Webster defines management as "the judicious use of means to accomplish an end." Applying management concepts to economic and social development programs in the Third World is a complex and multifaceted task because the manager must deal with elusive goals, changing environments, and uncertain means, and because optimal directions for organizing donor programs to assist the management of Third World programs have been ambiguous. The comparatively new field of economic and social development management is challenged to create more useful intellectual resources for both developing country management and donor cooperators.

Specialists in the field—managers, analysts, consultants, educators, and trainers—have found that to trace the academic base of development management is to draw a broad and interdisciplinary framework. Members of the development fraternity continually call attention to the diversity of the subject areas that are critical to the judicious management of social and economic change.

The need to develop a better understanding of development program management both in theory and practice has prompted the preparation of the current NASPAA/DPMC series. The Rondinelli book, analyzing the development management work that has been funded over the past fifteen years by the Agency for International Development (AID), examines some of the major research contributions to the development management field. The White, Hage-Finsterbush, and Kerrigan-Luke volumes synthesize, probe, and order the academic bases for practice aimed at strengthening development management. Their subjects—development program
management, organizational change strategies for more effective program management, and management training strategies for promoting improved program management—are purposely interrelated. The focus is on development programs in the Third World.

These books order and organize complex subjects. They thereby invite collateral analytic work by specialists in related concentrations and with related perspectives. In particular, we seek stronger links with work by Third World specialists, for although the authors have sought a Third World perspective, they have relied heavily on literature available in the United States.

The fifth book in the series presents the development management writing of one person. The Performance Management Project has valued the work of David Korten, chiefly in Asia, throughout his close to five years of work under the Project. His writings growing out of this work have found a wide and appreciative audience among those concerned with management for greater development strength at the grass roots. The Performance Management Project and NASPAA are pleased to include a compendium of his writings in this series and to have the opportunity to emphasize this aspect of development management.

The impetus and subsequent funding for the research discussed in this series came from the Performance Management Project in the Office of Rural and Institutional Development of AID’s Bureau for Science and Technology. The research should be useful to both practitioners and educators interested in international development and related fields. A major purpose of the books, from the funder’s point of view, is to make more explicit the links between the assimilated knowledge and skills of the development management practitioner and the literature base that supports development practice. This required creative, developmental work. We are grateful to the authors for their considerable investment in time and thought that have brought these results.

The organizations that have implemented the Performance Management Project—the National Association of Schools of Public Affairs and Administration, the Development Program Management Center and its cooperator, the International Development Management Center of the University of Maryland—have for a number of years undertaken a variety of practical and analytical work with developing country organizations for improved management. The NASPAA/DPMC Studies in Development Management series reflects an interaction between the individual authors and the experienced practitioners associated with the two implementing organizations.
I would like to express my appreciation to an extraordinary group of people connected with the Performance Management Project who have contributed to this series. These books build on the work of many practitioners and academics who have been associated with the Performance Management Project over the past seven years. Particular thanks go to Wendell Schaeffer, Louise White, and Merlyn Kettering, Project coordinators for the management training, organizational change, and program management books respectively; to the series editor, Louis Picard; and to the editorial committee who, from its inception, provided this venture with important direction and analytic support strengthened by practical experience. They, and I in turn, are grateful to the specialists outside the Project who have contributed substantially through their critiques of the manuscripts. We want to make appreciative note of the understanding, leadership, and support that the books in this series have received from Kenneth L. Kornher, chief of the USAID division which is responsible for institutional development and management research. Christopher Russell, Jerry French, Eric Chetwynd, John O'Donnell, and Robert McClusky also have provided valuable agency support to this project's research activities.

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