Project Management & Process Facilitation LB0111

Spring Term 2021

**Literature**

\* = Compulsory

If you are taking this course without having participated in the Agroecology Basics course, please see the additional compulsory reading list on page 5. **Note** that this literature may be useful for anyone taking the course as well. Some of the references have links in them; some will be available on Canvas, while the rest are openly available on various search platforms. Updated 2021-01-25 to correct errors.

# Knowledge Systems and Project Management

# / Anna Hofny Collins’s lectures

1. \* Project Management for Development Professionals (PMD) - A Guide to the PMD Pro1 (2010)

*This is a guide to* ***Project Management*** *aimed at Development Professionals. It was developed by experts from several non-governmental organizations (NGOs) and is designed to meet the needs of NGO project managers, program quality managers or supporting staff responsible for the creation and implementation of a development project.*

*It provides a comprehensive and practical guide to the different stages of a project from needs identification, planning, implementation and evaluation.*

1. \* Engel, A. (2011) *Collaborative Conflict Management for Enhanced National Forest  
   Programmes* (nfps). FAO, Rome.

*Useful guide on how to manage and resolve disputes and* ***conflicts*** *in a participatory and consensual manner among stakeholders with multiple, divergent interests and with different power to influence decisions.*

1. \* Brisson-Banks, C.V. (2010) Managing Change and Transitions; a comparison of different models and their commonalities. Available at: <https://pdfs.semanticscholar.org/c59f/4ca058704fc3dee3fce50de7344a20ccc146.pdf>

*This is a review which gives a good introduction to different theories and models of change and transitions that have developed to manage organizational change and improve governance.*

1. \* Guijt, I., 2010. *Accountability and learning; Exploding the Myth of Incompatibility between Accountability and Learning*. pp. 277-292, Ch. 21 in: Ubels, J., Acquaye-Baddoo N.A. *and Alan Fowler, A, (eds.)* Capacity Development in Practice. Earthscan, London.

<http://www.snv.org/public/cms/sites/default/files/explore/download/capacity_development_in_practice.pdf>

*In this book chapter Irene Guijt discusses the tensions and trade-offs between accountability and learning. While both are considered important in programme or project evaluation, pre-defined project deliverables often have focus on measurable outcomes. Learning is an elusive concept, difficult to measure and quantify*

1. \* Meadows D.H. (2008) *Thinking in Systems; a primer.* Earthscan, London. Ch 6: Leverage Points - Places to Intervene in a System, pp.145-165

*Donella Meadows is one of the key people behind the notion of leverage points. She argues that there are different places to intervene in a system that have different capacity to bring about desired and lasting change. In Chapter 6 in her book Thinking in Systems she deals with this subject.*

1. \* Tosey, P.C., Visser, M. and Saunders, M.N.K. (2012) The origins and conceptualisations of `triple-loop’ learning: a critical review Management Learning, 43 (3). pp. 289-305. Available at:<http://epubs.surrey.ac.uk/7446/8/Tosey_The_origins_and_conceptualisations.pdf>

*This is a review that introduces the concept of learning loops and levels of learning. It specifically reviews the notion of triple loop learning and how it relates to organizational learning.*

1. \* Wang, C.L. and Ahmed, P. K. (2003) Organizational learning: a critical review. *The Learning Organization* 10, 8-17

*This review paper provides an intro to the concept of organisational learning and knowledge management. From the literature reviewed, the authors identifies five different focuses of the concept and the associated practices.*

1. \* Wilder B.T, O’Meara C., Monti L. and Nabhan G.P. (2016) The Importance of Indigenous Knowledge in Curbing the Loss of Language and Biodiversity. *Bioscience Advance*, Vol 66(6)

*Much has been written about indigenous or local knowledge. This text has been selected as it provides a introduction and summary of the topic with reference to a case of biodiversity inventory, monitoring, and species-recovery in Mexico.*

# Process Facilitation / Magnus Ljung’s lectures

1. \* Axelsson, R, Ljung, M, Blicharska, M et al. 2020. The challenge of transdisciplinary research: A case study of learning by evaluation for sustainable transport infrastructures. *Sustainability* 12:17.
2. Barbier M. & Elzen B. (eds), 2012. *System Innovations, Knowledge Regimes, and Design Practices towards Transitions for Sustainable Agriculture. Part II: Intervention with Design*. INRA, Paris, pp 102-170. PDF available from Magnus Ljung.
3. \* Brouwer, H. & Woodhill, J. 2016. *The MSP Guide: How to design and facilitate multi-stakeholder partnerships*. Wageningen: Wageningen University and Research, CDI, and Rugby, UK: Practical Action Publishing, URL: <https://practicalactionpublishing.com/book/1446/the-msp-guide>
4. \* Callo, V & Packham, R. 1999. The use of soft systems methodology in emancipatory development. *Systems Research and Behavioral Science*, 16(4), 311-319.
5. \* Flood, R. 1999. *Rethinking the Fifth Discipline*. London: Routledge.

(Available online through the library; <https://ebookcentral.proquest.com/lib/slub-ebooks/detail.action?docID=165413> – Register account on Campus or via VPN from home)

1. Helmfrid, H., Haden, A. & Ljung, M. 2008. The role of action research (AR) in environmental research: learning from a local organic food and farming research project. *Systemic Practice and Action Research, 21*(2), 105-131.
2. Ison, R., Collins, K., Colvin, J., Jiggins, J., Roggero, P. P., Seddaiu, G., & Zanolla, C. 2011. Sustainable catchment managing in a climate changing world: new integrative modalities for connecting policy makers, scientists and other stakeholders. *Water resources management*, 25(15), 3977-3992.
3. McCloskey, M. 1996. The skeptic: Collaboration has its limits. *High Country News*, May 13, 28:9 <http://www.hcn.org/issues/59/1839>
4. \* Pinto-Correia, T & Kristensen, L. 2013. Linking research to practice: The landscape as the basis for integrating social and ecological perspectives of the rural. *Landscape and Urban Planning* 120, 248–256.
5. \* van Bommel, S., Röling, N., Aarts, N., & Turnhout, E. 2009. Social Learning for Solving Complex Problems: a Promising Solution or Wishful Thinking? A Case Study of Multi-Actor Negotiation for the Integrated Management and Sustainable Use of the Drentsche Aa Area in the Netherlands. *Environmental Policy and Governance*, 19, 400–412.

# Additional reading

## Systems Thinking

1. Checkland, P.B. 2000. ‘Soft Systems Methodology: a thirty-year retrospective’. *Systems Research and Behavioural Science*, 17:11-58.
2. Clark, W.C., van Kerkhoff L., Louis Lebel, L and Gallopin, G. (2016) Crafting usable knowledge for sustainable development. PNAS, 113(17):4570–4578
3. Eksvärd, K. (2009) *Exploring New Ways – Systemic Research Transition for Agricultural Sustainability*. Doctoral Thesis No. 2009:44. Swedish University of Agricultural Sciences, SLU. (Section 5.3.)
4. Senge, P.M. (1990, 2006). *The Fifth Discipline: the art and practice of the learning organization*. Random House, London
5. Sterman, J.D. (2002). All models are wrong: reflections on becoming a systems scientist. *System Dynamics Review,* 4, 501-531
6. Stockholm Resilience Centre (SRC) (2014) Applying Resilience Thinking; seven principles for building resilience in social-ecological systems  
   <https://stockholmresilience.org/download/18.10119fc11455d3c557d6928/1459560241272/SRC+Applying+Resilience+final.pdf>

## The Transition Process

1. Padel, S. (2001). Conversion to Organic Farming: A Typical Example of the Diffusion of an Innovation? *Sociologia Ruralis* 41(1), 40-61 <http://onlinelibrary.wiley.com/doi/10.1111/1467-9523.00169/abstract>
2. Padel, S. (2002) *Conversion to Organic Milk Production: the change process and farmers' information needs*. Thesis, University of Wales, Aberystwyth, Institute of Rural Studies. <http://orgprints.org/3977/>
3. Beddoe, R., Costanza, R., Farley, J., Garza, E., Kent, J., Kubiszewski, I., Martinez, L., McCowen, T., Murpha, K., Myers, N., Ogden, Z., Stapleton, K., Woodward, J. (2009) Overcoming systemic roadblocks to sustainability: The evolutionary redesign of worldviews, institutions, and technologies. *PNAS*, 106 (8) 2483 – 2489.
4. Bergez, J.E., Audouin, E. Therond, O. (eds.) (2019) Agroecological Transitions: From Theory to Practice in Local Participatory Design, Springer  
   Chapter by Prost, L., Chizallet, M., Taverne, M. and Barcellini, F. *Towards a Reflective Approach to Research Project Managemen*. pp. 207-228
5. Biggs, R., C. Rhode, S. Archibald, L. M. Kunene, S. S. Mutanga, N. Nkuna, P. O. Ocholla, and L. J. Phadima. (2015) Strategies for managing complex social-ecological systems in the face of uncertainty: examples from South Africa and beyond. *Ecology and Society 20(1):52*
6. Chambers, R. (1997) Whose reality counts? Putting the last first. Intermediate Technology publications. Ch.1 =20 p. (Also available at the library)
7. Hoppe, T., Arentsen, M., Mikkilä, M. and Linnanen, L. (2012) T*ransition Management and the Sustainable Nutrients Economy in the Netherlands*. Research report 25, Lappeenranta University of Technology, Faculty of Technology. Department of Energy- and Environmental Technology, Netherlands

## Process Facilitation

1. Groot, Annemarie & Maarleveld, Marleen (2000) *Demystifying Facilitation in Participatory Development.* International Inst for Env. And Development (iied) Gatekeeper Series no.89 London <http://pubs.iied.org/pdfs/X188IIED.pdf>
2. Guijt, I. (1998) *Participatory monitoring and impact assessment of sustainable agriculture initiatives.* SARL discussion paper 1.Ch. 2-8. Available at www.iied.org
3. Ison, R. 2008. Understanding and practices for a complex, coevolutionary systems approach. In: *Proc. International Symposium: Selected topics on complex system engineering applied to sustainable animal production, 29-31 Oct. 2008, Instituto Tecnolo del Valle de Morelia, in Morelia Michoac Mexico.*
4. Kusters K., Buck L., de Graaf M., Minang P., van Oosten C. and Zagt R. (2018) Participatory Planning, Monitoring and Evaluation of Multi-Stakeholder Platforms in Integrated Landscape Initiatives. *Environmental Management , 62:170–181*
5. Méndez E.V., Bacon C.M. & Cohen R. (2013): Agroecology as a Transdisciplinary, Participatory, and Action-Oriented Approach. *Agroecology and Sustainable Food Systems*, 37:1, 3-18

# Compulsory if you did not attend the Agroecology Basics course

## Systems Thinking

1. Haraldsson, H.V. (2004) *Introduction to Systems Thinking and Causal Loop Diagrams*. Ecology and Environmental Engineering Report 1:2004. Environmental Engineering Group and the Department of Chemical Engineering, Lund University, Sweden