

counterparts) place a low value on international work.¹²

Policy work can be seen as an asset for NGOs building relationships with bilateral or multilateral funding institutions which value policy input. On the other hand, policy activism can also alienate potential funders.

- Canadian charitable tax laws and regulations discourage
- organizations from seeing policy and advocacy as legitimate charitable pursuits. Policy active organizations, for example, find it increasingly hard to gain (or even keep) charitable tax status.

Policy Effectiveness

The broad range of international policy areas and the need for high levels of expertise in order to participate effectively in policy fora, place pressure on NGOs to manage an appropriate division of labour among themselves.

Policy effectiveness often depends on the ability to establish and maintain multi-organization (or multi-sector) coalitions. Establishing and maintaining coalitions are labour intensive (and thus costly). They also displace the individual profile of a participating NGO. Profile established through policy work is an important institutional incentive for policy work since it can contribute to enhanced public and institutional fundraising.

The plethora of NGOs (international and other) and the assumption that NGOs are mostly single-issue driven contributes to the perception that there is a fragmentation of public policy interests. It is assumed that this fragmentation undermines the capacity of states or

¹² See Evan Potter, "Niche Diplomacy and Canadian Foreign Policy", in International Journal, Vol. LII, No. 1, Winter 1996-97, p.33.