Resources

Critical aid-watchers have long argued that development agencies, albeit unintentionally, depoliticise development. This may be to accommodate a particular worldview or policy agenda, or to allow them to tap into donor funding. All bureaucracies tend to perpetuate themselves, and aid agency staff are no different from other workers in being disinclined to court their own unemployment. Among development agencies themselves, we can identify three quite different positions concerning the methods that they use, and the wider approaches that these represent. The first is to treat these tools as though they were politically value-free, assuming that their use confers 'objectivity' on practitioners and their observations. The major official agencies are sometimes accused of promoting this technocratic view. The second is to see methods and tools as embodying the 'hidden agendas' of the organisations most closely associated with them, and hence not remotely neutral. In this reading, a tool that originated in, say, the corporate sector, necessarily bears the for-profit hallmark and cannot properly be applied to the non-profit sector. This line of thinking tends to be more associated with NGOs. The most common position is that of a pragmatic eclecticism: agencies take what they like from the smorgasbord *of approaches and methodologies on offer, and simply ignore the bits that they dislike or find unpalatable. The problem is that if the links between methods and ideologies are ruptured, and the methods themselves are poorly understood or wrongly applied, the overall approach becomes incoherent and directionless.*

This selected resources list includes some major theoretical works on development, a number of 'classic' texts on particular methods or approaches, and a range of critical readings on the issues. For ease of reference, the list has been organised under the following headings: background readings; information gathering and research; organisational change and organisational learning; monitoring, evaluation, and impact assessment; participation and capacity building; gender analysis and planning; environmental sustainability; multi-stakeholder partnerships; and humanitarian

and emergency relief work. Where a book has been reviewed in Development in Practice, *this has been indicated; these reviews may be downloaded on a pay-per-view basis at www.tandf.co.uk/journals/carfax/ 09614524.html. Annotated lists of resources appended to previous titles in the* Development in Practice *Readers series are available free of charge at www.developmentinpractice.org*

This selection was compiled and annotated by Alina Rocha Menocal with Deborah Eade, Deputy Editor and Editor respectively of Development in Practice.

Background reading

Chang, Ha-Joon: *Kicking Away the Ladder: Development Strategy in Historical Perspective*, London: Anthem Press, 2002, ISBN: 1 84 331027 9, 187 pp.

In this controversial book, Chang argues that developed countries did not become rich by adopting the 'good practices' and the 'good institutions' that they now present to poorer countries as the essential basis for development. He maintains that the industrialised nations are in this way 'kicking away the ladder' by which they climbed to the top, preventing the developing world from applying the very policies and institutions upon which they themselves had relied in order to develop.

Dichter, Thomas: *Despite Good Intentions: Why Development Assistance to the Third World has Failed*, Amherst: University of Massachusetts Press, ISBN: 1 55849 393 X

The author, himself a veteran aid-agency worker, surveys the history of development assistance from 1945, which has been premised on the belief that the industrialised countries could in some way engineer the acceleration of history in the less-developed world. He argues that the enterprise is internally flawed: the vast differences in power between the donors and recipients of aid, and the organisational imperatives to show 'results', conspire to keep the development industry in business and the unequal relationships intact. If the goal is for aid recipients to become autonomous, free of external control, then the first step has to be to reduce and not increase development assistance, since this serves principally to consolidate the power of the 'helpers'. For a full review, see *Development in Practice* 13(4).

Escobar, Arturo: *Encountering Development: The Making and Unmaking of the Third World*, Princeton, NJ: Princeton University Press, 1994, ISBN: 0 691 00102 2, 320 pp.

In this now classic presentation of post-development thought, Escobar offers a challenging critique of development discourse and practice, arguing that development policies deployed by the West to 'assist' impoverished countries are in effect self-reinforcing mechanisms of control that are just as pervasive and effective as colonialism was in earlier years. To capture the production of knowledge and power in development initiatives, Escobar uses case studies which illustrate how peasants, women, and nature, for instance, become objects of knowledge and targets of power under the 'gaze of experts'. He concludes with a discussion of alternative visions for a post-development era.

Ferguson, James: *The Anti-Politics Machine: 'Development', Depoliticization, and Bureaucratic Power in Lesotho*, Minneapolis, MN: University of Minnesota Press, 1994, ISBN: 0 8166 2437 2, 320 pp.

Based on a case study of a development project in Lesotho, this classic work is a searing critique of the development industry as a whole. The 'anti-politics machine' refers to the process through which outside 'development' agencies and experts wilfully turn the political realities of poverty and powerlessness into 'technical' problems which require an equally technical solution. Using an anthropological approach, the author analyses the institutional framework within which development projects are crafted, revealing how it is that, despite all the 'expertise' that goes into formulating them, these projects often betray a startling arrogance and deep ignorance of the historical and political realities of the communities whom they are intended to help.

Fisher, William F. and Thomas Ponniah (eds.): *Another World is Possible: Popular Alternatives to Globalization at the World Social Forum*, London: Zed, 2003, ISBN: 1 8427 7329 1, 320 pp.

The World Social Forum has swiftly become the focal meeting point for a diverse group of activists, practitioners, and analysts to identify alternatives to the current international economic system. This book is a compilation of some of the most cogent and constructive thinking by groups of indigenous people, trade unions, environmentalists, women's organisations, church groups, and students, among others,

on issues concerning growth and equity, social justice, environmental sustainability, the importance of civil society and public space, new forms of democracy, and ethical political action.

Harriss, John: *Depoliticizing Development: The World Bank and Social Capital*, London: Anthem Press, 2002, ISBN: 1 84331 049 X, 149 pp.

Since the publication of Robert Putnam's work on the subject in 1994, social capital has been proclaimed by the World Bank and other multilateral institutions as the 'missing link' in international development. Harriss provides a meticulous critique of the concept of social capital, arguing that the Bank has embraced it precisely because it neatly sidelines issues of class relations and power. Social capital has thus been used in the dominant discourse as a tool to depoliticise development.

Howell, Jude and Jenny Pearce: *Civil Society and Development: A Critical Exploration*, Boulder, CO: Lynne Rienner, 2001, ISBN: 1 58826 095 X, 267 pp.

This book explores the complex relationship between civil society, the State, and the market in the context of democratic development. Drawing on case studies from Africa, Asia, and Latin America, the authors attempt to establish a common understanding of those key concepts and to clarify what the 'strengthening' of civil society, so often advocated by development agencies, may mean in practice.

Ibister, John: *Promises Not Kept: The Betrayal of Social Change in the Third World*, Bloomfield, CT: Kumarian Press, 2003, ISBN: 1 56549 173 4, 272 pp.

Now in its sixth edition, this classic text explores the links between the North and the South, and, more broadly, the issues of international poverty, in the context of a new US hegemony and the war on terrorism, post-11 September 2001. The author also surveys the prospects for justice in an increasingly globalised world.

Ibister, John: *Capitalism and Justice: Envisioning Social and Economic Fairness*, Bloomfield, CT: Kumarian Press, 2001, ISBN: 1 56549 122 X, 272 pp.

Can a capitalist economic system be a just one? How big a spread in incomes between the rich and the poor, for example, is consistent with

social justice? And what commitment should a rich country like the USA make to foreign aid? In this book, Ibister addresses these and related questions, challenging readers to think creatively about the meaning of justice and how it can work towards social and economic fairness within the boundaries of capitalism.

Kaplan, Allan: *Development Practitioners and Social Process: Artists of the Invisible*, London and Sterling, VA: Pluto Press, 2002, ISBN: 0 7453 1019 2, 214 pp.

Kaplan views social development as a complex process of social transformation, not a technical operation. Drawing on his extensive experience as a development consultant in Africa and Europe, he argues that intentional social change is possible, and that learning is the path to self-discovery and self-awareness, 'enabl[ing] both the organism and the world with which it interacts to be lifted to a new level of existence'. See also *The Development Practitioners' Handbook*.

Martinussen, John: *Society, State, and Market: A Guide to Competing Theories of Development*, London: Zed Books, 1997, ISBN: 1 85649 442 X, 400 pp.

Intended as an introductory textbook to development theory, this provides a comprehensive and multi-disciplinary picture of development research since the 1950s, with a particular focus on the contributions of Southern intellectuals. The author presents a critical overview of some of the most important theoretical approaches and current debates in the field, including explanations of economic development and underdevelopment, the role of the State as an engine of growth, and the complex links that exist between civil society and development. For a full review, see *Development in Practice* 8(1).

Momsen, Janet Henshall: *Gender and Development*, London: Routledge, 2003, ISBN: 0 4152 6689 0, 216 pp.

Based on years of fieldwork, this accessible textbook underscores the importance of gender dynamics in development. The book contains many reader-friendly features, including case studies drawn from countries in Eastern and Central Europe, Asia, and Latin America, learning objectives for each chapter, discussion questions, annotated guides to further reading and websites, and numerous maps and photographs.

Rahnema, Majid with Victoria Bawtree (eds.): *The Post-Development Reader,* London: Zed Books, 1997, 1 8564 9474 8, 464 pp.

With contributions from leading scholars and activists from around the world, this volume presents some of the most critical thinking on development in recent years. Contributors both challenge the mainstream development paradigm and offer many innovative ideas for how to generate more humane and culturally and ecologically respectful development alternatives.

Sen, Amartya: *Development as Freedom,* Oxford: Oxford University Press, 1999, ISBN: 0 19 829758 0, 382 pp.

In many ways a summation of Sen's work over the past decade, this book argues that economic development needs to be understood as a means to extending freedoms rather than as an end in itself. In his view, the 'overarching objective' of development is to maximise people's 'capabilities' – their freedom to 'lead the kind of lives they value, and have reason to value'. The author also considerably expands the definition of development beyond a focus on material wealth to include issues related to inequality, tyranny, political structures, gender, and lack of opportunity and individual rights

Thomas, **Darryl C.:** *The Theory and Practice of Third World Solidarity*, Westport, CT: Praeger Publishers, 2001, ISBN: 0 275 92843 8, 344 pp.

This book examines the development of Third World solidarity as a reaction to the historic hegemony of the industrialised world. The author focuses on four generations of growing solidarity among developing countries: Afro-Asianism in the 1950s, non-alignment during the Cold War, the South vs the North in the 1970s, and South–South dialogue during the era of global restructuring in the 1980s and 1990s.

Tornquist, **Olle:** *Politics and Development: A Critical Introduction*, London: Sage, 1999, ISBN 0 761 95934 3, 208 pp.

In this comprehensive introduction to the principal analytical approaches used in political science, and their application to the study of Third World politics and development, the author presents a critical overview of the main schools of thought and illustrates how readers can develop their own analytical frameworks and perspectives.

UNDP: *Human Development Report*

The UNDP's annual Human Development Report was launched in 1990 as a counterweight to the *World Development Report* of the World Bank, which was viewed as focusing on economic issues to the exclusion of human and social development. The Bank's policies (particularly in the 'lost decade' of the 1980s) were having a detrimental effect on many developing countries, in part because of this neglect. Each HDR is thematic; topics have included gender, information technology, and human rights. The 2002 issue was entitled *Deepening Democracy in a Fragmented World*. UNDP has developed a range of economic and social measures in order to rank countries according to human development (the Human Development Index) and gender equity (the Gender Development Index) among other criteria. These indices persistently show that economic wealth, as measured by GNP and GDP, does not automatically correlate with the equitable distribution of resources or with the application of democratic principles.

World Bank: *World Development Report*

The World Bank's annual World Development Report is an influential publication, setting out the trends in development policy that will shape the Bank's own lending policies. Each issue focuses on a particular theme, such as poverty reduction, states and markets, transition economies, with milestone reports issued at the start of each decade. The 2003 WDR is entitled *Sustainable Development in a Dynamic World*; the subject of the 2004 volume is 'Making Services Work for the Poor'. Responding to criticisms about its lack of accountability, the Bank now incorporates extensive consultation in the preparatory process for each WDR, whereby trade unions, NGOs, and other public interest groups, as well as leading experts in the field, are involved in drafting and commenting on drafts. These submissions and commentaries are published on the Bank's website.

UNRISD: *Visible Hands: Taking Responsibility for Social Development*, Geneva: UNRISD, 2000, ISBN: 92 9085 032 9, 173 pp.

This sequel to *States of Disarray*, produced for the 1995 Social Summit, shows that few of the commitments made by UN member states have been backed with resources, and indeed that neo-liberal globalisation is in full spate, states are being further undermined by a rise in technocratic policy making, and the commitment to corporate social

responsibility is little more than rhetorical. The report expresses the hope that rights-based development agendas will seize the public imagination and help to encourage reform of the international finance and trade organisation. For a full review, see *Development in Practice* 11(1):118-19.

Information gathering and research

Coghlan, **David and Teresa Brannick**: *Doing Action Research in Your Own Organization*, London: Sage 2000, ISBN: 0 7619 6887 3, 152 pp.

This primer on action research and how to use it to understand organisations is structured in two parts. Part I covers the foundations of action research, including the research skills needed to undertake research, while Part II covers the implementation of an action-research project. The book addresses the advantages and potential pitfalls of undertaking action research in one's own organisation, as well as the politics and ethics involved. It also offers practical advice on such matters as selecting a suitable project and implementing it. Each chapter includes exercises, examples, and clear summaries.

Gubrium, **Jaber F. and James A. Holstein** (eds.): *The Handbook of Interview Research: Context and Method*, London: Sage, 2001, ISBN: 0 7619 1951 1, 982 pp.

Interviewing is the predominant mode of conducting research and gathering information in the social sciences. This ambitious volume offers a comprehensive examination of the interview as an integral part of society. With contributions from leading experts in a wide range of professional disciplines, the book addresses conceptual and technical challenges that confront both academic researchers and interviewers with more applied goals. The material covered is impressive in scope, ranging from interview theory to the nuts-and-bolts of the interview process.

Thomas, **Alan**, **Joanna Chataway**, **and Marc Wuyts** (eds.): *Finding Out Fast: Investigative Skills for Policy and Development*, London: Sage, in association with The Open University, 1998 0 7619 5837 1, 352 pp.

This book presents the key skills and approaches required to undertake policy-oriented research. Starting from the premise that policy decisions are typically made under severe time-constraints and on the basis of incomplete knowledge, the authors provide guidance on how

to locate, evaluate, and use relevant information. The ultimate aim is to enable readers to become more competent investigators and to understand how to use research more effectively and critically evaluate research done by others. For a full review, see *Development in Practice* 9(1&2):202-4.

Organisational change and organisational learning

Chopra, A.J.: *Managing the People Side of Innovation: 8 Rules for Changing Minds and Hearts*, West Harcourt, CT: Kumarian Press 1999, ISBN: 1-56549-098-3, 244 pp.

How do innovative ideas emerge in the face of deep-rooted organisational inertia and resistance to change? Chopra argues that such ideas will not be adopted without leadership, human energy, collaboration, and motivation. This 'how to' guide lists eight common-sense, though not always obvious, rules to change hearts and minds, and turns them into a series of tools aimed at facilitating change and innovation.

Dixon, Nancy: *The Organizational Learning Cycle: How We Can Learn Collectively*, Maidenhead: McGraw Hill, 1994, ISBN: 0 0770 7937 X, 176 pp.

Dixon analyses organisational learning as a powerful tool for self-transformation, arguing that, while organisations and individuals can learn independently of each other, growth is best achieved when organisational and personal development are combined and integrated. Thus, organisational learning requires the active involvement of the organisation's members in establishing the direction of change and in inventing the means to achieve it. To illustrate the different stages and types of learning involved, Dixon uses the Organisational Learning Cycle, whose four steps are the generation of information; the integration of new information into the organisational context; the collective interpretation of that information; and the authority to act based on the interpreted meaning.

Eade, Deborah and Suzanne Williams: *The Oxfam Handbook of Development and Relief*, Oxford: Oxfam GB, 1995, ISBN: 0 85598 274 8, 1200 pp.

Based on the work of Oxfam GB in more than 70 countries worldwide, this text synthesises the agency's thinking, policy, and practice in fields

as diverse as social relations, human rights, advocacy, capacity building, popular organisation, education, health, sustainable agricultural production, and emergency relief. A gender perspective is incorporated throughout. Presented in three volumes, the Handbook reflects Oxfam's belief that all people have the right to an equitable share in the world's resources, and the right to make decisions about their own development. The denial of such rights is at the heart of poverty and suffering. For a full review, see *Development in Practice* 6(1):82-4.

Foster, Marie-Claude: *Management Skills for Project Leaders: What to do when you do not know what to do,* Basel: Birkhäuser Publishing, 2001, ISBN: 3 7643 6423 8, 202 pp.

Traditional models of management work best in situations characterised by simplicity, linearity, and continuity. However, given that chaos and uncertainty are the norm rather than the exception, such management models are of little assistance to aid agencies. Aimed at development managers and project leaders, this book outlines the critical skills that are required in this increasingly complex field, and focuses in particular on the importance of continuous learning among development workers and change agents.

Hanna, Nagy and Robert Picciotto (eds.): *Making Development Work: Development Learning in a World of Poverty and Wealth*, Somerset, NJ: Transaction Publishers, 2002.

The World Bank's Comprehensive Development Framework (CDF) initiative has been launched in 12 developing countries. Its four key principles are: a holistic long-term vision of development; domestic ownership of development programmes; a results-oriented approach; and stronger partnerships and collaboration between government, the private sector, and civil society. This book is divided into four sections, which examine each of these principles in turn. The concluding chapter identifies key lessons learned, and proposes that multi-faceted approaches which incorporate 'client empowerment' and social learning should replace top–down, 'one-size-fits-all' prescriptions.

Khor, Martin and Lim Li Lin (eds.): *Good Practices and Innovative Experiences in the South: Economic, Environmental and Sustainable Livelihoods Initiatives* (vol. 1), ISBN: 1 84277 129 9, 255 pp.
Good Practices and Innovative Experiences in the South: Social Policies, Indigenous Knowledge and Appropriate Technology (vol. 2), ISBN: 84277 131 0, 215 pp.
Good Practices and Innovative Experiences in the South: Citizen Initiatives in Social Services, Popular Education and Human Rights (vol. 3), ISBN: 1 84277 133 7, 260 pp.
London and New York, NY: Zed Books, 2001

These three volumes, jointly produced by Third World Network and UNDP's Special Unit for Technical Cooperation among Developing Countries, outline some of the best practices and innovative ideas that are being pioneered at the government, NGO, and community levels in developing countries. While the areas of experimentation are fairly diverse, all the experiences recounted here rely on the same basic principles: respect for local knowledge systems; harmony with the environment; equity; and democratic, participatory involvement. Providing examples of successful development efforts in Asia, Latin America, and Africa, the editors seek to contribute to the process of learning and replication elsewhere.

Leeuwis, Cees and Rhiannon Pyburn (eds.): *Wheelbarrows Full of Frogs: Social learning in rural resource management*, Assen: Koninklijke van Gorcum, 2002, ISBN: 90 232 3850 8, 480 pp.
The title of this book, taken from a Dutch metaphor, is used to illustrate the difficulties involved in social learning: how to keep all the frogs (i.e. the multiple stakeholders) inside a wheelbarrow (i.e. a platform for social learning), while manoeuvring across difficult terrain (i.e. resource-management dilemmas)? Contributors argue that success requires commitment, presence of mind, flexibility, and stability. Unlike interventions based solely on technological or economic grounds, social learning is 'an interactive process moving from multiple cognition to collective or distributed cognition': the shared learning of interdependent stakeholders is therefore critical to reaching better outcomes in rural resource management. Following a theoretical overview, the book addresses a variety of issues, including social learning in action in agriculture, and social learning and institutional change.

Lewis, David and Tina Wallace (eds.): *New Roles and Relevance: Development NGOs and the Challenge of Change*, Bloomfield, CT: Kumarian Press, 2000, ISBN: 1 56549 120 3, 272 pp.

As development NGOs become increasingly relevant in anti-poverty initiatives, they need to guard against allowing their independence and integrity to be compromised. The contributors, who include both researchers and practitioners, argue that it is only through engagement at all levels and through effective learning strategies that NGOs will make a real and sustainable contribution to poverty-reduction efforts worldwide. For a full review, see *Development in Practice* 11(4):538.

Lindenberg, Marc and Coralie Bryant: *Going Global: Transforming Relief and Development NGOs*, Bloomfield, CT: Kumarian Press, 2001, ISBN: 1 5654 9135 1, 271 pp.

Drawing on extensive international fieldwork and group discussions with NGO leaders, the authors argue that the major Northern-based NGOs in international relief and development are at the cusp of a process of re-definition and transformation. Changes in the international arena and the forces of globalisation are re-shaping the landscape that NGOs inhabit, presenting them with new challenges and opportunities. If they seize these challenges creatively, Lindenberg and Bryant suggest, they may become yet more influential and effective in their efforts to eradicate poverty and expand their work into new areas (peace building, advocacy, etc). However, if they fail to do this, they risk becoming outdated, or even obsolete. For a full review, see *Development in Practice* 13(1):123-7.

Macdonald, Mandy, Ellen Sprenger, and Ireen Dubel: *Gender and Organizational Change: Bridging the Gap between Theory and Practice,* The Hague: Royal Tropical Institute, 1997, ISBN: 90 6832 709 7, 156 pp.

How can organisations in both North and South become more gender-aware and more gender-sensitive? Illustrated with experiences of gender interventions in numerous organisations, this book presents a practical approach to changing gender dynamics that is built on consensus. It includes a 'road map' for organisational change; material on organisational culture, the change agent, and gender; strategies for developing more gender-sensitive practice; and guidelines for a gender assessment of an organisation. For a full review, see *Development in Practice* 8(2):247-8.

Pettit, Jethro, Laura Roper, and Deborah Eade (eds.): *Development and the Learning Organisation,* Oxford: Oxfam GB, 2003, ISBN 0 85598 470 8, 434 pp.

As development NGOs and official aid agencies embrace the idea of 'becoming a learning organisation', they are increasingly concerned with some form of knowledge generation and organisational learning. The literature on these issues has so far tended to come out of the private sector and reflect a Western worldview. Based on a special issue of *Development in Practice* (Vol. 12 Nos. 3&4), this book presents contributions from development scholars and practitioners from a range of institutional backgrounds worldwide, some introducing new approaches and models, others offering critical case studies of individual and group learning practice across cultures, and organisational efforts to put theory into practice. Among the lessons to emerge are that learning is hard to do, that we often learn the wrong things, and that huge gaps often remain between our learning and our behaviour or practice. There are clearly no simple recipes for success, but when learning breakthroughs do occur, the organisational whole can truly become more than the sum of its parts.

Porter, Fenella, Ines Smyth, and Caroline Sweetman (eds.): *Gender Works: Oxfam Experience in Policy and Practice,* Oxford: Oxfam GB, 1999, ISBN 0 85598 407 4, 342 pp.

This edited volume brings together contributions from 36 current and former staff of Oxfam GB and other national Oxfams, describing the organisation's efforts since 1985 to integrate gender-related issues into its work and culture. The process has not been an easy one, and these essays frankly record the many setbacks and struggles as well as marking progress and specific achievements. For a full review, see *Development in Practice* 10(1):122-5.

Rao, Aruna, Rieky Stuart, and David Kelleher: *Gender at Work: Organizational Change for Equality,* West Harcourt CT: Kumarian Press 1999, ISBN: 1 56549 102 5, 272 pp.

This volume analyses institutional barriers to gender equality and provides insights into the means and processes by which gender relations can be transformed. In-depth examples from diverse organisations and countries lay out strategies and approaches for transforming organisations into cultures expressing gender equity.

The authors pose new questions about how gender-responsive policies and practices can best be advocated.

Smillie, Ian and John Hailey: *Managing for Change: Leadership, Strategy and Management in Asian NGOs,* London and Sterling, VA: Earthscan, 2001-02, ISBN: 1 85383 721 0, 193 pp.

As the number of NGOs increases, so they need to work harder at preserving their distinctiveness and effectiveness. Drawing on their analysis of how nine successful NGOs in Asia are managed, the authors seek to identify the key characteristics of a sustained growth process, and the strategies, management styles, and organisational structures that are more likely to lead to success. For a full review, see *Development in Practice* 12(3&4):549-51.

Monitoring, evaluation, and impact assessment

Cracknell, Basil Edward: *Evaluating Development Aid: Issues, Problems and Solutions,* Thousand Oaks, CA: Sage, 2000, ISBN: 0 7619 9403 3, 386 pp.

This book looks at the methodologies of evaluation in the area of development aid and some of the problems that are likely to arise. The author focuses on the vexed question of how to reconcile the requirements of objectivity, distance, and accountability with the realisation that some form of participation is essential in order to understand the impact of people-centred projects on the intended beneficiaries. Main topics include the history of development aid, evaluation of impact and sustainability, stakeholder analysis, and participation.

Estrella, Marisol (ed.) with Jutta Blauert, Dindo Campilan, John Gaventa, Julian Gonsalves, Irene Guijt, Deb Johnson, and Roger Ricafort: *Learning from Change: Issues and Experiences in Participatory Monitoring and Evaluation,* London: ITDG Publishing, 2000, ISBN: 1 85339 469 6, 288 pp.

A compilation of case studies and discussions drawn from an international workshop on Participatory Monitoring and Evaluation (PM&E) held in the Philippines in 2000, this volume provides an overview of relevant themes and experiences in this field. Part I offers a literature review of methodological innovations in PM&E practice worldwide. Part II presents case studies which illustrate the

diversity of settings in which PM&E has been undertaken. Finally, Part III raises key questions and challenges arising from the case studies and the workshop proceedings, identifying areas for further research and action.

Feinstein, Osvaldo N. and Robert Picciotto (eds.): *Evaluation and Poverty Reduction,* Somerset, NJ: Transaction Publishers, 2001, ISBN: 0 7658 0876 5, 382 pp.

In his foreword to this volume, James Wolfensohn states that 'evaluation is a central aspect of any poverty reduction endeavor ... [It] is not just a scorecard ... [but] something that helps us change our behavior or influence the behavior of others'. The book itself is a collection of papers by leading development scholars and practitioners illustrating this point. Seeking to promote development effectiveness through social learning and problem solving, the contributors emphasise 'what works' in poverty-reduction programmes, including social funds and safety nets, anti-corruption programmes, and a vibrant civil society.

Gosling, Louisa L: *Toolkits: A practical guide to monitoring, evaluation and impact assessment,* London: Save the Children Fund, 2003, ISBN: 1 84187 064 1, 250 pp.

Designed to promote a systematic approach to planning, reviewing, and evaluating development work, SCF's Toolkits series includes a range of practical tools that can be adapted to suit different circumstances. Thoroughly revised and updated, this edition brings a commonsense approach to recent developments in monitoring and evaluation. It includes new chapters on impact assessment and monitoring and evaluating advocacy.

Jackson, **Edward and Yusuf Kassam:** *Knowledge Shared: Participatory Evaluation in Development Co-operation,* West Hartford, CT: Kumarian Press, 1998, ISBN: 1 56549 085 1, 272 pp.

This book analyses the theory and practice of participatory evaluation in a variety of contexts. The central argument is that such evaluation is a key ingredient in development, because it helps to mobilise local knowledge in conjunction with outside expertise to make development interventions more effective. With case studies from Bangladesh, El Salvador, Ghana, India, Indonesia, Kenya, Mexico, Nepal, and

St Vincent, the book is a guide to a community-based approach to evaluation that is a learning process, a means of taking action, and a catalyst for empowerment.

Roche, Chris: *Impact Assessment for Development Agencies: Learning to Value Change,* Oxford: Oxfam (in association with Novib) 1999, ISBN: 0 85598 418 X, 160 pp.

With a focus on the centrality of impact assessment to all stages of development programmes, the basic premise of this book is that impact assessment should not be limited to the immediate outputs of a project or programme, but should incorporate any lasting or significant changes that it brought about. After providing a theoretical overview, Roche discusses the design of impact-assessment processes and then illustrates their use in development, in emergencies, and in advocacy work. He ends by exploring ways in which different organisations have attempted to institutionalise impact-assessment processes and the challenges they have encountered in doing so. For a full review, see *Development in Practice* 10(2):261-2.

Participation and capacity building

Browne, Stephen: *Developing Capacity through Technical Co-operation: Country Experiences,* London and New York, NY: Earthscan and UNDP, 2002, ISBN: 1 85383 969 8, 207 pp.

Based on various country studies, this book illustrates the importance of technical co-operation in fostering capacity development in a sustainable manner. The author also explores some of the opportunities lost when technical co-operation is used for purposes other than capacity building. Each case study provides a framework with which to evaluate what does and does not work in the use of technical co-operation for capacity development, and why.

Blackburn, James with Jeremy Holland: *Who Changes? Institutionalizing Participation in Development,* London: ITDG Publishing, 1998, ISBN: 1 85339 420 3, 192 pp.

This book explores the institutional changes that need to happen within the international development community to make participation and 'bottom–up' development a reality. Drawing together lessons and experiences from a number of agencies worldwide, the book considers the main issues confronting development professionals involved in

Participatory Rural Appraisal (PRA) practices. Is it possible to adapt PRA methods for large organisations? How can one identify and implement the kinds of organisational change needed in order to implement PRA effectively? The book also offers a checklist of practical considerations (including training, culture, monitoring, etc.) to be taken into account when promoting a participatory approach to development. For a full review, see *Development in Practice* 9(1):212-13.

Chambers, Robert: *Participatory Workshops: a Sourcebook of 21 Sets of Ideas and Activities,* London and Sterling, VA: Earthscan, 2002

Robert Chambers, based at the Institute of Development Studies (IDS) at the University of Sussex, is one of the most influential proponents of participatory development, in particular Participatory Rural Appraisal (PRA) and its myriad derivatives. This, his latest book, is a guide to interactive learning. Previous works, including *Rural Development: Putting the Last First* (1983) and *Whose Reality Counts? Putting the First Last* (1997), criticise top–down models of development in favour of participatory approaches and methods which view farmers in resource-poor areas as innovators and adapters, and recognise that their agendas and priorities should be central to development research and thinking. Chambers argues that the poor will be empowered only if the necessary personal, professional, and institutional changes take place within development and donor agencies.

Cooke, Bill and Uma Kothari (eds.): *Participation: The New Tyranny?,* London and New Jersey: Zed Books, 2001, ISBN: 1 85649 794 1, 207 pp.

The current focus on participatory development makes it important to question the concept of participation and ask whether it can live up to the expectations placed upon it. This provocative book asks what happens if participation degenerates into tyranny and the unjust and illegitimate exercise of power. The contributors, all social scientists and development specialists, warn of the potential pitfalls and limitations of participatory development. They challenge practitioners and theorists to reassess their own role in promoting practices which may not only be naïve in the way they presume to understand power relations, but may also serve to reinforce existing inequalities.

Eade, Deborah: *Capacity Building: An Approach to People-Centred Development,* Oxford: Oxfam, 1997, ISBN: 0 85598 366 3, 226 pp.

While many development agencies would see their role as being to enable people to sharpen the skills that they need in order to participate in the development of their own societies, these efforts will result in dependence rather than in empowerment if the agencies ignore or fail to support the existing strengths of the communities and organisations involved. 'Capacity building' is often used synonymously with 'training' but Eade argues that training alone is of little value unless the organisational, social, and political capacities exist to put it to effective use. The book outlines ways in which NGOs can work with people and their organisations in order to identify and build upon the capacities that they already possess. Particular attention is paid to the importance of a capacity-building approach in emergency situations.

Smillie, Ian (ed.): *Patronage or Partnership? Local Capacity Building in Humanitarian Crises*, Bloomfield, CT: Kumarian Press, 2001, ISBN: 1-56549-129-7, 224 pp.

While there is growing recognition that capacity building at the local level is an essential ingredient for long-term development, strengthening local capabilities is easier said than done, and an appropriate balance must be struck between the interventions of outsiders doing something in the midst of an emergency, on the one hand, and building longer-term local skills, on the other. Focusing on case studies from Mozambique, Bosnia, Sierra Leone, Sri Lanka, Haiti, and Guatemala, this book examines this dilemma from a local perspective, and examines a number of constructive possibilities as well as examples of bad practice. For a full review, see *Development in Practice* 12(1):105-7.

VeneKlasen, **Lisa with Valerie Miller:** *A New Weave of People, Power & Politics: An Action Guide for Advocacy and Citizen Participation*, Oklahoma City: World Neighbors, 2002, 346 pp.

This thought-provoking training guide for the promotion of citizen participation implicitly challenges advocacy as it is conventionally undertaken, and offers a persuasive vision of how much more effectively it could be done. It is divided into three parts: Understanding Politics, Planning Advocacy, and Doing Advocacy. Part I examines the

basic definitions of politics and advocacy, democracy and citizenship, power and empowerment. Part II focuses on how to envisage citizen-centred advocacy, and contains several exercises aimed at helping readers to think strategically about their place in 'the big picture', defining and analysing problems, and comparing alternative strategies. Part III addresses practical issues such as media work, mobilisation, leadership, 'insider' tactics, and coalitions and alliances. The annexes include notes for trainers, and each chapter contains exercises and discussion points aimed at helping readers to think more creatively about the potential of advocacy.

Gender analysis and gender planning

Datta, Rekha and Judith Kornberg (eds.): *Women in Developing Countries: Assessing Strategies for Empowerment,* Boulder: Lynne Rienner Publishers, 2002, ISBN: 1 58826 039 9, 190 pp.

This volume considers the various strategies of empowerment used at the international, national, and sub-national levels. Rather than offering a universal definition of the term, the multiple case studies reveal the differences in empowerment experiences in different parts of the world and the level(s) at which they occur.

Goetz, Anne Marie (ed.): *Getting Institutions Right for Women in Development,* London and New Jersey: Zed Books, 1997, ISBN: 1 85649 526 4, 248 pp.

Gender and Development (GAD) or Women in Development (WID) initiatives have been promoted since the mid-1970s, but have not succeeded in dismantling the power structures that still subordinate women in the family and in the economy. Offering a gendered analysis of development agencies, this book presents a conceptual framework for exploring the internal politics and procedures of institutions that design and implement policy, which is then used to analyse empirical case study material. Topics addressed include how to help organisations to internalise or institutionalise gender equity, and how to make accountability to women a routine part of development practice. For a full review, see *Development in Practice* 9(1):204-6.

Guijt, Irene and Meera Kaul Shah: *The Myth of Community: Gender Issues in Participatory Development,* London: ITDG Publications, 1998, ISBN: 1853394211, 282 pp.

This book explores the ways in which women can become more appropriately and equally involved in participatory development projects, and ways in which gender issues can be more meaningfully addressed. With contributions from four continents, the volume provides a variety of viewpoints and perspectives from those most closely involved in participatory approaches to development, with a particular emphasis on the need to avoid assuming that community members share homogeneous interests. For a full review, see *Development in Practice* 9(3): 347-9.

March, Candida, Ines Smyth, and Maiyetree Mukhopadhyay: *A Guide to Gender-Analysis Frameworks,* Oxford: Oxfam GB, 1999, ISBN: 0 85598 403 1, 96 pp.

The authors outline the main analytical frameworks for gender-sensitive research and planning. Such a framework can be useful for setting out the various elements and factors to be considered in any analysis, and for highlighting the key issues to be explored. It may outline a broad set of beliefs and goals, or be more prescriptive and give a set of tools and procedures. This guide draws on the experience of trainers and practitioners and includes step-by-step instructions for using a range of frameworks, as well as summaries of the advantages and disadvantages of using them in particular situations.

Molyneux, Maxine and Shahra Razavi (eds.): *Gender, Justice, Development, and Rights,* Oxford: OUP, in association with UNRISD, 2002, ISBN: 0 1992 5644 6, 504 pp.

Contributors analyse the mixed impact of the prevailing emphasis in the international development agenda on rights and democracy, at a time when neo-liberal policies have resulted in reduced social services, and have been accompanied by rising income inequalities and record levels of crime and violence. Theoretical essays and case studies examine these issues through a gender lens.

Moser, Caroline: *Gender Planning and Development: Theory, Practice and Training,* London: Routledge, 1998

This book explores the relationship between gender and development, and presents the conceptual rationale for a tool now referred to as the 'Moser framework' of strategic and practical gender needs. Drawing on Maxine Molyneux's earlier work on gender roles and interests, Moser identifies methodological procedures, tools, and techniques to integrate gender into planning processes and emphasises the role of gender training. More recently, Moser has focused on gender and conflict, and, with Fiona Clark, is author of *Victims, Perpetrators or Actors? Gender, Armed Conflict, and Political Violence* (Zed Books, 2001). For a full review, see *Development in Practice* 12(2):230-2.

Murthy, Ranjani K. (ed.): *Building Women's Capacities: Interventions in Gender Transformation,* New Delhi: Sage Publications, 2001, ISBN: 81 7829 064 2, 383 pp.

The editor brings together papers on development initiatives conducted throughout India with the aim of strengthening the capacities of rural women. A critical theme is how to empower women not only economically, but also socially and politically. Equally important is the recognition that men need to be sensitised to gender issues if initiatives aimed at empowering women are to succeed. The volume draws conceptual, methodological, and practical lessons from the experiences described, in an attempt to further promote effective capacity building among women.

Parpart, **Jane L.**, **Shirin M. Rai** , **and Kathleen Staudt** (eds.): *Rethinking Empowerment: Gender and Development in a Global/Local World,* New York, NY: Routledge, 2002, ISBN: 0 4152 77 698, 272 pp.

This volume offers a holistic definition of empowerment, based on four dimensions. First, empowerment needs to be analysed in global and national as well as local terms. Second, our understanding of power itself needs to be more nuanced. Third, individual empowerment is not merely driven by agency but rather takes place within a context of structural constraints. Finally, empowerment should be seen as both a process and an outcome.

Townsend, Janet et al.: *Women and Power: Fighting Patriarchies and Poverty,* London: Zed Books, 1999, ISBN: 1 85649 803 4, 200 pp.

This book explores the creative empowerment strategies that rural women in Mexico have developed in order to confront the challenges they face and to change their lives for the better. The authors argue that it is often poor women in poor countries, rather than those in wealthier ones, who fight the hardest for their empowerment.

United Nations : *Women Go Global*, CD-ROM, New York, NY: United Nations, ISBN: 9 2113 0211 0

An interactive, multimedia CD-ROM, surveying some of the most important milestones that have shaped the international agenda for promoting gender equality. It offers extensive coverage of the four UN conferences on women held in Mexico City, Copenhagen, Nairobi, and Beijing, the parallel non-government forums, and the 23rd Special Session of the General Assembly. The CD-ROM also includes relevant documents from the UN and the NGO community, as well as a bibliography, links to key websites and archives on women's history, and the profiles of more than 200 leading figures fighting for women's rights.

Valk, Minke, Henk van Dam, and Angela Khadar (eds.): *Institutionalising Gender Equality: Commitment, Policy and Practice – A Global Sourcebook,* Amsterdam: KIT Publishers in association with Oxfam GB, 2001, ISBN: 0 8559 8459 7, 172 pp.

This volume analyses the experiences of organisations that are incorporating women and gender considerations in their policies, not only in projects and programmes but also in their own internal workings. It includes an annotated bibliography and a list of relevant websites.

Williams, Suzanne with Janet Seed and Adelina Mwau: *The Oxfam Gender Training Manual,* Oxford, Oxfam GB, 1995, ISBN: 0 85598 267 5, 630pp.

Drawing on the experience of gender specialists all over the world, this best-selling manual contains authoritative guidance on how to run a successful gender-training programme. It offers field-tested training activities and handouts taken from a wide range of sources and shaped into an accessible and flexible set of training modules. The manual is

also available in Spanish and Portuguese. For a full review, see *Development in Practice* 6(2):180-81.

Environmental sustainability

Blowers, Andrew and Steve Hinchliffe: *Environmental Responses,* West Sussex: John Wiley & Sons Ltd., 2003, ISBN: 0 470 85005 1, 320 pp.

This book is the last in a series sponsored by The Open University entitled 'Environment: Change, Contest and Response'. It addresses both the impact of human actions on the environment and the technical, economic, and political responses that societies make when confronted with environmental change. The book is richly illustrated and draws on examples from all over the world.

Dale, Ann: *At the Edge: Sustainable Development in the 21st Century,* Vancouver: University of British Columbia Press, 2001, ISBN: 0 7748 0836 5, 224 pp.

Winner of the 2001 Outstanding Research Contribution Award for Public Policy in Sustainable Development of the Canadian government, this book is a call to action at a time when new ideas are urgently needed to address global environmental problems. The author argues that sustainable development, which she defines as the process of reconciling conflicting ecological, social, and economic needs, is the fundamental human imperative of the twenty-first century. Warning that this will not be realised without strong leadership by governments at all levels, she stresses that what is needed is a new framework for governance, based on human responsibility and a recognition of the interconnectedness of human and natural systems.

Helmore, Kristin and Naresh Singh: *Sustainable Livelihoods: Building on the Wealth of the Poor,* Bloomfield, CT: Kumarian Press, Inc., 2001, ISBN: 1 56549 132 7, 129 pp.

This is an informal handbook on the sustainable-livelihoods approach to poverty alleviation, an approach that places the assets and priorities of the poor at the centre of development planning and action. Drawing on experiences in three African countries, the book outlines the Participatory Assessment and Planning for Sustainable Livelihoods methodology, while it also argues that science, technology, investment, and sound governance are necessary ingredients for development projects to succeed.

Puttaswamaiah, K. (ed.): *Cost–Benefit Analysis With Reference to Environment and Ecology,* Somerset, NJ: Transaction Publishers, 2001, ISBN: 0 7658 0706 8, 430 pp.

Social Cost–Benefit Analysis (SCBA) is now regarded as an essential tool in the formulation, appraisal, and evaluation of development projects. This volume presents a comprehensive overview of cost–benefit analysis in its theoretical and applied dimensions. Intended primarily for analysts and planners, the book explores how SCBA is being used to identify and assess public projects in both developing and industrialised countries.

Woolard, Robert and Aleck Ostry: *Fatal Consumption: Rethinking Sustainable Development*, Vancouver: University of British Columbia Press, 2001, ISBN: 0774807873, 280 pp.

With contributions from both academics and practitioners, this book explores the problematic relationship between two opposing logics: a culture based on consumption, and the need to promote sustainable development. The book analyses the present situation and counterbalances a discussion of the opportunities for change with a frank examination of the barriers to such change.

Multi-stakeholder partnerships

Alsop, Ruth, Elon Gilbert, John Farrington, and Rajiv Khandelwal: *Coalitions of Interest: Partnerships for Processes of Agricultural Change,* New Delhi: Sage Publications, 2000, ISBN: 81 7036 890 1, 308 pp.

While significant rural policy reforms have been carried out in India, large sections of the agricultural population have failed to benefit from them. Examining the agricultural sector in the semi-arid region of Rajasthan, this book establishes the need for what the authors call process monitoring (PM), or the interaction and collaboration between different stakeholders: various levels of government, NGOs, and farmers' groups. They conclude that practical mechanisms are needed to bring about the consensus necessary to effect change through interaction among multiple stakeholders, and that PM is the key tool for such coalitions to work.

Brinkerhoff, Jennifer M.: *Partnership for International Development: Rhetoric or Results,* Boulder, CO: Lynne Rienner Publishers, Inc., 2003, ISBN: 1 58826 069 0, 205 pp.

While partnerships have been hailed as a strategy that can deliver better development outcomes, evidence of their contributions to actual performance has remained largely anecdotal. Brinkerhoff sets out to give a clear definition of the concept and a roadmap for how to achieve meaningful partnership results. Case studies of partnerships for public service, corporate social responsibility, and conflict resolution are also discussed.

Reich, Michael, ed.: *Public–Private Partnerships for Public Health,* Cambridge, MA: Harvard University Press, 2002, ISBN: 0 6740 0865 0, 208 pp.

Can public–private partnerships (PPPs) between corporations and governments, international agencies, and/or NGOs provide global solutions to global health problems? Exploring the organisational and ethical challenges that PPPs face, the author focuses on ventures that seek to expand the use of specific products to improve health conditions in poor countries, and argues that such ventures can be productive but also problematic. In each chapter, the book draws lessons from successful as well as more troubled partnerships in order to help guide efforts to reduce global health disparities. For a full review, see *Development in Practice* 13(2&3).

Robinson, Dorcas, John Harriss, and Tom Hewitt (eds.): *Managing Development: Understanding Inter-Organizational Relationships,* London: Sage, in association with The Open University, 1999, ISBN: 0 7619 6479 7, 352 pp.

This book sets out to explain the dynamics of inter-organisational relationships in the development context. Moving beyond concepts of co-operation and partnership, contributors explore a wide variety of issues, including how diverse relationships can be; how competition, co-ordination, and co-operation are all constantly at play; how changes in institutional imperatives, terminology, and political agendas have yielded new types of organisational relationship; and how such relationships can be worked out in practice. The volume also provides examples and case studies to illustrate ways of managing the real-life complexities of the development process.

Tennyson, Ros: *Managing Partnerships: Tools for Mobilising the Public Sector, Business and Civil Society as Partners in Development,* London: The Prince of Wales International Business Leaders Forum, 1998, ISBN: 1899159843, 124 pp.

The author seeks to provide development practitioners with the skills and confidence they need to develop cross-sectoral initiatives with the public sector, business, and civil society. Topics include how to plan and resource partnerships; how to develop cross-sectoral working relationships; and how to develop action learning and sharing programmes. The appendices offer checklists, tips on how to manage cross-sectoral encounters, and notes on action research and impact assessment.

Humanitarian and emergency relief work

Rieff, David: *A Bed for the Night: Humanitarianism in Crisis,* New York, NY: Simon & Schuster, 2002, ISBN: 0 684 80977 X, 384 pp.

Rieff argues that humanitarian organisations now work in an ever more violent and dangerous world in which they are often betrayed and manipulated, and have themselves increasingly lost sight of their purpose. The civil wars and 'ethnic cleansing' that marked the 1990s have shown that humanitarian aid can only do so much to alleviate suffering, and sometimes can cause harm in its efforts to do good. Drawing on first-hand reports from a number of conflict areas, the author describes how humanitarian organisations have moved away from their founding principle of political neutrality and have slowly lost their independence.

The Sphere Project: *The Sphere Handbook: Humanitarian Charter and Minimum Standards in Disaster Response*, Geneva: The Sphere Project, 2000, ISBN: 9 2913 9059 3, 322 pp.

An international initiative aimed at improving the effectiveness and accountability of disaster response, the Sphere Humanitarian Charter and Minimum Standards in Disaster Response spells out the rights and minimum standards that organisations providing humanitarian assistance should guarantee to those affected by natural disasters. The Charter is based on the principles and provisions of international humanitarian, human rights, and refugee law, and on the principles of the Red Cross and the NGO Code of Conduct. The Handbook sets out Minimum Standards in five core sectors: water supply and sanitation,

nutrition, food aid, shelter and site planning, and health services. Also published in French, Russian, and Spanish

Terry, Fiona: *Condemned to Repeat? The Paradox of Humanitarian Action,* Ithaca: Cornell University Press, 2002, ISBN: 0 8014 8796 X, 304 pp.

The author, who is the former head of the French section of Médicins sans Frontières, argues that humanitarian organisations often fail in their mission to alleviate suffering, and may even exacerbate it, because of their shortsightedness. Terry maintains that agencies deploy aid in unthinking ways, without taking the wider political context into account and without investigating or considering the ramifications of their aid. Drawing from case studies of refugee camps in Pakistan, Honduras, Thailand, and the Democratic Republic of Congo, she shows how aid that was intended to help refugees often ends up in the hands of the combatants.

Wood, Adrian, Raymond Apthorpe, and John Borton (eds.): *Evaluating International Humanitarian Action: Reflections from Practitioners,* London and New Jersey: Zed Books 2001, ISBN: 1 85649 976 6, 224 pp.

Based on the experiences of those engaged in humanitarian programme evaluations and on the lessons that they learned in the process, this book analyses humanitarian assistance in terms of both how it is (and should be) delivered and how it is (and should be) evaluated. With case studies from four continents, including Central Asia and the Balkans, the volume addresses the context in which evaluations of humanitarian assistance take place; the process of doing evaluations; and lessons to improve evaluations in the future. For a full review, see *Development in Practice* 12(3&4):551-3.

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