CHANGING ROLES FOR
DEVELOPMENT. CASE
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NORTHERN
STUDY OF

INTERNATIONAL NGOs:
CUSO, CANADA

FOURTH GENERATIONAL

Executive Summary

With the dramatic growth in Southern-based nongovernmental organizations (NGOs) and

the emergence of broad social movements in both the South and North, which are defining and

demanding their own type of people-centred, sustainable development, questions have arisen about

the appropriate role for Northern international development NGOs in the field of international

development and cooperation. Currently, Northern NGOs are being challenged to adopt a more

facilitative role in supporting sustainable and just development by utilizing their international

experience, contacts, and networks in order to foster and support international links between social

organizations in the North and South

This thesis presents a review of the literature on international development and NGOs,

paying particular attention to David Korten' s (1990) framework which outlines the generational

shifts in strategic orientations of NGOs

in fourth generation development, that understanding is based

The case study of CUSO is presented in two parts. The first part provides an overview of CUSO's evolution and examines the factors that influenced the decision to shift its focus to a fourth generational framework This part also examines the nature of this shift and how CUSO defmes its role through a discussion of two key policy statements. The section ends with a discussion of the implications of the shift in respect to CUSO's role, programming, funding, and organizational culture, including practical examples of CUSO's programming activities in Latin America. In the second part, a description is given ofCUSO's efforts in establishing a partnership with the Union of Ontario Indians (UOI) and its work the