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Book Reviews


This is a well thought out book on how to administer management institutions in Africa. The book is based on the author’s personal experience and interviews with senior and top level management in Eastern and Southern Africa.

The book is divided into six chapters, each focusing on distinct aspects or issues which are challenges to various people involved in management development institutions.

In the first chapter, the author examines some of the underlying assumptions in economic background and dependence on developed economic systems. This appears to be a serious underlying assumption because most African countries, like most Third World, countries engage into heavy borrowing and wasteful use of the borrowed funds. This is due to lack of internal consistent and well integrated plans and weaknesses in management and the implementation process. However, some economies have tried to live with this problems but not others. Some countries may not have access to aid although they may be good users of borrowed funds.

Another underlying assumption is diverse political ideologies. Here it is cited that dominant political ideology will determine the extent of social responsibility and accountability expected from the management development institutions.

Socio-economic environment is yet another underlying assumption. In Africa, diversity of religious beliefs does influence the attitude of executives towards their functions and responsibilities as well as the approaches they use.

Tribal ethnic values is another assumption. The author argues that different tribes have differing mental or conceptual predispositions towards business, training and further education. He cites the Ibo of Nigeria and Baganda of Uganda to be positively oriented towards education while the Maasai and Acholi are warlike and considered nomadic. In the latter case training and business may not be positively conceived.

The final assumption considered here is low technological environment. There is dependency on foreign ideologies which have strings attached. It is urged that technology transfer is haphazardly administered through management agreements and where research is supported there is insufficient resources in terms of
The essential phase of these assumptions is that when examining the problems of administering management development institutions one has to bear in mind that these assumptions are the basis upon which problems are built. These assumptions can assist in understanding the problems faced and how to resolve them. These assumptions seem to play correlated roles in understanding management development institutions in Africa.

In Chapter Two the author explains the practical problems in training, research and consultancy and attempts to offer solutions on how to deal with each problem. The problems discussed in the chapter include poor identification of needs examination leakages. For each of these problems, the author has also suggested possible ways of handling these problems. For instance, on pages 16 and 17 he has given a guide to task analysis and design of management training programmes.

Perhaps the other problems would be better understood or be of practical value if they were given guidelines. In this chapter the author has also discussed research obstacles and predicaments. These include absence of top management support, limited supportive services, lack of appropriate skills, lack of incentive and motivation and data problems and consultancy issues. He adequately analyses these problems. All these problems are serious but one would have expected some kind of ranking in order of seriousness. I personally consider lack of top management support as being the most serious problem because the figure at the top will determine the direction of how to solve the rest of the problems. This is quite true even in the management of institutions where researches and degrees are offered. In this chapter he has given a concluding remark which states that correct strategies and frequent examination and redefinition of strategies are required for successful operation of management development institutions in Africa.

Chapter Three deals with faculty issues. This chapter is concerned with attracting and maintaining qualified staff. Proper policies on recruitment and motivation of employees enhance the image of an institution. The author cites that an administrator who causes frustration to his staff will be left with second-rate staff since the best tend to leave first and fast because they are demanded elsewhere. Close examination of these issues reveals that the figure at the top will either strengthen or destroy a otherwise good institution. In the chapter it is argued that some administrators hate ambitious young indigenous officers who might be considered competent. He cites that positions remain unfilled due to poor recruitment policies and in some institutions, chairmen are not appointed on the basis of respect commanded from peers. The author argues that to attract staff it is not enough to provide monetary reward. The conditions of work, terminal benefits,
fringe benefits and challenges presented in the assignment matter a great deal. Finally, it is argued that the overall institution and well-being are important factors in enhancing its overall image.

Chapter Four is concerned with strategic twist. The author provides reason why the Western theories may not be relevant to African settings. It is argued that in order to transform the Western management technology into dynamic innovative institutions top management of these institutions should embark on relevant research strategy. The strategy adopted would influence the general administrative tactics including internal structures and rewards. Top management should strike a compromise between old roles and new roles knowledge building. The twist in strategy implies a change from training leading to research guided work. The researcher should have drive, commitment, strategic vision, creativity, willingness to take risks plus administrative aptitude.

The role of the Chief Executive Officer is discussed in Chapter five. His primary role is to undertake strategy manoeuvres and steering of the whole organisation. However, his role will vary depending on the structure of the organisation. In a small organisation the Chief Executive Officer may design training programmes with support of several employees and rely heavily on outside staff who are not salaried but paid a fee. In large organisations the situation is different, the role will be basically administrative but monitoring what is happening at lower levels.

In Chapter Six the author focuses on the future of Africa. Here it is indicated that moves and strategies for the future should be drawn up now. There should be projections in the future despite the fact that there are uncertainties and greater risks. The author argues that the future of Africa will largely depend on the actions and moves of people along with their leaders. Managers should be ready to meet challenges of the rapidly changing needs and redrafting of programmes to sustain the momentum of change and the right direction of change in Africa. In this case people in leadership should be honest.

This book has a number of shortcomings. One of these shortcomings is that the title seems to be misleading. Whereas the title reads Administering Management Development Institutions in Africa, most of the work is on Eastern and Southern Africa. The authors’ interviews and practical problems were concentrated on Eastern and Southern Africa. The title would be appealing if western and Northern Africa were discussed. The second-shortcoming is that the book does not have checklists, for instance, on how to evaluate the appropriateness of training programmes and viable researches. Third, chapters one and six do not have a conclusion. It seems this was intentional but a conclusion on each would make the book have uniformity.
Despite the above shortcomings the book can prove useful to a number of users. One of these are the administrators at senior and top level management in management development institutions and associated decision making and policy-formulating organs in both private and public sectors of the economy. For instance, management in public universities and public corporations can learn how to manage their organisations better. Some of these organisations are on the verge of collapse unless swift action is taken. The book is also useful to teachers, and students in management and administration. Finally, the book is also useful to lecturers and general readers interested in the subject of Business Administration or personnel management. One would notice that most university lecturers tend to concentrate more on Western neoclassical theories, some of which are of little value to Africa settings. This title would be able to assist such academicians to relate neoclassical theories as those of Fredrick Taylor, Henry Fayol, Max Weber, Elton Mayo to Africa’s management issues and problems.

Reviewed by Mr G S Namusonge, Senior Lecturer and Director, Institute for Human Resources Development, Jomo Kenyatta University College of Agriculture and Technology, Nairobi, Kenya.


The Editor, Mark Stern, claims that this monograph takes a wide angled look at a mottled contemporary issue which presents both clinical and philosophical challenges to the practitioner. The book is compiled of the views of sixteen therapists from various schools of thought and disciplines based sometimes on their clinical experience and/or philosophy and sometimes on research. Although it is based mainly on the American experience, much of it can be transferred in principle to a third world context and does provoke thought.

The article “Power and Poverty in Psychotherapy by Jorge A Montijo argues that there is no great distinction between psychotherapy with the poor and psychotherapy in general but stresses the importance of substituting the poor/affluent dichotomy for a dialectical analysis that contemplates the poverty or relative powerlessness of the more affluent therapists, together with the inherent capacity for empowerment and liberation of the dispossessed. He says that when the therapist shares power and faces their own relative powerlessness they promote empathy, community and personal growth.

Kaisa Puhakka distinguishes between the poverty patient who does not have “things” and the impoverished patient who experiences a sense of not having,
not being and not being able to do anything at all. She maintains that the conditions of therapy must provide an opportunity, in concrete, experiential terms for the patients to give in return for the services they receive by requiring, for example, that the patient donate their time and effort in helping others in community service, and that the restorative effect of such involvement can be dramatic.

The dangers of working with any group that the therapist does not respect, feels sorry for or patronises are highlighted by Ronald Fox, whilst Mary S Cerney discusses issues related to payment of reduced fees, free medical treatment and nonmonetary payment.

Karen Simpson Callaway explores the association between victimisation and powerlessness in relation to conceptions of reality that are often held by lower status individuals, which tends to constrict their available life choices.

The universal need for psychotherapy and the delivery of service in a creative but nonsacrificial way is addressed by Emily Simerly, who argues for creativity in the direction of treatment options for the poor rather than charity.

An account of a black, Kenyan male patient in therapy with Hanneke Bot, a white expatriate female, is given it focuses on transference and countertransference, in this case of cross cultural therapy, and how when dealt with successfully it can be of great benefit to client and therapist. Sanford S Fishbein and Richard R Kilburg graphically explore their work as psychotherapists inside a juvenile detention facility, highlighting issues of the context on therapy.

The Editor of the book interviews a Franciscan friar, Brother Bob Lombardo, who works as a pastoral counsellor in a small shelter for homeless men in New York City and who utilises his pastoral vantage point after reviewing economic, intellectual, psychological and spiritual aspects of poverty.

An addition to Maslow's theory of the hierarchy of needs to incorporate the concept of self actualisation within every act of life so that the acts of obtaining food, water and reproductive sex, plus shelter should be interposed with the spirit of thankfulness, celebration and unity is proposed by Kris Jeter.

Anne L Wissler explores the experience of inner impoverishment with reference to themes that emerge when patients are seeking new patterns of living that more accurately feed the urgings of inner longings, and she discusses strategies for attuning to and living from the creative unconscious.

Thomas V Sayger and Kevin O Heid discuss the issues facing impoverished families in rural communities and the therapists providing services for them. They provide information regarding roadblocks to successful treatment, strengths of impoverished rural families and suggestions for treatment programmes.

Finally, Deane H Shapiro describes one aspect of a control model of psychological health, illustrated by the use of two cases referred for stress related
disorders.

The articles presented in this book clearly demonstrate how therapeutic approaches are directly organised by the philosophy, experience and attitude of the therapists to poverty.

The therapist's self-examination and awareness of their own attitudes and motivation in working either with, or without the poor is clearly of prime importance as this has a direct effect on the usefulness of therapy, both to the therapist and client.

There are enough different points of view in this book to stimulate thought for every therapist and I recommend it to anyone involved in working with people.

Reviewed by C Farrell, Director, Connect (Zimbabwe Institute of Systemic Therapy)

Aid to African Agriculture: Lessons from two Decades of Donor's Experience

The 627 paged book is a comprehensive account of the state of African agriculture and a good indicator of the need for consensus among donors and governments on ways to proceed in resuming broadly based growth in African agriculture. In the words of Uma Lele, the editor, "over the past three decades, billions of dollars have been transferred from developed countries to Africa. Yet there is a widespread view that much of this aid has done little to stimulate growth, alienate poverty, or create human and institutional capacity. Poor performance in African countries is often blamed on the internal economic policies. But there is increasing recognition that aid is part of the problem".

African Agriculture

Whilst the general picture of African agriculture is gloomy, it is clear that this World Bank publication intends to show that there are some important successes in Africa whose implications on future actions by Africans and donors must be understood. It is important to note that there is a general consensus on certain preconditions which must be fulfilled in order to have mutually satisfying results from the current interaction explored in this volume. For more successes to be scored, fundamental changes must be made in the ways donors and governments operate in Africa, changes that go beyond myriads of specific initiatives. This must be accompanied by a fundamental rethinking of aid and development strategy.

This volume is a result of a 1984 World Bank initiative which resulted in
the launching of a comparative study of sub-Saharan African countries under the auspices of "Managing Agricultural Development in Africa" (MADIA) in collaboration with seven other donor agencies and six African governments. The study focused on Kenya, Malawi and Tanzania in East Africa and Cameroon, Nigeria and Senegal in West Africa. Not only did the results of the study bring out the extent of agricultural growth in the period after independence in the selected countries assessing impact of factors like: the extent to which domestic policies, external economic environment, and donor assistance contributed to their growth, the effect of growth on incomes, employment, and consumption, and the potential sources of future growth; but also the nature of internal policies in these countries and its bearing on their agricultural policies.

The selected six countries almost account for 40% of the population of sub-Saharan Africa and for nearly half of its gross national product (GNP). The countries spread across almost all ecological zones of Africa, the Sahel desert, and the Guinea-Savannah in the north, the equatorial rain forest in the south, and the volcanic, humid and sub-humid highlands in the east and the west. As a group, they grow almost all the principal crops of Africa, including tea, coffee, cocoa, tobacco, cotton, groundnuts, cashews, sisal, sugar, maize, sorghum, millet and rice.

The study is fairly representative of the African experience though the geographical area covered appears limited. The eight donors chosen for assessing the effectiveness of aid, provide nearly 60% of the aid flowing to Africa. A good outline of the book is provided on p9, but briefly, the book opens with an overview of the broad trends in donor assistance to the six countries under investigation. The analysis of the country performance is based on the data from the records of governments and donors. The discussions are organised around several topics (with varying degrees of emphasis):

- The policies adopted towards promoting agriculture; their changing perceptions of recipients' needs and goals, and their influence on recipients' agricultural or rural priorities and politics;
- How recipients' perceptions of their development needs and priorities influenced the amount and form of aid given;
- The context of assistance;
- How strategic, commercial and humanitarian constituencies in donor countries, as well as various administrative personnel, and financial constraints, influenced level and content of assistance programmes;
- The comparative advantage of donors with respect to their ability to provide agricultural or other specific kinds of assistance.

The debate on the state of African agriculture and the role of foreign donors, should not ignore the colonial history of the countries in question. In this volume, very
little attention has been paid to this issue which in my opinion is crucial in our analysis of any post-colonial state. It is a well taken point that the analysis of rural economies and societies involves both the relations of production and technological changes. In the colonial period, Africa witnessed a period of separation of producers from the means of production accompanied by a destruction of their rural social environment. Put dramatically, the African peasant entered the colonial period with the hoe, and he came, out of it with the hoe. Bogumil Jewsiewicki "Rural Society and the Belgian Economy" in History of Central Africa Vol 2 (ed) by David Birmingham and Phyllis M Martin) demonstrates that African agriculture was considered barbaric and simplistic by Europeans who in their conviction of their own technological superiority introduced new plants, new agricultural calendars and new crop rotations which took no account of local situations. To cut a long story short, a regression in agricultural flexibility was the curious legacy of modernisation.

It is not surprising therefore that this volume is preoccupied with the question of small holders and the frequent attacks on African political elites who appear not to have fully recognised the fundamental importance of science and technology in modernising small holder agriculture (see p 102). In his analysis of British aid to Kenya, Malawi and Tanzania, John Hopwell points out clearly that the pattern of agricultural development has been strongly influenced by the country’s colonial inheritance and the donors involved. Special attention was directed at issues like public regulation of the market, structural price controls, movement restriction and structures like some monopsony powers which the post colonial governments kept intact and even consolidated using donor funds and expertise.

On the other hand, the contributors have noted the complexity of the question they are faced with. Christian Heimpel and Manfred Schulz writing on German aid quickly caution that it is one thing to summarise the problems analysed, but another to transform the collected information into a programme for future action. This brings one’s attention to the crisis of agrarian reforms especially for African countries that experienced radical settler colonisation and a very strong post independence reliance on settler commercial agriculture for food supplies and even exports.

The heart of the crisis in African agriculture in our opinion lies in the ability of those actors and players this book focused on, to resolve the peasant question and the issue of rural development. This question is raised by John W Mellor and Rajul Pandya-Loreh in their discussion on food aid and development where they preface their study by boldly admitting that "Food aid is an unusually controversial form of foreign assistance. In developed and developing countries alike, the politics of
food - encompassing of all the policy issues influencing production and consumption, as well as trade - are important and complex. Moreover rural development and policy alleviation are themselves politically controversial activities that further complicate and obfuscate food aid and policy”.

By raising the above questions, one is not trying to set out a new course for approaching the subject matter under review. It is quite amazing that out of the 627 pages, the authors managed to demonstrate that in the six countries studied, small holder agriculture has been the key to economic growth. The book suggests that in promoting agriculture in recipient countries, donors should concentrate on developing human and institutional capacity. On a different note, aid givers and recipients have often encouraged import substituting industrialisation at the expense of a balanced output or food and export groups, but from the experience in Cameron and Kenya described in this book, such balanced agriculture based on small holdings, can lead to the expansion of GNP on all fronts.

Finally, one should congratulate all those involved in the study for coming up with such a stimulating volume of work. Challenges have been thrown on all who are interested in the donor politics and aid to African agriculture. Whilst the past twenty decades have definitely been one of progress for small holders agriculture, we are still far from convincing ourselves that our experience in the past three decades can be characterised as nothing but the lost decades.

Reviewed by Thomas Deve, Editorial Assistant, Sapes Trust, Harare


This book is a continuation of the author’s earlier study published in 1969 under the title ”A Political History of the Pare of Tanzania” where he focused on the Pare district of north-eastern Tanzania. Penetration and Protest in Tanzania uses economic activities of the people as a way of highlighting the level of transformation in the colonial period as opposed to its predecessor which used political organisation as a framework.

In the 188 pages divided into ten chapters, the author successfully demonstrates the nature of penetration in the form of long distance trade and how this was transformed by imperialist penetration. It is gratifying to note that the author highlights the impact of his academic environment on his analysis of the subject under review.

Characteristic of Africanists of his calibre, Kimambo reviews the production of historical knowledge in the University of Dar es Salaam where he notes that
in the early 1970’s, historians were critical of the nationalist historiography in its preoccupation with politics at the expense of issues of bread and butter. By the middle of the decade, the underdevelopment theory had become dominant, but it was further criticised resulting in the development of a more nationalist approach.

Impact of Penetration

This approach influences the perceptions developed in this book on Pare society. It is shown that during the second half of the 19th century when the people of Pare communities were brought into contact with the Western capitalist system, the penetration process initiated an unprecedented struggle for survival among the people.

The use of political economy approach enables Kimambo to reach the heart of rural transformation during the colonial period giving a vivid picture of how strong the impact of world economy could be even on rural communities seemingly remote from many of the visible agents of capital. The originality in this study stems from the way in which Kimambo has used the oral tradition to reveal the history of the impact of the world economy in north-eastern Tanzania. Oral information was collected at three different periods, 1965/66, 1969 and 1985.

At the beginning of the 19th century, the Pare communities in all sections of the Pare mountains were basically agricultural, with a well-balanced structure that exploited the existing ecological structure. The political organisation goes as far back as the beginnings of settlement of agricultural communities on the mountains and reflected the stages of political evolution in the region, depending on the possibilities which existed for mobilising people and resources into, the lineage, loose state and the centralised state organisations.

Between 1860 and 1900, the communities experienced penetration of commodity trade based on ivory trade, but was transformed between 1860 and 1890 to include human beings as commodities because of the slave trade. Kimambo stresses that when capitalism penetrates a ‘subsistence’ economy, it tries to change it, in a limited way so that labour can be organised to produce the commodities required by capitalism when labour had to be organised to produce human beings as commodities, the trading system could not remain the same as when ivory and foodstuffs were the main items of trade (p 38). By 1900, imperialism had begun to make labour demands in a way that supported the Pare cultivators from their means of production.

As in most colonial economies, the Pare communities experienced situations where participation in the labour market became a function of the effort price of participating in the peasant sector in response to the "new" market opportunities created by the long distance trade, ie providing foodstuffs to caravans, etc
related activities; food to feed construction workers as soon as the railway line reached Pare in 1905, and after 1907. Increased rice production was stimulated in the Kihurio and Kisiwani areas.

Contradictions
Opportunities for wage employment increased with the establishment of sisal plantations on the foothills of the mountains, but by 1920, it was clear that the need for cash was already sending young Pare men to work outside the mountains especially in Moshi, either in town or in plantations. Increased production of coffee and cotton especially in the late 1920s marked the firm incorporation of the Pare into the capitalist system of production, basically by becoming producers of food crops and coffee, and to a lesser extent suppliers of labour to estates and urban areas.

Kimambo exposes the irrationality of unequal competitive opportunities provided for the white settlers and the Africans. Whilst colonial representatives encouraged the growth of coffee in the 1920s, the 1930s decade witnessed supervised uprooting of coffee trees in response to pressure from settlers who wanted to maintain a monopoly over coffee production and, the determination of the government to make the Pare people more cotton producers. Whilst there was a drive to increase land under tillage, there was a marked land shortage exhibited in the seasonal migration from the mountains. Food shortages became inevitable since agricultural possibilities in this area were dependent on a careful balancing of ecological situations. Pressure to increase land used for cash crops meant that there was less land for alternative uses and invariably food crops were suffering.

Popular Protest and Community Development
Seeds for popular protest were increasingly germinating. The chiefs preoccupied themselves with strengthening their powers as agents of the colonial rule ridden with a crisis in its implementation of rural development policies. Peasant protests had been experienced before 1944, but popular protest which was directed at the oppressive colonial system was remarkable at the level of coordination - especially information circulation in all the communities living in the isolated plateaux, ridges and slopes of the three divisions of the Pare mountains. The significance of this protest was that the mbiru protest was the first mass action which transcended previous divisions and created unity among all the Pare people - using nonviolence as a method of fighting oppression.

From 1947 to 1953, the colonial authorities set up structures to encourage an atmosphere of cooperation in making the district a unit of production in the colonial system viz local government reforms. The local government reforms, it is
argued by Kimambo, could use the energies of outspoken dissidents in giving ideas, but would not produce the kind of mobilisation required. Expanding the education base through community development became the watchword after the Second World war. This period is considered most striking in the impact of colonisation on Upare. The people had become visibly restless because of underdevelopment.

The Pare model influenced the Tanganyika government's planning for integrated development. During the community development of Upare, tremendous progress had been made in social development, but agricultural problems remained unsolved.

In Chapter nine, Peoples Efforts in Capitalist Participation, 1948-1960, Kimambo raises some theoretical questions occupying the centre stage of peasant studies, ie criteria for differentiation. In Pare, differentiation was not sharp in the early stages because of the size of agricultural holdings.

If one takes a close look, differentiation was definite. It was slow to crystallise because the system of land holding had not created land control by a small group except in a few cases where the centralised state system had given the ruling group control of land allocation and collection of tributes. By the time of the mbiru revolt, one could discern three district groups playing different roles: the ruling group of chiefs, sub-chiefs and headmen; the educated group of teachers, clerks and traders, and the ordinary peasants. Because of the various roles each category played, they basically shared one thing in common, ie the value they attached to agriculture.

Concluding Remarks
The final chapter focuses on a very important theme especially for those who study the post-colonial state. The pre-colonial experience created what could be called a Pare culture and in terms of ethnicity, three symbols, ie the highland homeland, Chasul language and the lifelong experience in ritual could be seen. But after the creation of the Pare district under colonialism, the people's symbols of identity were called into question because of changes taking place.

In conclusion, Kimambo’s account of the Pare district is well researched, coherent and readable. For those who have studied the impact of colonial penetration on African society take heed, of what Kimambo noted "Many scholars who have taken an interest in the question of the impact of colonialism on African societies generally have been influenced by the short period during which colonialism lasted. They refer to it as an interlude. Some would like to see it as an insignificant interlude which did not disrupt the continuity of the main trends in African history. However, others recognise it as an important interlude which
drastically changed the course of the history of the Africans themselves. Their societies were sent down an exploitative path in which they have remained even after political independence. When we speak of capitalist penetration, we are going even further, beyond the imperialist phase" (p 178).

Reviewed by Thomas Deve, Editorial Assistant, Sapes Trust, Harare.


This engaging book presents a psychoanalytic study of the experience of 32 gay men in partnerships in which one or both has HIV and developed AIDS. It traces the range of their experiences from initial fears of the possible diagnosis, "wondering", through phases relating to confirmation, the progression of disease, death, mourning and the "Back into the world" recovery of the surviving partner. The author examines the way in which their relationships develop and change, and the meaning to both partners of the illness, through the conceptual framework of self psychology.

The author's decision to write the book grew from an awareness of the neglect of lovers in the literature on AIDS and, from his clinical practice, growing exposure to their needs. He explores conventional mourning theory and examines how this applies to the personal experience of his subjects, and elaborates on current theory to provide many useful insights for effective clinical intervention. Grief, loss and mourning are approached through the field of self psychology, with its emphasis on empathy and on concepts of self-object: the way relationships mirror one's own self perceptions and reinforce coping or, alternatively, a failure to cope.

Throughout, the analysis is interpreted with first-hand experience, often related in direct speech, from the subjects. This grounds the theoretical discussion firmly in experience, and greatly enriches the book for the lay reader as well as elucidating the material for the counsellor. It exemplifies very well the empathetic understanding and counselling process the author adopts in his clinical practice.

For developing countries where AIDS is primarily a heterosexual disease and babies are also affected, many important areas are left untouched. The couples described are all childless gay couples, often experiencing degrees of isolation and stigma because of their sexual orientation. Nonetheless, the insights into their feelings, dilemmas and coping strategies do have relevance to straight, heterosexual couples facing AIDS, and may therefore help counsellors to assist them more
effectively provided that the experiential and cultural contextual differences are taken into account.

The fresh approach to conventional mourning theory and self psychology, applied to the specific context of AIDS, makes this a valuable book for the counsellor working with AIDS affected couples. It is also of value to people themselves experiencing HIV and AIDS in their loved ones and or themselves. They can learn from the experiences of others sensitively expressed within the book, and be assisted to cope with their own emotions and relationships as they and their loved ones progress on the “AIDS Journey”.

Reviewed by Helen Jackson, Director of Research, School of Social Work, Harare.


This is a handbook intended to assist development workers in integrating a gender analysis into their projects. The authors have wisely decided not to attempt to be all things to all people, and so this handbook is not the place to look for data on women and development in specific sectors or in specific regions. Instead, it focuses on disseminating the concepts and types of analysis employed by people who wish to understand gender and development and on ways of integrating these concepts into the work of development organisations.

The handbook is divided into two parts - first, an introduction to the ideas and techniques associated with gender analysis of development, and second, suggestions for developing a training programme for development professionals to sensitise them to gender. It was designed and created in Canada, and appears to address itself primarily to Western development workers, who do not have a great deal of experience in actually living in the Third World. This handbook therefore may not be completely appropriate for use in some settings.

The first section provides a readable and well-organised summary of the ideas found in much of the literature on women and development. It is divided into theory (assumptions and concepts) and tools (ways of translating these concepts into analysis of existing situations, and building on this analysis, the design, implementation of programmes that address the situation. Many of these “tools” consist simply of knowing the right questions to ask). This first section stresses the difference between WID (women in development) and GAD (gender and development). The authors of the book make the case that GAD is a more useful and
accurate approach, and that it lends itself more easily to social change and transformation than does WID, which they identify with the integration of women into existing systems and structures. WID they say, focuses only on women, whereas GAD focuses on relations between men and women and is thus more holistic and incorporates both genders (hence, perhaps, the name of this handbook). While this distinction is fairly clear on a theoretical level, it is not apparent what the difference is between a WID and a GAD approach when it comes to actual project design. The danger of cultural imperialism, in the form of dictating, or being accused of dictating what should be the "right" relations between women and men, is also quite apparent and is dealt with in this handbook in a rather cursory and abstract way. (In order to avoid the danger of dictating, or being accused of dictating, inappropriate cultural models, it would have been helpful if the authors had included in the "tools" section more information on consultation with target groups in the pre-implementation stage).

The second section addresses the practical problems of implementing GAD training programmes. It provides schedules and outlines of activities for training sessions of different lengths discussed as a way of making concrete abstractions of the GAD approach. These guidelines are sufficiently detailed to be useful even for relatively inexperienced facilitators, yet are not so rigid that they would inhibit creativity or improvisation. A bibliography is provided, but it is unfortunately rather scanty and does not contain many references which provide empirical information about a particular sector or region - the sort of information which could be very valuable when attempting to actually employ GAD analysis in one's work.

A particular strength of this section is the inclusion of activities that require readers to consider how they can change their own organisations in order to integrate GAD into the values and outlook of the organisation which might promote or impede the full integration of gender analysis. Ideally, GAD will then become something fully rooted in the philosophy and behaviour of an organisation, rather than something tacked on to projects, to be superseded by the next development fad.

In its emphasis on organisational transformation, its clear and useful presentation of GAD concepts and its guidelines for implementing GAD training and sensitisation programmes, this is quite a useful publication. Its utility as a training handbook is probably greater in Canada than in Africa, but it can still be valuable as a reference work.

Reviewed by Amy Kaler, Chindunduma Government High School, Shamva, Zimbabwe.