

always reach or represent the poorest segments of the host society, nor are both sexes equally helped, since somewhat better-off segments of the society can often more easily make use of assistance.⁵⁸ Management skills and procedures are often wanting. Moreover, the small size of many NGOs can sometimes limit their role as change agents and innovators.⁵⁹ Of particular interest here is the observation that there has often existed in North-South NGO relationships the same tendency observed in technical cooperation to domination by the northern party with its higher budgets and management or sectoral knowledge.⁶⁰ Less selfish motives do not guarantee intercultural sensitivity and a spirit of egalitarian partnership.

Charles Elliott has provided an insightful assessment of the workings of the collaboration between northern and southern NGOs.⁶¹ His first message is that the outlook and situation of North and South NGOs are often very different: the northern partners usually want "neat, time-bound projects that can be 'sold' to support groups in northern countries who want the satisfaction of seeing...irrigated land or...primary-health clinics,"⁶² whereas the southern partners and the field officers of the northern NGO may face obstacles of an essentially political nature, such as evictions of poor farmers or hostile governments (even fairly democratic governments may distrust NGOs and favour urban over rural interests). Elliott argues that northern NGOs tend to regard development as consisting in projects to be imple-

58. Therien, Jean-Philippe, *op. cit.*, p. 276.

59. Bebbington, Anthony and Farrington, John, "Governments, NGOs, and Agricultural Development: Perspectives on Changing Inter-Organizational Relationships," *Journal of Development Studies*, January 1993, p. 207.

60. Therien, Jean-Philippe, *op. cit.*, p. 275.

61. Elliott, Charles, "Some Aspects of Relations between the North and South in the NGD Sector," *World Development*, Vol. 15 (Supplement), 1987.

62. *Ibid.*, p. 58.