IDENTIFYING AND COMMUNICATING CONTEXT DRIVEN CONSIDERATIONS FOR INTERNATIONAL DEVELOPMENT PROJECTS

Nina Ginsberg
Griffith University, Australia.

ABSTRACT

One of the most difficult aspects of international development project planning is determining what 'the context' of a project is. This paper presents the *Circles of Sustainability (Situated and Differentiated Project), or CoS (SDP)* framework that can assist development practitioners to more clearly identify and reflect on the essential socially driven context considerations of a community development project. It also highlights the role of the NGO itself as being a critical consideration within the project context. This new model arises from utilising RMIT Global Cities Research Institute's original *Circles of Sustainability* framework as the four local 'situated' context dimensions (Economics, Ecology, Politics and Culture), whereas the new modification includes four 'differentiated' dimensions that stem from the 'NGO construct', namely: Presiding Conventions, Institutional (NGO), Project Operations and Personal (Project Staff) as being the major dimensions of where the project is undertaken. It is argued that only when these two halves and their details are fully communicated can a project context be more fully appreciated. The final model is a visually stimulating heuristic representation of the array of complex, yet accessible macro and micro factors that intersect to create each unique project environment.

INTRODUCTION

In the past, many development projects were donor-driven, prescriptive and based on one-way resource transfers. As the development field evolved, projects became increasingly flexible, participatory and more responsive to the local context. Despite this, there are two critical issues that are too often inadequately identified in many project models, and that is that complex project considerations are inaccessibly presented and that the non-government organisation (NGO) is a critical factor in assessing the 'local' project context. Giving precedence to these considerations and integrating them as a priority into project planning could assist many current dilemmas of international project ethics, enhancing professionalism and practicality.

Central to project success is recognising that many projects do not realise their full potential because the models in part or whole, fail to identify critical context considerations (Easterly & Pfutze 2008; Ife 1995; Pieterse 2009). Using such models undermines effectiveness, reduces opportunities, produces sub-optimal results and creates further challenges for the local community and project staff involved (Andrews, Pritchett & Woolcock 2012). To avoid this, project models must be easy to understand, relevant, meaningful, high-quality, timely and include comprehensive information that can be immediately useful for practitioners. Although many models are helpful in some of these ways, very few are detailed and nuanced enough to fully satisfy all these aspects.

To this end, a modification of RMIT's Global Cities Research Institute's *Circle of Sustainability* framework is presented. At its core, this model stimulates innovation, analysis and discussion and is guided by sound ethical and professional indicators that can be supported by multidisciplinary research of social domains and is essentially participatory in nature (Global Cities Research Institute 2011). The modified model presented here, *Circles of Sustainability (Situated and Differentiated Project), or CoS (SDP)* is a unique and valuable contribution. It is an accessible and heuristic graphic that is applicable across diverse locales, grounded in

reflexive learning and comparable across social domains to provide development practitioners with a more informed model of socially driven context considerations that impact on projects.

CONTEXTUALISING A PROJECT

It is commonly agreed that aid projects need to take the local context into account (Crossley 2010; Muriithi & Crawford 2003). By the same token, it is surprising that many organisations can still fall into the trap of presenting the project context as 'being over there' and deal with the local context as separate and removed from the project planning process. This disassociates the impact of the NGO's role in the selection, implementation and management of project details.

There are many structural and dynamic local factors forming a context. The interplay of such elements will always create a unique challenge, requiring a tailored response (Bossert 1990). For example, Erez and Gati (2004: 588) hold that there are at least five levels (global, national, organizational, group and individual) cultural representations that occur at any one time. Some may be visible in behaviour or customs, while others are invisible and subconscious. All need to be considered however, if a project is to be relevant and resonate within its cultural backdrop. (Chowdhury 2015; Gow & Morss 1988; Hilhorst 2002; James et al. 2013).

THE NGO CONSTRUCT

Understanding the NGO construct is paramount to awareness of a project's context. This forms the basis for framework modification asserting that missing from the *CoS* model is the NGO construct – specifically, recognition of the NGO itself. The role of the NGO is all too often overlooked as a significant project context factor. Just as the communities in which projects occur are subject to a number of internal and external pressures and can be contextualised, so to, are NGOs. The NGO Construct is a term used to describe and tease out the relations, actors and factors that shape any NGO's practice. The NGO Construct is visually represented below:
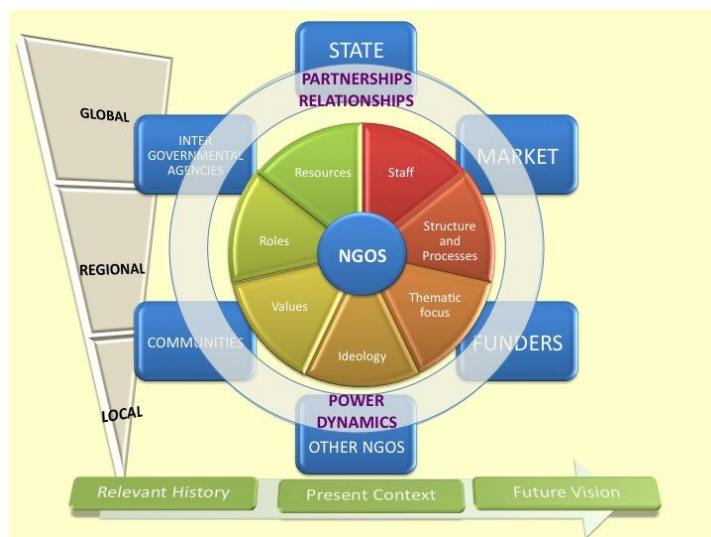

Figure 1: The NGO Construct (Guevara, 2011)

As the NGO Construct illustrates, NGOs are distinguished by the way they select, manage and sustain themselves. Key external relationships and power dynamics are central NGO issues. Each NGO is a construct of interrelated choices, structures and processes, service specializations, resources, organizational guiding values, roles and staff. All these factors shape how the NGO interacts with its surroundings.

In all, the NGO Construct highlights that NGOs are always responding to their own internal and external contextual pressures. NGOs bring their own dynamics to recipient communities via the practices and facilitators who undertake projects. Having an NGO present and active in a community changes the local

context in some way and this must taken into account. As social communities themselves, there must be a recognition that NGOs are actively and continuously co-creating the context in which they operate. If their presence and impact is omitted from consideration, then any context evaluation will be inaccurate and misleading.

Project models need to recognise that an NGO is an integral part of the project context and in many cases is also a prime impact. Some international development models 'take into account the local context' and assess the context as 'over there' - as if the backdrop to a project is only situated in the set time and place where the final project activity is to be undertaken, separate to the NGO. Approaches of this kind do not acknowledge the complexity of factors present within a project context. The term 'Differentiated Context' is used to communicate that the origins and dynamics experienced by the NGO are 'differentiated' from those experienced at the locality and time of the project (Situated Context). A dual context distinction can therefore be made that recognises the NGO Construct as highly influential to a project context.

CIRCLES OF SUSTAINABILITY

A brief overview of the *Circles of Sustainability* framework and process is required to assist NGOs in the identification of in-country project considerations. *Circles of Sustainability (CoS)* was developed by researchers at the Royal Melbourne Institute of Technology's Global Cities Research Institute (GCRI) in 2007, with the most recent revision being in January 2013. The model is designed to identify "the dominance of particular socially-specific modalities of space, time, embodiment and knowing" (GCRI 2012: 42). As such, *CoS* is based on two principles: it is ethical, linked to disputed, commonly held normative challenges about human livelihood and it is issue-driven - it can be locally modified and bound to practical results (GCRI 2012). Essentially, it is a broad nuanced arrangement, based on Engaged Theory methodology that facilitates the learning, inquiry and identification of a range of social circumstances.

CoS conveys a social context based on four domains that make up a sphere. This sphere depicts the domains as intricate and interrelating to one another. Rather than separate externalities, the domains are coherent analytical categories, both subjective and objective informing the larger holistic social entity. This model can assess the macro factors constituting a local environment, while particularizing existing structures operating at a micro level (James et al. 2013). The unique capacity of *CoS* to coherently present comprehensive social data in an appealing way, is the reason that *CoS* was selected to be modified for this investigation.

Furthermore, its primary focus is the assessment of a community's level of sustainability rated against a number of nuanced social domains and it encourages reflexive analysis. This aspect has been further refined, to better inform development practice. Specifically, *CoS* is suitable for adaption given it categorises a context of four integrated, assessable and comparable social domains: ecology, culture, politics and economics, as seen below.
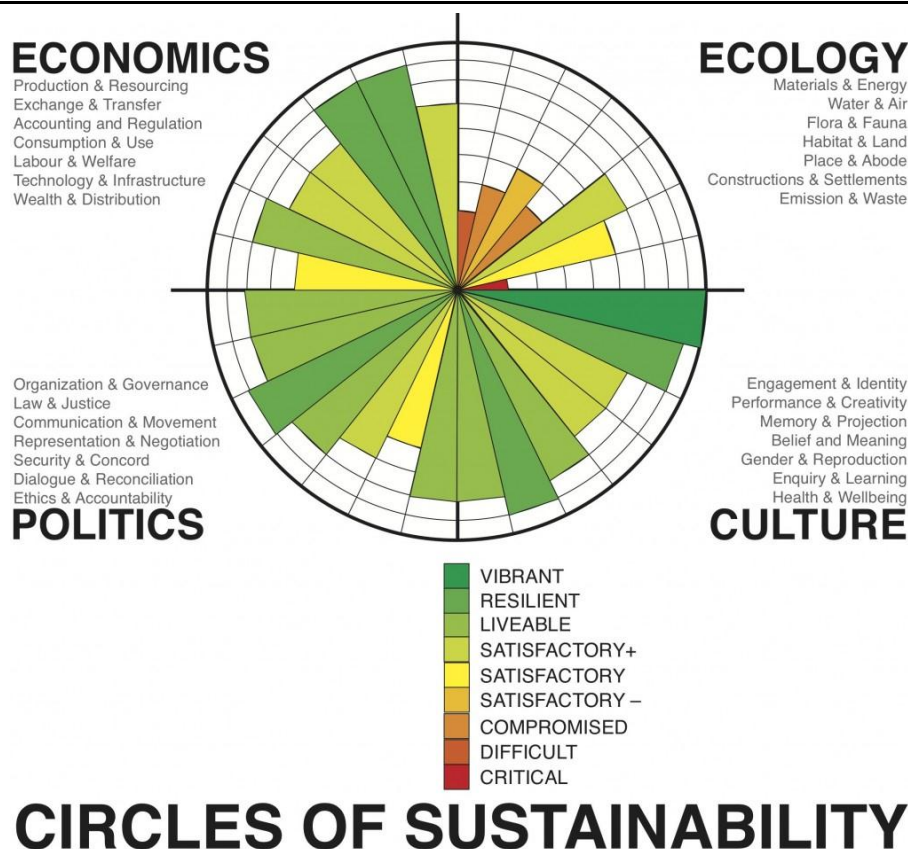
Figure 2: Melbourne 2011. *Circles of Sustainability* (GCRI 2011: 37).

The challenge of this model is that it is specifically designed to assess cities and is therefore based on large-scale data for modelling. Although it has not yet not been operationalized, and only a few select major cities have been analysed, it has been used to guide discussions and help inform institutional initiatives and social policy-making. These four social domains allow for the vibrancy and multifarious nature of communities to be more fully appreciated. As a consequence, this model best represents the Situated Context. However, as it stands, the *CoS* model lacks applicability to development projects by not accounting for the Differentiated Context. Therefore, the modification of *CoS* to accommodate the NGO Construct is a theoretical framework to maintain the social and sustainability of *CoS,* whilst accounting for the Differentiated Context to be equally identified and considered.

FROM NGO CONSTRUCT TO THE DIFFERENTIATED CONTEXT

The NGO Construct dynamics constitute the Differentiated Context, which, in keeping with the original *CoS* model, [1] are categorised into four domains. These divisions are to be understood in the broadest possible terms and have been selected, as they are the minimum number of classifications that can adequately be used to appreciate the intricate and lively dynamic forming the basis for the current complete social experience. As noted by the Global Cities Research Institute (2011: 34), it is understood that these domains are classifiable only with a 'modern' codification, given that some community formations such as customary-tribal, may not have the capacity to recognise these divisions. Notwithstanding this, these demarcations continue to be practical in guiding distinctions between aspects of the NGO construct. This also preserves a balance for the analysis and presentation of the template, which is the greatest advantage of the original *CoS.* The term 'of a social life held in common' is deliberately used here to draw attention to the understanding that the holistic social life of a community is best framed as an intersection of all the domains and is therefore included in each domain definition (GCRI 2013:24).

The four domains that constitute the Differentiated Context are:

o   Presiding Conventions
o   Institutional (NGO)
o   Project Operations
o   Personal (Project Staff)

These domains can be presented in the original *CoS* format as thus,

PRESIDING CONVENTIONS

Agencies & Protocols
Theory & Frameworks
Globalisation
Identity & Relations
Crisis & Emergencies
Regional Regulations
 & Requirements
Society & Systems

INSTITUTIONAL (NGO)

Organisational Structure & Culture
Funding & Resources
Stakeholders & Relationships
Activities & Scope
Experience & Results
Foundations & Background
Professionalism & Progress

PERSONAL (PROJECT STAFF)

Communication & Relationships
Professionalism & Self-Management
Personality & Assumptions
Skills & Background
Flexibility & Critical Thinking
Researcher & Practioner

PROJECT OPERATIONS

Funding & Resources
Activities & Management
Personnel & Community
Reporting & Assessment
Context & Longevity
Development & Changes
Completion & Learning

VIBRANT
RESILIENT
LIVEABLE
SATISFACTORY+
SATISFACTORY
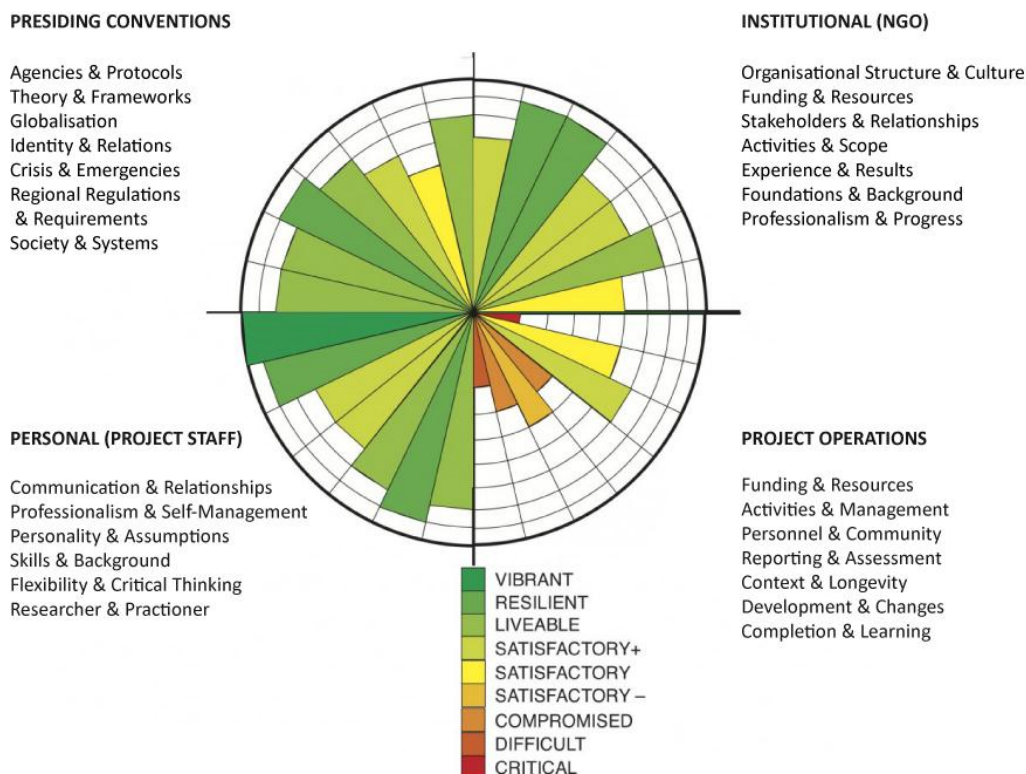SATISFACTORY –
COMPROMISED
DIFFICULT
CRITICAL

Figure 3: The Differentiated Context domains as presented using *Circles of Sustainability* (Ginsberg 2015 as adapted from the *Circles of Sustainability*, GCRI 2011).

Defining the social domains and perspectives

As with the original *CoS*, each of these four domains are defined and further systematically divided into perspectives. This allows for a more practical and comprehensive grasp of the complexity of each aspect individually and for the significant role they play within the collective whole. Each domain affects others to varying degrees. For example, there is direct influence transferred from Presiding Conventions into the Institutional (NGO), which in turn directly informs Project Operations.

The following sections will elaborate on each of these domains and details. Although there are a number of other contentions that could be identified, each of the divisions included have been carefully and thoughtfully selected to best represent the most urgent NGO construct issues. No doubt, over time, substantiated practice will require revision to better reflect new experiences. To be productive and sustainable, NGOs need to be aware of all these dynamics at any one time. Demarcating these perspectives establishes a set of social parameters guiding inquiry and establishing research and practice measurements. This is needed so that future qualitative and quantitative feedback can be linked in a way that enables the plotting and contrasting of the social information that has been gathered.

Presiding Conventions

The Presiding Conventions are defined as the domain which emphasises the wider international and/or regional practices, discourses, trends and meanings that are associated with basic issues of the organization and direction of a social life held in common. Here the focus is primarily on the macro forces and actors that constitute the setting in which the NGO exists. These features are usually external to the NGO and are mostly removed from the NGO's everyday dealing, but form fundamental forces influencing its practice. Presiding conventions are therefore made up of dominant broad interconnected mechanisms that embody the current global condition in which the NGO resides.

1.   Agents and Protocols
2.   Theory and Frameworks
3.   Globalisation
4.   Trade and Relations
5.   Crisis and Emergencies
6.   Regional Requirements and Responses
7.   Society and Systems

Institutional (NGO)

The Institutional is defined as the domain that emphasises the practice, organization and material expressions which manage and situate the dynamics and processes of an NGO's social life. This means that the institutional domain focuses on the tensions, relations and questions pertaining to the NGO as an organisation. This domain focuses on the ongoing administration dynamics that are present as an NGO conducts business. Primarily, this focus is more on the internal distinctions and mechanisms at play. However, it also includes surrounding immediate impacts directly and regularly affecting an NGO.

1.   Organizational Structure and Culture
2.   Funding and Resources
3.   Stakeholders and Relationships
4.   Activities and Scope
5.   Experience and Results
6.   Foundations and Background
7.   Professionalism and Promotion

Project Operations

'Project Operations' is defined as the domain that emphasises the practices associated with the basic issues of project planning, implementation and management. The parameters for this domain relate foremost to the exchanges and practices required to undertake and complete an individual development project. It should also be noted that this domain is closely related to the setting and processes involved in the institutional (NGO) domain.

1.   Initiation and Planning
2.   Projects and Initiatives
3.   Personnel and Community
4.   Reporting and Assessment
5.   Context and Sustainability
6.   Developments and Changes
7.   Completion and Learning

Personal (Project Staff)

The Personal (Project Staff) domain is defined as the social domain that emphasises the practices and meanings that over time, express the position and changes of an individual's social meaning based on their

project experience of a social life held in common. Here the concept of the personal relates to an individual's project involvement combined with the conventional aspects of the project's workplace affairs and a unique subjective social experience in general. There is both a public and private element to this domain.

1.   Communication and Relationships
2.   Professionalism and Self-management
3.   Personality and Assumptions
4.   Skills and Background
5.   Integrity and Diversity
6.   Flexibility and Critical Thinking
7.   Researcher and Practitioner

CIRCLES OF SUSTAINABILITY (SITUATED AND DIFFERENTIATED PROJECT)

To 'contextualize' a project comprehensively, the two halves of a 'project context' need to be recognised. The following overview accounts for the Situated Context (*CoS* - social, political, environmental and economic structures present within the project's local community) and the Differentiated Context (NGO Construct - Presiding Conventions, Institutional (NGO), Project Operations, Personal (Project Staff) can be viewed below.
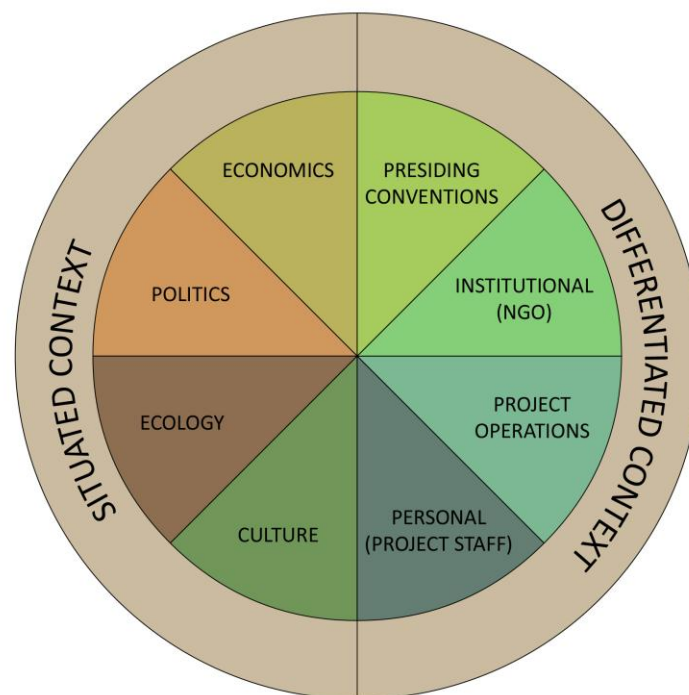

Figure 4: Integrated overview of the proposed modification (Ginsberg 2015).

This conceptual overview of the final modification maintains the complex yet clear interpretive design of the original framework, whilst the addition of the Differentiated Context improves the model in its capacity to realistically identify and communicate the local context by specifying the NGO's impact on a context. Visually, the intersections make it easy to understand that each domain is equally important and relevant and the sphere shape emphasises that all the domains and perspectives intersect at the centre point and create a unified social context.

This overview was then further developed to take advantage of original *CoS* image and to clearly articulate the major domains and perspectives outlined. It also includes the emergent project and development industry issues raised in this paper. Therefore a final *CoS (SDP)* modified model would look like this:
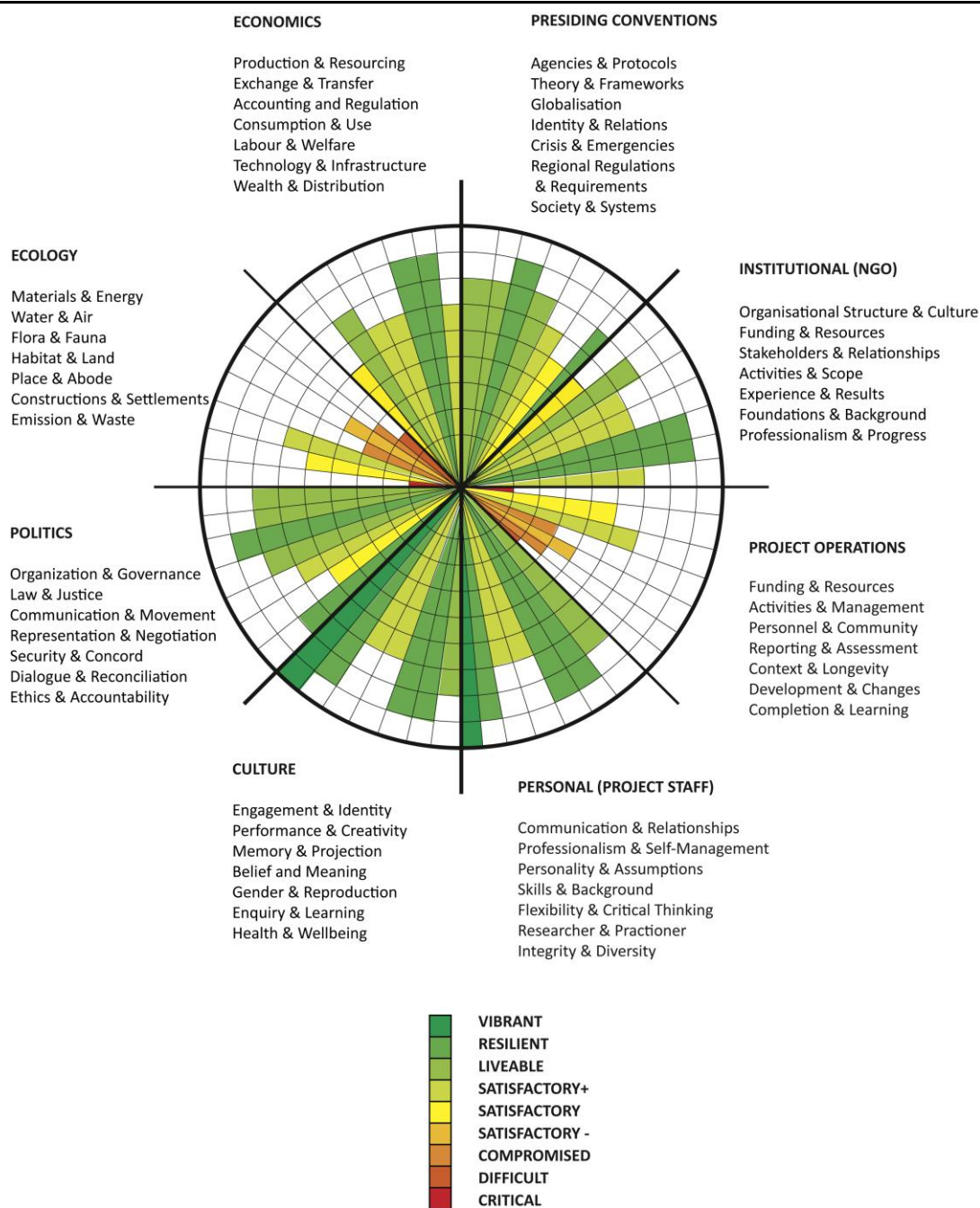
ECONOMICS

Production & Resourcing
Exchange & Transfer
Accounting and Regulation
Consumption & Use
Labour & Welfare
Technology & Infrastructure
Wealth & Distribution

PRESIDING CONVENTIONS

Agencies & Protocols
Theory & Frameworks
Globalisation
Identity & Relations
Crisis & Emergencies
Regional Regulations
 & Requirements
Society & Systems

ECOLOGY

Materials & Energy
Water & Air
Flora & Fauna
Habitat & Land
Place & Abode
Constructions & Settlements
Emission & Waste

INSTITUTIONAL (NGO)

Organisational Structure & Culture
Funding & Resources
Stakeholders & Relationships
Activities & Scope
Experience & Results
Foundations & Background
Professionalism & Progress

POLITICS

Organization & Governance
Law & Justice
Communication & Movement
Representation & Negotiation
Security & Concord
Dialogue & Reconciliation
Ethics & Accountability

PROJECT OPERATIONS

Funding & Resources
Activities & Management
Personnel & Community
Reporting & Assessment
Context & Longevity
Development & Changes
Completion & Learning

CULTURE

Engagement & Identity
Performance & Creativity
Memory & Projection
Belief and Meaning
Gender & Reproduction
Enquiry & Learning
Health & Wellbeing

PERSONAL (PROJECT STAFF)

Communication & Relationships
Professionalism & Self-Management
Personality & Assumptions
Skills & Background
Flexibility & Critical Thinking
Researcher & Practioner
Integrity & Diversity

VIBRANT
RESILIENT
LIVEABLE
SATISFACTORY+
SATISFACTORY
SATISFACTORY -
COMPROMISED
DIFFICULT
CRITICAL

Figure 5: *Circles of Sustainability (Situated and Differentiated Project) – CoS (SDP)*
(Ginsberg 2015, adapted from Global Cities Research Institute 2012).

The name of this model recognises the foundational work of the original *CoS* methodology, as well as clearly identifying the modification. It articulates community nuances as well as being able to communicate those most pressing for the development project. Therefore, NGOs can ascertain gaps and areas of negotiation that would best suit their services. To this end, the *CoS (SDP)* model is an extremely effective tool for NGOs to be more informed, sensitive and precise about managing services from the global to the local.

It is a unique beneficial feature of *CoS (SDP)* that as much as the four main social domains of culture, economics, environment and politics are present and shape the Situated Context for the project community, the same four domains shape the donor's own host Situated Context, (influenced by the donor's culture). The NGO Context is equally informed and responsive to its own Situated Context when it is at home. Only when the NGO is transferred to a different location does the NGO's Situated Context become the Differentiated Context.

An overall challenge for working with the *COS (SDP)* will be to produce the results so that they are current, representational, rigorous, within budget and up to standard. Results collected, processed and distributed will need to be done so within a timeframe while ensuring the relevance and validity of the work undertaken. In light of this, it is noted that in order for the *CoS (SDP)* to be applied as an operational model to its full potential, all domains need to be adequately informed. The Situated Context used here is well informed by the original *CoS* research methodology and equally the Differentiated Context would need to be informed by a systematic and standardised process for data collection. The standard and consistency required for NGO evaluation should not be underestimated. It is important that the Differentiated Context has a sound, unbiased, reliable and valid assessment method that is equal to the academic thoroughness of the original *CoS*. To achieve this, there is scope to apply a Differentiated Context methodology and measurement indices to provide facilitators with a systematic and solid data process in which to gauge the four domains. Suitable assessment approaches of the Differentiated Context will need to be tested and refined in order to ascertain its suitability. Understandably, NGOs who are able to inform each of the eight domains as suggested, would gain significant benefits and insights based on the unique and specialist results. In the event that the domains cannot be suitably informed, then NGOs would still greatly benefit from using the principles to guide planning and primary considerations for project operations.

The modifications set out above are seen as an important conceptual move forward for streamlining the framework for more extensive applications. The strength of this modification is that it enables this model to be applicable for event based situations and not limited to a located context. In this way, *CoS (SDP)* is principled, and locally–adaptive and makes headway into making reflective assessment methods as necessary for performing routine practices.

In light of this flexibility suiting many situations that warrant context analysis, there is a vast potential for broader appeal and application of *CoS (SDP)* to being more widely utilised by other disciplines, institutions or applications. Consequently, this model has a much broader significance, which goes well beyond the scope, outcomes and learnings that conventional project models provide. The scope, application and versatility for *CoS (SDP)* is limited only by the interest and imagination of the user.

CoS (SDP) avoids being instructive as it is a theoretical guide for users to extend project considerations. Due to its design, the information is made more productive when users process it in a reflexive and heuristic way. This means that experts and lay people can equally extract meaning from the model. Furthermore, a greater significance can be derived through deeper exploration of the issues raised not just by the image, but also from discussions and new knowledge gained from consulting the model. The *CoS (SDP)* is sufficiently complex in content, yet easily interpreted by viewers, a valuable asset for NGOs who could utilise the model as a stimulus for a variety of applications, for example: pre/project planning, staff recruitment and induction, project monitoring, evaluation and assessment or procedural reviews. Project experience can highlight situations where certain classifications, (perspectives or aspects), are absent in the community, or when new considerations arise.

Rather than seeing this design as being a definitive checklist, the concepts of *CoS (SDP)* have been provided to draw attention to major project considerations. The concepts are therefore presented as a guide for inquiry rather than universal rules. The capacity of this model's principles to be embraced by lay practitioners seeking to acknowledge a community context in order to better recognize and account for the local cultural backdrop, gives it a significant advantage over other models and is empowering for participants. Revisions would be positive, as that this process would help refine the model to make it even more suitable and useful for field practitioners.

To this end, the *CoS (SDP)* model itself is designed to inspire debate and become a collaborative process and tool produced for and by development practitioners to engage further reflection. Many project models do not have the capacity, or acknowledge the value of facilitators engaging in creative project processes. In contrast, when analysing *CoS (SDP)*, such explorative forays are assumed and anticipated. Discursive and participatory ventures reflect the effectiveness and usefulness of *CoS (SDP)* to energise users to produce their own unique project tools and outcomes.

The necessity for articulating complex social relations and critically assessing their impact is not only required when deciphering the *CoS (SDP)*, but also is visually reinforced and indispensable for project work. By having the eight context domains of economic, culture, political, ecology, presiding conventions, institutional,

project operations and personal portrayed within the image as equally significant, there is limited room for users to overlook or confuse what creates context driven and sustainability considerations for international development projects.

Future Developments

As a preliminary theoretical framework, further work is needed to refine the content and categorisation of *CoS (SDP).* Pilots in a variety of development settings will test the operational capacity of *CoS (SDP)* and flag areas for improvement. There are opportunities to develop a *CoS (SDP)* resource for field workers and NGOs to facilitate robust self-appraisals, or even further down the track for a *CoS (SDP)* version to be developed to better help meet the unique needs of crisis and emergency staff and situations. It is hoped that this model will inspire further revisions and discussions for principled, locally–adaptive and easily applied methods to better inform practical outcomes that are creative, sustainable and meaningful in shaping project communities.

CONCLUSION

This examination has outlined how the *Circles of Sustainability* (GCRI 2011) can be modified to better identify and communicate context driven and sustainability considerations for development projects and the 'local context'. The [mechanism??] outlined requires that the NGO Construct be recognised so that the Differentiated Context is signified and valued as equal with the Situated Context). In doing so, a new model, named *Circles of Sustainability (Situated and Differentiated Project) CoS (SDP),* portrays a comprehensive range of the social complexities present during a development project. Its categories and heuristic capacity for planning and reflection meet field practitioners' need for clarity, detail, flexibility and quality, to determine and communicate what constitutes a 'local project context'.

CoS (SDP) gives recognition and value to the presence and multiplicity of NGOs in the field and upholds a best practice standard for the development industry. Too many project management approaches and plans do not explicitly recognise or have the capacity to sufficiently communicate the full social spectrum of both an NGO and a project. This process needs to occur, not only to maximise positive impacts for the communities in which the projects operate, but also for the aid organisation, their projects and staff. The *CoS (SDP)* model is an innovative way for NGOs to be more informed, sensitive and precise about identifying and communicating context driven and sustainability considerations for global-local development projects.

ENDNOTES

[1] Structural and presentational elements of the original *CoS* model are replicated in the modification so as to maintain the integrity and consistency of the model's theoretical and functional underpinnings.

REFERENCES

Andrews, M, Pritchett, L & Woolcock, M 2013, 'Escaping Capability Traps Through Problem Driven Iterative Adaptation (PDIA)', *World Development*, vol. 51, pp. 234-244.

Bossert, TJ 1990, 'Can they get along without us? Sustainability of donor-supported health projects in Central America and Africa', *Social science & medicine*, vol. 30, no. 9, pp. 1015-1023.

Chowdhury, TA 2015, 'Development of a Multidimensional Sustainable Livelihoods Model for rural Bangladesh', *The Journal of Developing Areas*, vol. 49, no. 5, pp. 153.

Crossley, M 2010, 'Context matters in educational research and international development: Learning from the small states experience', *PROSPECTS*, vol. 40, no. 4, pp. 421-429.

Easterly, W & Pfutze, T 2008, 'Where Does the Money Go? Best and Worst Practices in Foreign Aid', *The Journal of Economic Perspectives*, vol. 22, no. 2, pp. 29-52.

Erez, M & Gati, E 2004, 'A Dynamic, Multi-Level Model of Culture: From the Micro Level of the Individual to the Macro Level of a Global Culture', *Applied Psychology An International Review*, vol. 53, no. 4, pp. 583-598.

Fowler, AF 1998, 'Authentic NGDO Partnerships in the New Policy Agenda for International Aid: Dead End or Light Ahead?', *Development and Change*, vol. 29, no. 1, pp. 137-159.

Hilhorst, D 2002, 'Being good at doing good? Quality and accountability of humanitarian NGOs.' *Disasters*, vol. 26, no. 3, pp. 193-212.

James, P, Nadarajah, Y, Haive, K & Stead, V 2012, *Sustainable communities, sustainable development: Other paths for Papua New Guinea*. University of Harwaii Press.

Gow, DD & Morss, ER 1988, 'The notorious nine: Critical problems in project implementation', *World Development*, vol. 16, no. 12, pp. 1399-1418.

Ife, J 1946 1995, *Community development: creating community alternatives - vision, analysis and practice*, Longman Australia, Melbourne.

Ika, LA & Hodgson, D 2014, 'Learning from international development projects: Blending Critical Project Studies and Critical Development Studies', *International Journal of Project Management*, vol. 32, no. 7, pp. 1182.

Guevera, R 2011, 'NGO Actors and Forces', produced as part of the *RMIT International NGO, Civil Society and Development*. RMIT University, Melbourne.

Pieterse, JN 1998, 'My Paradigm or Yours? Alternative Development, Post-Development, Reflexive Development', *Development and Change,* vol. 29, no. 2, pp. 343-373.

Global Cities Research Institute 2012, *Annual Review 2011 – Global Cities*, RMIT Press, Melbourne.

Global Cities Research Institute 2013, *Circles of Sustainability – Urban Profile Process*, Unpublished, Melbourne.

Muriithi, N & Crawford, L 2003, 'Approaches to project management in Africa: implications for international development projects', *International Journal of Project Management*, vol. 21, no. 5, pp. 309-319.