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LACRO Discussion Series: I

# Potential for Partnership\*

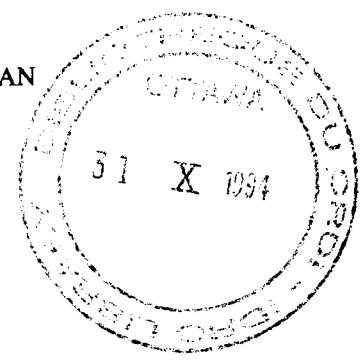
*International Cooperation  
Institutions and  
Canadian and Latin American  
NGOs*

**Tim Drainin**

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\* With apologies to Caroline Pestieau and David Pollock for title plagiarism

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## **LACRO Discussion Series**

The Latin American and Caribbean Regional Office Discussion Series is intended to promote exchange and consultation on development issues.

The reports are neither official policy nor documentation of the International Development Research Centre but are intended to reflect a diversity of opinion about development issues in the Latin American and Caribbean Region.

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## **Introduction**

This report responds to a request from IDRC to explore IDRC-NGO partnership opportunities in Latin America over the long term. The report focuses on the NGO side of the equation. It provides a snapshot of the challenges facing NGOs in Latin America. It raises questions about the growing opportunities NGOs have as their roles change. It points out the desirability for the Canadian NGO community to develop a hemispheric overview which could guide the community's strategy and planning over the near term. Among the subsequent questions to be answered by both the NGO community and IDRC are those dealing with the purpose, desirability and feasibility of specific cooperation activities between NGOs (Canadian and Latin American/Caribbean) and IDRC.

Research for the report involved visits to two countries (Uruguay and Costa Rica) and meetings with a range of NGOs and international cooperation institutions.

As the time available was limited (two weeks) and no similar studies have been undertaken before, this report attempts only an introduction to key issues and identifies some potential objectives for cooperation with NGOs.

However, the parallel issues and challenges (both North and South) facing NGOs are striking. Globalization is touching us all...

I am very appreciative of the generous sharing of time and ideas by all those with whom I spoke (see list appended - Page 14).

*Tim Draimin*

*"The challenge facing NGOs is to redefine the principles of development, democracy and sovereignty in light of mounting poverty, growing inequalities, looming environmental threats and the ever clearer interdependence of nations. This demands of NGOs a new pragmatism... Their suggestions and ideas must be well grounded in economic reality and on the experience, both negative and positive, within on the ground programs. NGOs should challenge official development thinking and advocate a new order based on human values and sustainable development."*

John Allwood quoted in "NGOs and Development," PRODDER Newsletter, Vol. 5, No. 4, November 1993.

The 1990s have been a challenging period for all development actors, international cooperation institutions (including Canadian organizations such as CIDA, IDRC, and IISD, and multilateral institutions) and NGOs alike. The myriad of change factors, geo-political, technological, scientific, economic, social, cultural and environmental, have loosened the moorings of traditional development thinking. Some would say failure focuses the mind.

Each is struggling to understand how development works, how social change works. Boards, staff, donors and partners are all asking whether past and current work is relevant, whether there are results to show after nearly three decades of good intentions, and what should be the terms of continuing engagement with development and with other development actors?

As we move forward there are common elements which international cooperation institutions and NGOs increasingly recognize:

- development must be viewed in a more holistic, equitable, sustainable and global way
- development has an experimental character demanding an ongoing learning process
- relationships between different development actors (whether countries, organizations, or social sectors) are rapidly multiplying and to be effective must reflect reciprocity, mutuality and transparency
- it is necessary to focus not just on the content of development but also the process of development: development must be democratized
- development begins with people: the focus must be sustainable human development and the means is empowerment; poverty stems from exclusion, a product of systems which exclude people from social, economic and political participation

This report suggests that there are many opportunities for building international cooperation institution-NGO partnerships which respond directly to the goals of both. In the near term, these opportunities involve enhancing the Canadian and Latin American NGOs' policy roles and offering support for capacity building which strengthens the NGO sector.

## NGO Changes

NGOs, both Canadian and Latin American, share many common perspectives as they adapt to new realities. Some include recognition of the need to:

- advance from a history of dispersed projects with a short term social assistance focus to a longer strategic vision of their role as development actors and the design and implementation of their activities within that context; in other words programming requires greater long term thinking and a strategy supporting change processes
- evolve from being critics of development, human rights and other problems, to becoming contributors of alternative policy proposals (derived from their own experience) to broader policy frameworks influencing sustainability
- develop new working relationships (both policy and program) with government (at various levels) and international institutions
- generate opportunities for bringing popular voices into dialogue with traditional policy actors (both government and the private sector) and assist in making development more democratic
- establish ways to make institutional and community learning processes more systematic and broadly shared
- grapple with the challenges of NGO professionalization, financial viability, and autonomy.

In the past, NGOs were viewed by governments and international institutions as offering only the following strengths:

- ability to reach the grassroots and the poor
- flexibility and responsiveness to local needs
- cost effectiveness.

## Civil Society and International Cooperation

More recently NGOs are seen as invaluable instruments for strengthening civil society. (A CCIC policy discussion paper defines civil society as "the arena of organized political activity between the private sphere (the household and the firm) and the formal political institutions of governance (the Parliament, political parties, the army, the judiciary, etc.)"<sup>1</sup> Partners of Canadian NGOs are part of the fabric of Latin American civil society: women's organizations, cooperatives, peasant organizations, community groups, etc. Increasingly the struggle against poverty is seen

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<sup>1</sup> See Laura Macdonald, "Non-Governmental Organizations: Agents of a 'New Development'?", CCIC Miineo, April 1994, p.1.

as the struggle against exclusion of people from social, political, and economic participation. The

expansion and/or consolidation of civil society organizations and activities can contribute to making participation more inclusive, thereby empowering the poor to challenge the systems which exclude them.

Long term sustainable development is now thought to be more likely where civil society is strong and has the opportunity to participate in the broad array of development processes, including democratic policy development, the construction of social consensus for change, and the implementation of program activities.

The interpretation of these processes varies. For some, the involvement of civil society is simply a prudent and limited measure to successfully manage (or co-opt) "stakeholder" expectations. For others, there is recognition that if development is to succeed, the needs of the poor must be meaningfully addressed. (The failure to do so is a weakness of traditional, top-down, elite-dominated development processes). A strong civil society can best ensure the voices of the poor and marginalized are heard.

For still others, the generation of meaningful, innovative, replicable and sustainable policy will be achieved through building up from the grassroots and micro experience of civil society. For many, civil society participation also helps promote a more coherent and integrated policy approach since the popular interests represented challenge traditional and segmented uses of resources (from military spending to unsustainable exploitation of natural resources).

Presently there are two levels of international cooperation taking place. At one, there are centralized development programs shaped by macro-economic policies. At the other, there are thousands of small participatory micro projects geared towards improving social conditions for the limited number of people each project involves. At the micro level, projects are undertaken independently, usually without any relationship between them. And there isn't any relationship between the objectives and activities at the national and local levels. Democratizing the national policy processes by opening them up to participation by civil society actors can help link these two worlds of international cooperation and development. This would produce more dynamic and effective cooperation capable of tackling the root causes of injustice and promoting the long term vision sustainability requires.<sup>2</sup>

## The Latin American Context

What are some of the key characteristics of Latin America which affect the role of NGOs?

First and foremost is the crisis of development, which saw a dramatic setback in per capita income over the past decade (8% decline between 1980 and 1991).

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<sup>2</sup> For more on the concepts of "social exclusion", civil society and macro-micro policy linkage see Fabrizio Feliciano, "Nuevo Papel de la Cooperación Internacional en Centroamérica: Lucha Contra la Exclusión Social", Hombres de Maíz, No. 21.

Complicating this has been a decline of the influence and role of the state, accelerated by structural adjustment and economic globalization. Economic decline and state contraction has multiplied demands for services on NGOs and pushed them back towards social welfare programming.

The continent is living a complicated political moment. While democratic governments now predominate, democracies remain in crisis. In many instances the formal democratic models lack supportive political cultures (including a sense of active "citizenship"), civil society institutions, and democratic processes to enable them to function effectively. There are many examples where political parties are losing credibility but jealously guard prerogatives rather than open up participation in policy processes to other civil society development actors.

There has been an explosion of NGOs. This has resulted from increased social demands, opportunities associated with democratization, and increased Northern NGO funding (prior to 1990) and newly established NGO funding through Northern governments and international institutions (both development banks and the UNDP, etc.).

The roles of most social and political actors are changing. But the dominant trend is the growing role of civil society and opening up of space available for its participation. While access has grown for civil society, influence has yet to follow.

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## Which NGOs Are We Talking About?

The term non-governmental organization (NGO) is an unsatisfactory one since it defines something negatively and is too all-encompassing.

The Canadian NGO community sees Latin American NGOs as including:

- independent social action, promotion, development and community organizations focusing on a broad range of development, environment, human rights, gender, labour, children and youth, indigenous issues. It embraces both those organizations with an social assistance approach and those seeking empowerment and social change. This category can be broken down between intermediary NGOs (providing services and support) and people's organizations (Pos) or social organizations which are membership based (associations of slumdweller, trade unions, campesino leagues, etc.).<sup>3</sup>
- independent research and policy institutions

Universities are an awkward category, often seen as parastatals whose strong links to popular sectors are the exception rather than the rule. Most often they are referred to as non-governmental institutions (NGIs).

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<sup>3</sup> The relationships between NGOs and POs can be subject to tensions depending on the level of sophistication of the PO and how NGOs relate to them (do they provide not so welcome (and paternalistic) inter-mediation between POs and others, or do they "accompany" them through provision of services, strategic advice and capacity building?)



## Latin American NGO Community

Much like the Canadian NGO community, the Latin American NGO community is going through a tumultuous process of change and adaptation. External changes have led to what some describe as a "crisis of identify", for others it is only a "crisis of adaptation". Whichever it is, the period of transition has generated many more opportunities for new and expanded roles.

Many Latin American NGOs were born in a highly politicized (and sometimes conflictive) context where their goals were sometimes visualized in terms of an often partisan "political project". Events have eroded confidence in uni-dimensional projects, leaving hard questions about both achievable goals and processes of social and political change. However, NGOs' value base remains strong.

Political projects may still exist but they are much more pluralist, pragmatic and flexible, and independent of political parties. They are grappling with developing much more innovative and sui generis visions of more just and sustainable futures.

Processes of conflict resolution and social reconciliation (for example in Central America) and democratization have created new spaces for NGO initiative. In the past, polarized societies gave some NGOs a strong sense of unity. The new moments of political openings (and certain fluidity where NGO people sometimes work inside governments) has loosened some of those ties. At the same time, NGOs are becoming more inclusive and receptive to broader dialogues and alliances. Some multilateral institutions, such as UNDP, are generating expanding opportunities for NGO participation in development planning and program implementation.

The immediate turmoil has led to constructive opportunities to re-think the Latin American NGO view of development and international cooperation. There is active questioning of what are the appropriate roles for NGOs, what should be the relationship between NGOs and their constituencies, and between NGOs and external donors. There is much more interest in assimilating lessons from the past and being more reflective. What helps is the NGOs' self-conscious recognition both of their role as part of civil society and the new opportunities that exist for working more broadly and pluralistically.

This re-thinking comes as other increasingly active development actors, such the multilateral institutions, have taken over NGO language, often debasing its meaning.

NGOs are caught in a dilemma. On one hand they are receptive to both new ideas and new opportunities. On the other hand they often lack the capacity to respond.

This moment of transition is complicated by increasing competition for resources. The competition stems from both a freeze or decline in Northern NGO funding and the expansion of the sector in Latin America. Issues common to regional NGOs are the need to facilitate a) greater non-competitive division of labour between NGOs and b) possible opportunities for mergers or rationalization of the sector. Work on promoting financial autonomy, through selling services (increasingly common) or finding means to promote local philanthropy, is fairly undeveloped.

In the 1980s, funding to NGOs came without conditions. Today funding is increasingly directive. This threatens NGO autonomy. Even where some self-financing is possible through selling services, this has yet generated excess income allowing for activities (e.g. research and experimentation) beyond those related to servicing.

There are two broad areas of challenges facing NGOs:

1. **DEMOCRATIZING POLICY:**

**Policy Development** constructing the means of generating and articulating practical and applicable policy proposals reflecting the community's (and its constituencies') interests and experience

**Policy Dialogue** building effective relations with governments and other stakeholders in order to generate opportunities for their participation in and contribution to multi-sectoral policy setting (see box below for examples)

**Policy Advocacy** developing the means to intervene publicly, either individually or in coalition, to promote specific policy proposals; this implies the ability to build coalitions and develop and implement public affairs and media strategies capable of public mobilization.

2. **INSTITUTIONAL STRENGTHENING:**

Carrying out programs of organizational change and institutional strengthening which improve NGOs' strategic planning, evaluation, program and policy activities.

As NGOs approach these challenges, they are testing new assumptions about themselves and their role, experimenting with different methodologies for their work, and building new and practical visions of the future.

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## **NGOs and the Democratization of Policy**

In Central America there has been a rapid growth of opportunities for NGOs to participate in policy dialogue with governments and other sectors. Some of these opportunities are the product of strategies being promoted by international organizations (such as the UNDP) and others are the result of initiative or pressure from NGOs themselves.

Some examples include:

**1. ASOCODE (Asociación de Organizaciones Campesinas Centroamericanas para la Cooperación and el Desarrollo) and Concertación Centroamericana (an alliance of regional NGOs) Meeting with the Central American Presidents at their Summits.**

For several years these NGOs have met, at their request, with the Central American presidents. Conversations included both specific economic and social policy recommendations and suggestions on processes of consultation. NGOs are seeking permanent mechanisms for their inclusions in the regional integration processes (a Consejo de la Sociedad Civil para la Integración Centroamericana).

**2. CECADE (Centro de Capacitación para el Desarrollo), and Costa Rican Peasant Organizations Meeting with the Costa Rican Government and Presidential Candidates.**

CECADE carried out research on structural adjustment with specific focus on the impact on peasant sectors. This in turn led to the development of policy recommendations by the peasant organizations for a roundtable discussion which they initiated with government and political figures.

Far from being a structural adjustment broadside, the focus was on encouraging the government to go beyond macro analysis of the impact of SAPs to differentiated sectoral impact analyses. The process led to specific policy commitments being made by the incoming President. (This project was supported by the Ford Foundation which is exploring its replication in Guatemala and Nicaragua).

**3. Costa Rica - Netherlands Development Pact.**

In March the two governments signed a ten year Development Pact which resulted from discussions held since UNCED. Those development cooperation discussions included NGOs and the Pact foresees their continuing participation in planning mechanisms and implementation. One specific project emerging from the Pact is a land use re-zoning of the country to promote sustainability. This re-zoning exercise will be built up from the local level, involving NGOs and local municipal governments.

**4. Costa Rican Peasant Organizations Participation in Preparations for Costa Rica - Mexico Trade Negotiations.**

Three Costa Rican peasant organizations took the initiative with the Costa Rican government to seek participation in the negotiations with Mexico. That was readily agreed. The challenge was to obtain access to on-going expertise making their policy interventions credible and effective. That was provided by an intermediary NGO, CEPAS (Centro de Estudios para la Acción Social).

**5. Programa de Desarrollo Humano.**

## Canadian NGOs in Latin America

Canadian development NGOs are working in most countries of Latin America and the Caribbean. In the eighties the geographical coverage was uneven, with a greater amount of involvement in Central America than either South America or the Caribbean. Work in the Andean region is now growing. Few organizations have a broad regional perspective since they work in only a select number of countries. For some of the larger NGOs their Latin American and Caribbean program is divided up between program officers or offices with sub-regional responsibilities.<sup>4</sup>

Most NGOs deal with their partners on a one-to-one basis (as opposed to bringing them all together and thus empowering them to have greater collective influence on the Northern donor). (Some important examples of the latter do exist).

There are different streams of Canadian NGO approach. "Partnership" NGOs develop long term relationships with Latin American counterparts which continue from one project to the next. The Latin Americans are usually actively involved in travelling to Canada for public education work ("Development Education"), policy development and advocacy activities.

Other "Public Service Contractor" NGOs work primarily with contracts from CIDA and multilaterals. The counterparts they work with will change as the sectoral or geographic focus of the contracts changes. Given that NGOs used to have greater opportunities to initiate CIDA bilateral contracts, in fact some of these larger programs did have longer term partnership characteristics.

The recession and ODA cutbacks have had immediate impact on Canadian NGO programs. Some NGOs have had to cut programs and partners, others merely freeze activities. Only a handful have seen resources increase.

Through the Canadian Council for International Cooperation (CCIC) most Canadian NGOs programming in the region participate in the Inter-Agency Working Group on Latin America (IAWGLA) which meets approximately three times annually. IAWGLA offers the opportunity for sharing analysis of development issues, developing policy proposals, planning dialogue with CIDA on regional programming initiatives (e.g. Central America), and occasionally undertaking joint initiatives.<sup>5</sup> Despite its name, IAWGLA has not been able to build a broad regional perspective but supports two sub-regional foci: Central America and the Andean region. (A profile of Canadian NGOs geographic programming interests is found in CCIC's regularly updated ID Profile).

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<sup>4</sup> An excellent overview of Canadian NGOs in the hemisphere appears in Laura Macdonald, "Current and Future Directions for Canadian NGOs in Latin America", in Jerry Haar and Edgar J. Dosman, A Dynamic Partnership: Canada's Changing Role in the Hemisphere, North-South Centre/Transaction Publishers (New Brunswick) 1993.

<sup>5</sup> In the late 1980s the IAWGLA developed a broadly based proposal (with partners) for a NGO funding coalition for Central America which would focus on the relationship between conflict resolution and development. NGOs and CIDA could not come to agreement and it died.

A smaller group of agencies has also come together in the Central American Monitoring Group. CAMG, with a fulltime staff person, emerged initially as a mechanism for human rights monitoring and advocacy and has attempted cooperative programming development and coordination.

Similarly, the Caribbean Working Group is a small group of agencies with common partnerships and program directions working through the Caribbean. Neither CAMG nor CWG operate under the aegis of CCIC, though CAMG is active in IAWGLA. (IAWGLA participation is not limited to CCIC members).

CCIC also coordinates Canadian participation in the Alternative Treaty Process which emerged at Rio in 1992. The Treaties link northern and southern NGOs (both development and environment NGOs) in on-going dialogue, strategy building, and action on key issues. There is an active Latin American network participating in the Treaty process. Discussions for a Caribbean network took place at the recent preparatory meeting in Barbados for the UN Conference on Small Island States.

The Jesuit Centre hosts a policy network on the Caribbean and Central America (Canada-Caribbean-Central American Policy Alternatives - CAPA) which has been active on a variety of issues including evaluations of Canada at the OAS, and the situation in Cuba. Among the Canadian Council of Churches' ecumenical coalitions is the Inter-Church Committee on Human Rights in Latin America (ICCHRLA) which monitors the region and intervenes regularly with the Canadian government on policy issues. ICCHRLA has strong relationships with regional human rights organizations and networks.

Given the central role of the United States, Canadian NGOs have developed good working relationships with organizations in Washington working on advocacy issues such as the Washington Office on Latin America (WOLA), the Council on Hemispheric Affairs (COHA), the Centre for International Policy (CIP), Policy Alternatives for the Caribbean and Central America (PACCA), and the Institute for Policy Studies (IPS) to mention but a few.

Other important linkages are the International Council of Voluntary Agencies (for refugee work especially) and the Non-governmental Liaison Service at the United Nations (facilitating international policy coordination around UN activities).

Lacking a regional overview and framework, Canadian NGOs haven't had community discussions on many of the broad regional concerns facing the Latin American NGO community. These issues are addressed, but usually through sub-regional or national contexts. As well, the intermediate-to-small size of most Canadian NGOs working in the field, means that broad policies are not taken to support numerous partners simultaneously. This contrasts with opportunities available to some of the bigger European NGOs active in the region, such as NOVIB.<sup>6</sup>

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<sup>6</sup> For example, through one training NGO in Central America, NOVIB is systematically making available technical resources to its partners for institutional strengthening.

The absence of a regional coalition programming mechanism, comparable to the Partnership Africa Canada (which funds development, development education and policy activities), deprives the NGO community of opportunities to build continental strategies and programs in partnership with Latin American NGOs. However, there are continuing attempts to build a North-South NGO dialogue on key issues. An important example was the Latin American Working Group's 1994 "Southern Forum" held in Mexico which brought together Canadian and Latin American NGOs and POs.

Canadian NGOs are waiting for a response from CIDA on a NGO Policy Fund which would support collaborative initiatives aimed at strengthening the policy development and policy dialogue capacity of Canadian NGOs and their partners. This fund would not be geographically restrictive.

## **Canadian Environment NGOs**

Canadian environment NGOs have much more limited experience in Latin America. Several of the larger organizations have partnership links or have attempted those links. They include Friends of the Earth, Cultural Survival, Pollution Probe, Probe International, Greenpeace, and World Wildlife Fund. Several of those, of course, are part of an international organization.

Four years ago CIDA - NGO Division began a pilot project to provide funding to environmental NGOs (ENGOS) to facilitate their building linkages with international counterparts. The Environment Development Support Program (EDSP) has evolved and now boasts a 5 year program plan with a \$10 million budget. Latin America has been the focus of many of EDSP program activities.

Generally speaking the environment community is more institutionally precarious than the development community due to uncertain funding (versus development NGOs' comparatively stable and generous CIDA funding). But it is also much more policy based and advocacy experienced. It also boasts examples of strong international partnership development based exclusively on policy.

The ENGOS' financial constraints mean that careful consideration would be required to develop the means to assist environment NGOs in maintaining active and demanding partnerships with Latin American organizations.

The Canadian development and environment communities offer each other very complementary skills and experience. To date there have not been as many collaborative projects as would be expected. The activities pre- and post-United Nations Conference on Environment and Development (UNCED), including the NGO Alternative Treaty process, have strengthened relationships between the two communities and their coordinating bodies (CCIC and the Canadian Environmental Network, CEN).

## Growing Importance of NGOs

In general, why should partnerships with NGOs be of interest to other development and international cooperation institutions?

1. NGOs are important development actors in their own right:

Some facts:

- 200-plus Canadian NGOs and NGIs channel over one billion dollars abroad<sup>7</sup>
- Northern NGO aid flows are variously calculated at between US\$7 to 12 billion dollars; NGO aid flows have grown at twice the rate of official development assistance<sup>8</sup>
- the NGO phenomenon continues to grow; for example, rough calculations for Central America suggested there were 4,000 NGOs receiving \$350 million from all sources<sup>9</sup>

2. Canadian NGOs can facilitate North-South linkages which support two-way exchange of knowledge, coordination, and growing policy interventions. Increasingly international networks of NGOs are influencing the agendas of governments and multilateral institutions to reflect previously ignored development and environment concerns.

3. There is growing recognition of the importance of empowerment, the democratization of the development process and the role played by NGOs in that. In fact, given the policy focus of democratization, the policies of international cooperation institutions have significant impact on NGOs' policy capacity and effectiveness.

4. NGOs offer opportunities to develop replicable models of application of knowledge.

5. NGOs, as flexible experimenters and innovators, are a source of alternative policy options based on micro-experience (e.g. microenterprise with the informal sector, sustainable methods of agriculture, etc.).

6. NGOs provide access to important constituencies for public education, mobilization and advocacy.

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<sup>7</sup> CIDA is currently estimating the amount of its own budget being channelled through NGOs and NGIs. Preliminary calculations put that figure at \$800 million to \$900 million. To that one must add NGO fundraising of between \$200 million to \$300 million. One could also monetize the value of NGI in-kind contributions and the value of NGO voluntary labour.

<sup>8</sup> See United Nations Development Program, **Human Development Report 1993**, New York, 1993, p.88.

<sup>9</sup> The Central American figure is an estimate of Edelberto Torres Rivas. For a global figure, development author and NGO consultant Alan Fowler has (gu)estimated there are approximately 500,000 NGOs active as intermediaries providing development or relief services around the world.

7. Expanded and on-going relationships with NGOs provide international cooperation institutions a window on important dynamics of the development process (and often more direct relationship with the beneficiaries of development programming) and could offer lessons useful for those institutions' own planning and programming.

## **Future NGO Agenda**

As Canadian NGOs make the transition to a more policy-based outlook and role, they need to evaluate how best to develop "alliances", "partnerships", or "Programming links", with other development institutions.

IDRC, for example, offers access to a wide ranging development knowledge and research expertise. In Latin America it has strong working relationships with important research institutions and networks. How can these resources strengthen hemispheric NGO activities? And how can NGOs contribute to IDRC's programming?

Similarly, CIDA is rapidly expanding its own policy work and is developing new policy and strategy papers on issues of direct interest to NGOs (e.g. Human Rights, Democratization and Good Governance). How do NGOs want to relate to the development of implementation strategies for these policies? Do they see themselves being directly involved in their application?

Canadian NGOs' ability to address these questions is affected by the degree to which they (collectively or individually) have a continental or hemispheric framework for to focus and set priorities for the medium to long term direction of their work.

In the context of potential changes to Canada's official ODA policy (as currently being debated by the Foreign Policy Review), NGOs will have new opportunities to influence new policy directions and participate in elaborating implementation strategies. Given the:

- growing profile of Latin America and the Caribbean as a region
- increasing focus on civil society actors in the development process
- trend toward democratizing policy processes,

these opportunities will be much more significant than any Canadian NGOs have faced before. How can NGOs best prepare for them and what shape will the NGO vision for the future take? In the short term, what type of NGO-development institution partnerships can help strengthen the Canadian and Latin American/Caribbean NGOs' response to these opportunities?



## Interviews

### Canada

#### **IDRC, Canadian Partnerships:**

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