

Some academics and consultants have superiors to report to and have a great deal of work to do in addition to working with you. You should learn as

much as you can about the hierarchies they work within in order to better appreciate the frustrations and delays that may occur.

Non-Governmental Organizations (NGOs) ♦ ♦ ♦

The NGO sector, which generally plays a positive role in the development of Indonesia, is growing. NGOs often respond to local, micro-needs and social issues. It is often said that NGOs offer a more independent, if not critical, perception of social reality than governments, because they are closer to the grassroots. But NGOs can be bureaucratic and politically oriented, too. NGO organizational culture can be like government, despite NGOs' efforts to distance themselves from government. In order to form effective partnerships, Canadians must be familiar with each organization's hierarchy and channels of communication. Since NGOs tend

to be territorial, it is important to know where they focus their activities, their key players and their roles.

Many NGOs have experience working with foreigners because much of their funding comes from foreign sources. Some may, however, be unacquainted with the way western businesses and institutions operate.

Most Canadians who are in partnerships with Indonesian NGOs work at the grassroots level or in administrative capacities. Since they will be expected to integrate fully, they should have a good grasp of *Bahasa Indonesia*. Otherwise, an interpreter is essential.

Your Partner's Point of View ♦ ♦ ♦

How will your Indonesian partner perceive you? First, you will be treated as a guest and should behave as one. Follow the dictum, "When in Rome, do as the Romans."

Your partners will think of you as a well-educated expert, especially if you bring new technology or innovative methods to Indonesia. They may expect you to transfer your knowledge and skills to your Indonesian counter-

parts. Your counterparts will be anxious to learn, but they will react negatively if you are patronizing or have an attitude of superiority. Please remember that Indonesians have considerable knowledge, experience and expertise. Knowledge and skill transfer should be a two-way exchange. Seek input from your partners on the practical application of your methods and technologies in order to adapt them to local circumstances.