Building Teams (Links to an external site.)Links to an external site.](#). Click here for [transcript](#).
5. [Broad Agency (Links to an external site.)Links to an external site.](#). Click here for [transcript](#).
6. [About Opheus (Links to an external site.)Links to an external site.](#).

Session # 20

Agency and Authorization

Essential Reading:

1. Andrews, Matt, Pritchett, Lant, and Woolcock, Michael. 2017. "[Building State Capability: Evidence, Analysis, Action](#)," Oxford University Press. Read Chapter 9.

2. Nicole Kennon et al. undated. Who really matters? (Links to an external site.)Links to an external site.A Stakeholder Analysis Tool.

Additional Reading:

1. Skogan, Wesley G., 2008. "Why reforms failLinks to an external site.," Policing & Society, Vol. 18, No.1, March 2008, 23-34.
2. Banerji, Rukmini. 2015. "How do systems respond to disruptive pedagogic innovations? The case of Pratham in Bihar (Links to an external site.)Links to an external site." RISE Working Paper 15/002.
3. Pires, Roberto. R. C. 2011. "Beyond the fear of discretion: Flexibility, performance, and accountability in the management of regulatory bureaucracies (Links to an external site.)Links to an external site.". Regulation & Governance, 5: 43–69. doi: 10.1111/j.1748-5991.2010.01083.x

Video Lectures: Click on the link below to watch the videos.

1. It's All about the Base (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.
2. Understanding Your Authorizing Environment (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.
3. Maintaining Your Authorizing Environment (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.
4. Ideal vs. Real Bureaucracy (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.
5. Fragmented and Dysfunctional Authority (Links to an external site.)Links to an external site.. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.
6. Competition for Authorization. (Links to an external site.)Links to an external site. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.
7. This one is for your entertainment. 12 Tasks of Asterix: The Place That Sends You Mad (Links to an external site.)Links to an external site..

Session # 21
Agency and Authorization(2)

Session # 23

Crawling the Design Space and Designing your First Iteration

Essential Reading:

1. Andrews, Matt, Pritchett, Lant, and Woolcock, Michael. 2017. "Building State Capability: Evidence, Analysis, ActionLinks to an external site.," Oxford University Press. Read Chapter 8.
2. Andrews, et al. 2017. Learning to Target for Economic Diversification. CID Working Paper, Harvard Kennedy School.

Additional Reading:

1. Pires, R. R. C. 2011. "Beyond the fear of discretion: Flexibility, performance, and accountability in the management of regulatory bureaucracies. (Links to an external site.)Links to an external site." Regulation & Governance, 5: 43–69.
2. Adler, Daniel, Caroline Sage and Michael Woolcock. 2009. "Interim Institutions and the Development Process: Opening Spaces for Reform In Cambodia and Indonesia. (Links to an external site.)Links to an external site." Brooks World Poverty Institute Working Paper No. 86.
3. Faustino, Jaime. 2012. "Development Entrepreneurship: A Model for Transformative Institutional Change. (Links to an external site.)Links to an external site." Asia Foundation, Occasional paper No. 12, May 2012.
4. Adler, Daniel, Caroline Sage and Michael Woolcock. 2009. "Interim Institutions and the Development Process: Opening Spaces for Reform In Cambodia and Indonesia. (Links to an external site.)Links to an external site." Brooks World Poverty Institute Working Paper No. 86.
5. Matta, N and P. Morgan. 2011. "Local empowerment through rapid resultsLinks to an external site." *Stanford Social Innovation Review*.
6. Marsh, D.R., Schroeder, D.G., Dearden, K.A., Sternin, J. and Sternin, M. 2009. The Power of Positive DevianceLinks to an external site.
7. Natalia Adler on Human Centered Design in Nicaragua.Links to an external site.

Video Lectures: Click on the link below to watch the videos.

1. [Learn Iterate Adapt (Links to an external site.)Links to an external site.](). Click here for [YouTube (Links to an external site.)Links to an external site.]() and [video transcript]().
2. [Learning by Crawling (Links to an external site.)Links to an external site.](). Click here for [YouTube (Links to an external site.)Links to an external site.]() and [video transcript]().
3. [Iteration is Research in Action (Links to an external site.)Links to an external site.](). Click here for [YouTube (Links to an external site.)Links to an external site.]() and [video transcript]().
4. [Designing your First Iteration (Links to an external site.)Links to an external site.](). Click here for [YouTube (Links to an external site.)Links to an external site.]() and [video transcript]().

Session # 24

Thinking Big and Small

Essential Reading:

1. Andrews, Matt, Pritchett, Lant, and Woolcock, Michael. 2017. "[Building State Capability: Evidence, Analysis, Action]()," Oxford University Press. Read Chapter 10.

2. Andrews, Matthew, Jesse McConnell, and Alison Wescott. 2010. [Development as Leadership-led Change](). HKS Faculty Research Working Paper Series, RWP10-009.

Video Lectures: Click on the link below to watch the videos.

1. [Scaling through the diffusion of practice (Links to an external site.)Links to an external site.](). Click here for [YouTube (Links to an external site.)Links to an external site.]() and [video transcript]().
2. [The myth of scale and sustainability (Links to an external site.)Links to an external site.](). Click here for [YouTube (Links to an external site.)Links to an external site.]() and [video transcript]().
3. [Expanding the playlist (Links to an external site.)Links to an external site.](). Click here for [YouTube (Links to an external site.)Links to an external site.]() and [video transcript]().
4. [PDIA: Hard but Worthwhile (Links to an external site.)Links to an external site.](). Click here for [YouTube (Links to an external site.)Links to an external site.]() and [video transcript]().

Session # 25

Surviving First Iteration & Learning

Essential Reading:

1. Mitch Ditkoff's blog on Deciphering the Secret Code of Tacit Knowledge (Links to an external site.)Links to an external site.
2. Emily Newman's Blog Post on Learning By Doing (Links to an external site.)Links to an external site.
3. Andrews, Matt. 2016. BSC Blog. Search frames and adaptive work more logical than log frames (Links to an external site.)Links to an external site..
4. Gopal, S. 2015. Evaluating complex social initiatives (Links to an external site.)Links to an external site.. Stanford Social Innovation Review.
5. (Links to an external site.)Links to an external site.Rogers, P. 2005. 'Evaluating Complicated—and Complex—Programs Using Theory of Change (Links to an external site.)Links to an external site.' Read this short piece on the web. If you are interested in reading the entire article you will find it in *The Evaluation Exchange.* Volume XI, Number 2, Summer 2005.
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Video Lectures: Click on the link below to watch the videos.

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3. Is it Logical to give up your Logframe? (Links to an external site.)Links to an external site. Click here for YouTube (Links to an external site.)Links to an external site. and video transcript.
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