

tance in operating fishing cooperatives, joint research on AIDS between Canadian and Kenyan universities, assistance to local business by retired Canadian executives, and a linkage between the Canadian Deans of Management and Administrative Sciences and the corresponding association in southern Africa.⁵⁷

Today, 30–40 per cent of the (approximately \$6 billion) budgets of northern relief and developmental NGOs derive from matching grants from governments. Moreover, NGOs increasingly are being utilized as vehicles for bilateral and multilateral aid. Government aid agencies tend to wish to maximize policy coordination between the official aid priorities and the actions of funded NGOs but this is a sensitive matter for the latter, which greatly value their policy independence. Through consultation, however, it has often been possible to arrive at mutually-acceptable arrangements and even genuine government-NGO partnerships.

While there are some developmental tasks NGOs cannot do (such as macroeconomic policy reform and big infrastructure), there are many impressive developmental advantages of this form of aid. These include the lower costs of voluntarism and the rapid and innovative responses of unbureaucratic organizations; the generally less self-interested motives of NGO workers; the emphasis on helping the needy directly and immediately; the stress on local actions to improve villages and neighbourhoods; the tendency to use locally-based appropriate technologies and management styles; the creativity unleashed by empowering the underprivileged; and the building of developmentally-relevant institutions ranging from local self-help organizations to mass movements.

It has been pointed out that the actual performance of NGOs frequently falls short of these ideals. They do not

57. Canadian International Development Agency, *Annual Report 1989-90* (Hull, Supply and Services Canada, 1990), p. 51–55.