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The Dual Nature of Non-Governmental Organizations

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Introduction

The aim of this dissertation is to underline the dual nature of non-governmental organizations: namely the institutional one, and the social one. As regards the first one, we can see how often these groups can heavily affect global or local issues; more in general, they have gained more and more the ability to influence the international political decision-making processes. This happens frequently substituting or working together with existing national or international official organizations. To this extent we want to examine why, in some circumstances, NGOs can be seen as institutional figures. This information can be found in the second chapter.

On the other hand, the social role is one of the main aspects that characterize the subject under study. Social service or other public goals are precisely the reason why these organizations were created. Therefore, we need to take into consideration these features as well, and examine the relation that these associations have established with citizens. This information can be found in the third chapter and in the fourth one that focuses on the specific case of the Community of Sant'Egidio. Given these elements, we want to underline the coexistence of the two features (the institutional one and the social one), within one single organization and what benefits or disadvantages they can bring to society.

In the first chapter we will provide an historical background together with some definitions. Consequently, we will find the main characteristics of the subject under study. Thereafter, we will briefly analyze the relationship that NGOs have established with the citizens, the latter's willingness to participate and the way in which they do so.

In the second chapter we will discuss more in detail the institutional aspect of non-governmental organizations, specifically in the context of global governance. Subsequently, we will consider NGOs partnerships with public or private entities together with the drawbacks and advantages that they can lead to. In order to further investigate this topic, we will look at the specific case of 'Grants by private agencies and NGOs to the DAC Countries' within the OECD data. Finally in this chapter, we will focus more in detail on the NGOs contribution to the elaboration, assessment and control of international norms that can take place through direct, indirect or autonomous means. We will discuss them in order.

The third section is about the social aspect of NGOs, more precisely about the outcomes of voluntary work, citizens' participation and how it usually takes place, considering communication as the defining element of the relation between non-for profit organizations and the people.

Lastly, in the fourth chapter, it will be analyzed the case study, which is the Community of Sant'Egidio. The latter was chosen to represent the association that can summarize the duality of NGOs. In fact, it is underlined how within this group we find both elements: the institutional one, in the form of international mediation, and the social one, in the form of social service, coexisting together.

Chapter I. Theoretical Framework

1.1 Historical Background

We want to provide a definition of what actually is a non-Governmental Organization.

The most complete and reliable we can find, is probably the one given by The United Nations Civil Society Unit, which reads:

“A civil society organization (CSO) or non-governmental organization (NGO) is any non-profit, voluntary citizens’ group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, civil society organizations (CSOs) perform a variety of services and humanitarian functions, bring citizens’ concerns to Governments, monitor policies, and encourage political participation at the community level. CSOs provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements, including Agenda 2030 and the Sustainable Development Goals. Typically, they are organized around specific issues, such as the UN pillars of peace and security, human rights, and development. CSOs often promote UN observances and international years and decades established by the General Assembly to focus world attention on important issues facing humanity. Their relationships with offices and agencies of the United Nations System differ depending on their location and mandate.” (United Nations Civil Society Unit)¹

There are some globally well-established characteristics of a non-governmental organization; accordingly, most of international actors seem to agree on them. These factors come from many years of experienced relations with States, Institutions and International Organizations (IOs). Certainly, the phenomenon under study is not a recent one, quite the contrary, we can date back the rise of this type of associations to the second half of the nineteenth century. Surely, due to the widening of the means of communication and transportation, there was the need for more international cooperation, which was favored by these new types of associations. However, they definitely did not have the same influence they can currently boast of possessing.

1919 has been a turning point: with the creation of the League of Nations, the role of NGOs started to change. Their participation in international relations was more and more active, as a matter of fact, it was the beginning of a higher degree of cooperation with many Intergovernmental Organizations. The first organism establishing interactions with the NGOs was the International Labor Organization

¹ “About us”, Who we are, United Nations Civil Society, available at: <https://www.un.org/en/civil-society/page/about-us>

(ILO), which now is a United Nations Specialized Agency. We can find evidences in the Organization's Constitution, Article 12 which states "The International Labour Organization may make suitable arrangements for such consultation as it may think desirable with recognized non-governmental international organizations, including international organizations of employers, workers, agriculturists and co-operators." (Constitution of the International Labour Organization Article 12.3)². Here we may identify the first approach to a consultative role of Non-Governmental Organizations which, although still limited, it was the beginning of a new era of cooperation.

Even more significant, has been the United Nations approach to our subject of study. On the path of the previously discussed Organ, the UN relied on a consultative model, which was presented in detail in June 1946. The Organization decided the main aspects of the participation of NGOs that would remain relatively unchanged among years.

Firstly, the associations were recognized a role of "consultative" nature: they could attend meetings and under specific conditions, they might speak and have documents floating around.

Secondly, they could not under no circumstances, negotiate or decide on any matter.

Finally, it was established an accreditation process, under the supervision of a Standing Committee on Non-Governmental Organizations that would evaluate the specifics and the requisites for each candidate.

Furthermore, it was draft a distinction between three types of consultative relations, these are:

- General Consultative Status is given to those associations considered to be active in the majority of the areas of interest of United Nations Economic and Social Council (ECOSOC) and that have considerably contributed to the achievement of many UN aims. They should be involved in of the socio-economic area of a large number of Countries. Only these organizations are entitled to deliver oral presentations during the Council's meetings, they also can suggest new issues on the agenda.
- Special Consultative Status is designed for those who have an active role only in a limited number of the Council's areas of interest. They are authorized to send their delegates as observers during the meetings and present written declarations to be distributed to the members.
- Roster members are accepted exclusively in conferences regarding matters falling under their competence.

(Arrangements for Consultation with non-governmental organizations, UN Economic and Social Council, 1946).³ These restrictive conditions were to change slightly over time, precisely in 1950 and 1968; even so, they certainly were an important starting point.

² International Labour Organization (ILO), Constitution of the International Labour Organisation (ILO), 1 April 1919, available at: <https://www.refworld.org/docid/3ddb5391a.html>

³ Resolutions adopted by the Economic and Social Council during its 2nd session, 25 May-21 June 1946. - 1946. - p. 360-365. - (ESCOR, 2nd sess.).

It is widely known that during the second half of the 70s there was the spread idea of so-called ‘common interests and values’. Many Intergovernmental Organizations relied on these common features in order to better legitimize their work to the eyes of the broader population, as a form of collective guarantee. This process could be possible mainly through the aid of Non-Governmental Organizations; that is why in this period we can observe a larger increase of their participation in international conferences. They shifted from a mere consultative role to a more participatory one, although they were not yet partners. At the same time, we witnessed a broadening of the requirements needed for the admission to the meetings and a higher degree of cooperation, especially for environmental matters and for Human Rights issues.

During the second half of the 90s, the emergence of globalization gave rise to a deeper sense of awareness of the existence of global problems. This, together with the enhancement of the means of communication, definitely favored the spread of transnational movements and new social associations.

Notwithstanding these remarkable improvements in participation, every attempt to reform norms of cooperation with NGOs failed. Many States opposed to this type of revision, which was aimed to the formal enlargement of the processes of contribution. As a matter of facts, the definition of the Consultative Status relative to the ECOSOC remained substantially unvaried. These normative failures led to the development of new types of informal cooperation with Intergovernmental Organizations. Specifically within the United Nations, the most relevant transition regarded the General Assembly and the Security Council. Concerning the former, it was possible to temporarily suspend the plenary, so that it would be possible for the NGOs representatives to freely speak and be heard by the States delegates. While, regarding the latter, there arose the so-called “Arria Meetings”. They were either informal meetings held by the delegates of the Member State who wanted to bring attention to some specific issues, or they were periodical meetings with the President, the State delegates and the NGOs representatives.

Given these evidences, we can notice how since the second half of the 90s, it was more and more frequent the use of informal ways of cooperation between the Civil Associations and the IOs.

1.2 The characteristics of NGOs.

Before we start analyzing the NGOs relationship with the institutions, it is necessary to distinguish some of the main characteristics of the subject under study.

We have already seen the definition given by the United Nations Civil Society Department, certainly there are many others, nonetheless, as we will see, they tend to converge towards the same features.

For instance, in 1995 the World Bank drafted a document establishing the relation with the Non-Governmental Organizations. In this document, the latter are defined as “private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development. In wider usage, the term can be applied to any non-profit organization which is independent from government. NGOs are typically value-based organizations which depend, in whole or in part, on charitable donations and voluntary service. Although the NGO sector has become increasingly professionalized over the last two decades, principles of altruism and voluntarism remain key defining characteristics.” (Working with NGOs March 1995)⁴.

They also make a distinction between two different types: Operational NGOs and Advocacy NGOs. The former concerns “the design and implementation of development-related projects.” While the latter relates to the “promotion and defense of a specific cause and seeks to influence the policies and practices of the Bank”. However, these two categories are not mutually exclusive. It is also interesting for the purpose of our study, a wider classification into three main groups:

- Community-Based Organizations (CBOs) which serve a specific population in a narrow geographic area;
- National Organizations which operate in individual developing countries, and;
- International organizations-which are typically headquartered in developed Countries and carry out operations in more than one developing Country.

All of them might have the role of intermediary for some specific issues, yet this is mainly the case of the latter two categories, while the first one has more a membership nature.

Given the initial definition we provided in the first section of this dissertation, we might compare it with these new features taken from the World Bank document. Analyzing both, the UN Civil Society text and the last one mentioned, we can find many common features, which are usually recurrent to most of the interpretations of the phenomenon under study.

Some of them are:

- The status of ‘private entity pursuing a public aim’. This first point concerns the membership of NGOs. Differently from Intergovernmental Organizations, they are composed by independent individuals rather than by States. They are private entities free from the interference of Governments, in fact they are regulated by their own policies and procedures.

⁴ Carmen Malena NGO Unit, OPRPG World Bank, *Working with NGOs, A Practical Guide to Operational Collaboration between the World Bank and Non-Governmental Organization* (Washington D.C.: World Bank, March 1995). Available at: <http://documents.worldbank.org/curated/en/814581468739240860/pdf/multi-page.pdf>

- Voluntary association: the members are moved by a common interest and they choose autonomously to join these associations.
- Non-lucrative business: they are different from other private actors because they do not aim to any kind of payback. They actually can have an economic profit, yet it must be used for financing their activities and cannot be distributed among the members.
- Fixed organic social apparatus: differently from Social Movements, they should count on associates or members, an executive group, a financial auditing group and a President or Secretary representing the association. This ordering will also help the NGOs to achieve a better performance and coordination internationally.
- Public aim means to strive towards the common good or values concerning the disadvantaged parts of the population, the underdeveloped Countries, peace building or environmental issues. This aspect makes NGOs different from Trade Unions which instead, are focused on the interests of their members.
- Pacific nature is an essential feature because it differentiates this category from other types of associations including criminal organizations and terrorist cells or other similar Non-State actors.

These are the main definitions upon which most of the Organizations, Institutions and international entities agree on. Unfortunately, there is not an unanimously accepted description: as a matter of fact, international law lacks such a term. For this reason, we should still look into globally informally established standards.

There are many places of action for our subject, but almost all of them regard the common good. We find these organizations active mainly in the sphere of Human Rights, Education of Children, Emancipation of Women, Environmental issues, Protection of animals, Development of Countries. They usually bring aid to other Countries if they are international or to their own population if they are national. They might provide food and other basic commodities to the underprivileged parts of the population; in addition, they may organize collective demonstrations against or in favor of a specific policy. Further, they can offer technical assistance and expertise to the underdeveloped Countries in order to encourage a project. Finally, they can set standards for many matters or monitor the behavior of other private entities. There are multiple tasks that can be fulfilled, either way they should be accountable for their actions and relate more and more to both, private and public entities.

1.3 NGOs, Citizens and Participation

In order to better analyze the NGOs course of action, we should definitely try to describe the different ways of popular participation through which these organizations are able to relate to the

citizens. Firstly, we want to give a definition of voluntary political participation. The one that seems more complying with our purpose, states that it is the combination of "activities that have the intent or the effect of influencing government action - either directly by affecting the making or implementation of public policy or indirectly by influencing the selection of people who make these policies; that participation is not obligatory and receives no pay or only token financial compensation".⁵ Given this first definition, we see how the main objective of participation is to influence, on the one hand the policy-making process itself, on the other hand the decision of who can be eligible for this task. These targets can be pursued either by institutional and formal means, as we will see in the second chapter, or by more informal means that usually imply popular mobilization. What is more, we have underlined many times, while discussing the main characteristics of the phenomenon under consideration, the relevance of the voluntary aspect; here too we find this feature particularly emphasized.

We have described political participation in order to better understand the relation that NGOs attempt to establish with citizens. Some might say that the two things are not inevitably related, and that political participation only concerns the traditional political sphere; but is it really so straightforward? As a matter of fact, it is increasingly difficult to distinguish what is political action and what is not, what is conventional participation and what is unconventional. For this reason, we should analyze the relation between NGOs and citizens from a less simplifying perspective.

Approximately, until the 1960s researchers considered almost only conventional forms of participation, that is to say traditional definitions based mainly on political representation by parties and voting. Some of them are: to run for or to hold a political office, to work on campaigns, to be a member of a party, contact with representatives, or simply voting. Afterwards, in the late 1970s, researchers started considering new forms of political participation which were considered as non-conventional, such as: writing on newspapers, joining a boycott or a sit-in, sign a petition, going on strikes or participate in parades, up to violent action.

Currently it is difficult to preserve this sharp distinction, as a matter of facts we are witnessing new hybrid forms of participation; such a separation it is unsuitable for the contemporary profoundly changed political and social reality. For instance, practices that were defined as 'non-conventional' are now more and more part of customary political action and civic engagement, often arising from an increasing loss of credibility and legitimacy of the traditional forms of representation. Among them we find the increasingly relevant role of non-governmental organizations, together with social movements

⁵ Sidney Verba, Kay Lehman Schlozman and Henry E. Brady, *Voice and Equality, Civic Voluntarism in American Politics* (London: Harvard UP, 1995).

and local single-issue organizations. They are able to establish a totally new type of relationship with citizens, based on shared goals and values, with a view to a more and more active citizenship.

Political participation becomes increasingly both, the end and the mean of the society's development and its well-being, in fact, it is reaching an increasingly large part of citizens. At the same time, political participation is one of the main features of democracy, it fosters the mechanisms of accountability and legitimacy. Hence, we observe a growing number of non-for-profit organizations, interest groups, social movements, single-issue groups, availing of new hybrid forms of social involvement or simply relying on practices that previously were classified as non-conventional that now have become basically a common occurrence i.e. flash mobs.

Going back to the main issue of our discussion, the third sector in general is known for providing services to the broad population. Civil Society Organizations are not really political entities, quite the contrary, they are bodies acting in the social field and having political effects which can be intentional or unintentional. As like Social Movements, they seek to change some aspects of society, even though they do it through actually filling those gaps in the society's needs left by the national institutions. For these reasons their relationship with the State is nearly always not conflictual, and they can be considered in a certain way, complementary to the social work of the State. Thus, as we will investigate in the second chapter, a cooperative approach can be advantageous for both parts.

In conclusion, we have examined how NGOs are increasingly relevant in the current political and social scenario. The main characteristics that we have identified are ultimately the voluntary aspect, then the absence of any payback purpose, the pacific nature, the pursuit of a public aim and possibly, the achievement of the common good. Finally, we have analyzed the relation that the subject seeks to establish with the citizens; it results in benefitting the political participation and fostering an active role of citizenship by a mixture of traditional and whole new means of involvement.

Chapter II. The Institutional Role of NGOs

The main purpose of this dissertation is to illustrate the dual nature of NGOs. Actually, they appear to be divided into two parts: the institutional one and the social one. This second chapter describes the former aspect.

2.1 Global governance

In order to better understand the topic, we will need first to define the context in which our subject of study works. This section is essential for the reason that, starting from the late 90s, the international scenario has been characterized by global governance, which can be recognized to be the inclusive arena of action for Intergovernmental Organizations and NGOs.

We should consider global governance operating within the context of civil society. In that regard, the two terms go hand in hand shaping the so called “global civil society”. There are many different theories of what we really mean with the term civil society. For some, it is something autonomous from institutions but still needs them to regulate social relationships. Others, instead, argue that society does not need the political sphere or institutions, on the contrary, it is driven by shared goals and values. In this case, civil society is then, a space for social integration aimed to the pursue of common objectives and reciprocal solidarity. In turn, “global civil society” is explained within two different perspectives. According to the descriptive one, social relations expanded on both spatial and temporal grounds: globalization led to a new world beyond national frontiers and characterized by inter-governmental, transnational and non-governmental actors. On the other hand, the prescriptive view is more political: on one side it portrays this phenomenon as a democratization of international relations, on the other side, it is seen as the rise of a reciprocal feeling of solidarity among different populations. Within this second perspective, we see social and political emancipation, in the sense that there is a growing individual participation in international decision-making, moving towards a sort of global consciousness.

Global consciousness should imply global justice as well; however, we recognize that there is no such thing as global jurisprudence. Hence, who is to decide what is allowed and what is not? Who is able to set the standards for the world we live in?

This leads us to the main issue: there is no government for the world. However, everyday emails are delivered across borders, people travel from one Country to another, goods and services are provided across land, air, sea, and through the web. There is a variety of other cross-border activities that take place daily in security for the people, firms, and governments who are involved. Then we may wonder: how is the world governed even in the absence of global norms, regulations and supervision? Can globally-accepted values alone give order to the world transactions?

Here comes the role of Global Governance. According to a first definition it is “the purposeful order that emerges from institutions, processes, norms, formal agreements, and informal mechanisms that regulate action for the common good. Global governance encompasses activities that transcend national boundaries at the international, transnational, and regional levels and is based on rights and rules that are enforced through a combination of economic and moral incentives. Mechanisms of global governance are composed of elements and methods from both the public and private sectors. These elements include agreed upon standards, evolving norms based on shared values, and directives issued by private authorities and ultimately enforced by states. Methods of global governance include harmonization of laws among states, international regimes, global policy issue networks, and hybrid institutions that combine functions of state agencies and private sector organizations.”⁶

Through this initial formulation we observe the fundamental role of coordination between the private and the public sector agents, both aiming at a common good. Their shared objective is the well-functioning of all the structures such as norms, formal agreements, standard setting and informal mechanisms, that make possible transnational activities. As it seems clear, these processes cannot be based solely on economic incentives but also on moral ones. Now, the achievement of this goal is only possible when there is successful cooperation among international actors such as States, Intergovernmental Organizations, Non-Governmental Organizations, Social Movements and even private sector organizations.

This essential condition is efficaciously explained in a policy note by UN Committee for Development Policy. “Global governance encompasses the totality of institutions, policies, norms, procedures and initiatives through which States and their citizens try to bring more predictability, stability and order to their responses to transnational challenges. Effective global governance can only be achieved with effective international cooperation.”⁷

⁶ Vv. Aa. *International Encyclopedia of the Social & Behavioral Sciences* (Detroit: Macmillan Reference USA, 2008).

⁷ Committee for Development Policy, *Global governance and global rules for development in the post-2015 era*, Policy Note (United Nations publications 2014). Available at: https://www.un.org/en/development/desa/policy/cdp/cdp_publications/2014cdppolicynote.pdf

It is argued that international actors should follow five principles in order to achieve effective global governance mechanisms. The first of them regards ‘Common but differentiated responsibilities and respective capacities’. Players should recognize the differences among Countries as well as financial and technical capacities, in order to address shared challenges. The second underlines the relevance of subsidiarity. Here are emphasized the advantages coming from the efficient involvement of local and regional entities due to the fact that they can often better address specific issues. This suggests an important role for inter-regional cooperation, dealing with issues of mutual concern. The third principle is about inclusiveness, transparency and accountability. These aspects are crucial for the global governance’s institutions to be representative of the global community. The fourth of them responds to coherence. Accordingly, in the process of international policymaking, it is required a high degree of coordination jointly with a disposition to accept tradeoffs. The last one is the notion of responsible sovereignty: Governments are required to be fully respectful of the sovereignty of other Nations so as to fulfil agreed policy outcomes. (Global governance and global rules for development in the post-2015 era).

Given this brief analysis, it is possible to understand the complex number and variety of mechanisms and actors that shape global governance. Actually, the political and economic decision-making apparatus today depends almost entirely on these new instruments. What is more, there is now little space for obsolete States’ foreign policies, in which Governments were the only influential political players. Quite the contrary, we are in an international scene where many more actors other than nations, including Intergovernmental Organizations, transnational Social Movements and Non-Governmental Organizations are decisive. These new participants perform meaningful, and at times highly consequential, functions in global affairs. Indeed, the outdated concept of politics is not possible anymore even at the internal or local level, where we find increasingly worldwide interconnected matters.

To sum up, we might assess that the most significant socio-political change in the past twenty years has been the emergence of a global civil society, which is fundamental for a more democratic global governance. The latter is referred as “the sum of the many ways, individuals and institutions, public and private, manage their common affairs”, it is “a broad and dynamic process of interactive decision-making, that is constantly evolving and responding to changing circumstances”.⁸ In the aforementioned Report, the Commission on Global Governance recommends a more efficient cooperation between the United Nations and the Civil Society Organizations. The well-functioning of this new relationship will lead to a more efficient management of global issues. It will strengthen

⁸ Commission on Global Governance, United Nations, *Report: Our Global Neighborhood* (New York 1995).

international institutions' transparency and accountability, as well as the direct involvement of the world population.

At the end of the day, global governance seems to be the essential framework for the participation of non-State actors such as NGOs, in the international scene.

2.2 NGOs and Partnerships

It is increasingly recognized the fact that there is a space between the market and the Government and that it is often it is the place of voluntary non-profit organizations. As we have said before, the latter contribute significantly in filling those gaps created by problems of both, governments and market failures. They have been complementing and, in some cases, even replacing public agencies within the welfare services, social aid, and more often, numerous development projects in developing countries. Throughout the years they have progressively increased their number, as well as the assistance they provide. These aspects reflect the importance NGOs have gained in the international arena. As a matter of fact, their participation in various activities expanded consistently: starting from consultation, up to involvement in projects of major multilateral institutions like the United Nations and the World Bank.

We have largely used the definitions offered by these two international institutions due to their recognized reliability; thus, we will maintain this practice as well with regard to the current topic. The Secretary General of the UN in 2005 has defined public-private partnerships as “voluntary and collaborative relationships between various parties, both State and non-State, in which all participants agree together to achieve a common purpose or undertake a specific task and to share risk and responsibilities, resources and benefits”.⁹ Hence, the growth of the number of NGOs has been accompanied by the enhancement of an institutional form of cooperation called public-private partnerships (PPPs). These are forms of transnational collaborative relations involving States and a diverse range of non-State actors, constituted to achieve a shared set of public purpose goals. PPPs might be said to have two main objectives: the first is to provide an alternative to the classic intergovernmental cooperation instruments aimed to solve global issues. This is possible with the help of more suitable technical expertise provided by specialized NGOs and frequently, throughout private financial resources. The second set of goals includes the achievement of a better understanding with the world population, the rise a democratic legitimacy of the international governance processes and finally, the enlargement of the representation of the affected population within the policy at issue.

⁹ Enhanced Cooperation Between the United Nations and all Relevant Partners, in particular the Private Sector, UN Doc. A/60/214 August 10th, 2005

Non-Governmental Organizations are considered to be very well connected to civil society across many, if not at all levels. They are thought to be the body most competent to represent the interests of the marginalised and poor. In point of fact, this category of partnerships is essential not only for sensibilization campaigns carried for the population by the NGOs, but also for a new degree of standard setting based on unbiased observations and expertise. Governments rely more and more on these public-private partnerships for the advancement of many development projects, due to the aforementioned specificities and skills their partners usually possess. Thus, through these instruments it is possible to elaborate a joint action plan, in order to face global or at times, even local issues.

A third possible objective which is supported by many researchers, is that Non-Governmental Organizations can facilitate and encourage the communication among relevant private and public protagonists in the international scene. This process relates to the use of private-private partnerships: in other words, the cooperation between multinational firms and NGOs may result in benefits for the public sector and the broad population. This type of collaborations is now so common that they are often a subject of economic and management research, aiming to achieve a better result. Finally, all these aspects underline the significant role that private actors have gained within the international decision-making process. At the same time, this scenario contrasts with both, pure public provisions and mere private corporations' investment decisions.

There seem to be two different factors laying at the root of the emergence of private-private partnerships, both of them endorse the public-private governance model. The first, is the willingness to have more pragmatic and wiser responses to global issues, which nowadays would be difficult to solve through traditional political means. The second, is the interest in finding common and unanimous solutions, which are only possible when compromise is reached among normally counterposed stances. Additionally, besides the requests from governments to NGOs to mediate with other private entities, some of these non-for-profit organizations have expressly and autonomously reached corporations, seeking to persuade managers to take more responsibility of their actions and to avoid possible negative impacts that might arise from them. It is in this context that many companies are often in contact with NGOs, this relationship can be both formal or informal, in any case, it is expected to bring benefits to both sides.

The opportunities might be the following. For NGOs, cooperation with firms may offer human, and financial resources, together with reputation benefits. Partnerships with businesses might be considered an opportunity to professionalize the social aid sector as a whole. As a matter of facts, it is likely that volunteers would learn how to ameliorate their action plan and enhance their internal structures, by working together with enterprises which are typically well organized. Another relatively

positive aspect might be the lowering of expectations concerning specific cases. For instance, at times NGOs set very high targets, which might lead to unrealistic expectations from the partners involved. In support of this evaluation, there is a Report prepared by the Netherlands' Public Administration and Policy Group members, which analyses the Inclusiveness in Partnerships. According to the interviewees, non-for profit organizations have found that "After working together with business partners more closely, they learned to be more realistic in their objectives".¹⁰

At the same time, Companies rely on these collaborations more and more since the latter are considered to improve their Corporate Social Responsibility (CSR) activities, which would be otherwise difficultly available within their own organizations. In the specific case of development projects, there is the expectation that NGOs will be able to provide access to local communities and expertise on how to engage with them. Not less significantly, for the private firms, this cooperation will give access to specific skills, competencies and capabilities typical of their non-for-profit partners. Finally, when they are willing to reach a high degree of mutual understanding, both partners can gain new contacts, acquire different knowledge, realize more effective results and achieve better performances. These combined capabilities have the potential to provide both partners with discernable benefits.

However, there are some drawbacks as well: according to the aforementioned Report, the NGOs are not sure whether the high expectations on public-private partnerships as an instrument for fostering development are well-founded. For them, it is not always clear if PPPs primarily serve a public interest or rather private interests. Additionally, they fear that the focus on public-private partnerships might reduce attention to the poorest. At the same time, NGOs members are concerned about their role and position in the partnership due to a variety of reasons. First, starting a partnership with a business can be a relatively poorly rewarded investment of time and resources. This is because the demands of both their donor and their business partner offer constraints and the partnership is often limited to one company only. Second, concerning developing projects, both the company and organizations of poorest and marginalized may expect the NGO to be accountable to them; this might put the subject of study in an awkward position. Thus, they will need to use different strategies to stimulate and safeguard the partnership, throughout inclusiveness. For instance, mediating between companies and the poor, representing their voices or enabling the marginalized to represent their own interests. These strategies take the form of a balancing act, in fact, NGOs have to navigate between expectations of business partners and those of local partners, running the risk of losing credibility with one or both sides.

¹⁰ Netherlands Public Administration and Policy Group, *Inclusiveness in Public-Private Partnerships: NGOs Views and Strategies*, Report for the Netherlands Environmental Agency (PBL), Wageningen University, May 2016.

In conclusion, the one-to-one partnership with business is the arena in which the mutual dependence between an individual business and an individual NGO is at the highest level, compared with discussion platforms and global roundtables. As a result, this type of partnership is the arena in which pragmatism and balancing acts are cultivated most by NGOs.

2.2.1 The OECD and The DAC mandate

It might be useful to provide a concrete example of well-functioning collaboration.

The Development Assistance Committee (DAC) may be considered as an effective example of entity that monitors the private-public partnerships, particularly in the field of development projects. The DAC is an international forum under the Organization for the Economic Co-operation and Development (OECD). The OECD is an international organization that works to shape policies that promote prosperity, equality, opportunity and well-being for all. Its major task is:

“Together with governments, policy makers and citizens, work on establishing evidence-based international standards and finding solutions to a range of social, economic and environmental challenges. From improving economic performance and creating jobs to fostering strong education and fighting international tax evasion, we provide a unique forum and knowledge hub for data and analysis, exchange of experiences, best-practice sharing, and advice on public policies and international standard-setting.”¹¹

The purpose of this International Organization is to reach broad social benefits, throughout meetings, consultations and analysis with many different actors, such as policy makers, Governments, IOs, Parliaments and Civil Society Organizations. More specifically, the concrete goals are the following: improving education systems, accelerating economic local and regional development, fostering health and safety, combating international tax avoidance and fighting transnational corruption. They also encourage responsible business conduct and more transparency in policy making, as well as the rethinking of water management. This outlook is only possible by means of joint participation and inspiration aimed to improve the quality of life across the world, addressing the challenges of our global era. To sum up, the central focus is mainly on promoting growth, taking into account all aspects of well-being and putting people at the center of the analysis. Innovation has to come together with new ways for economic growth to benefit everyone.

Among the commissions of the OECD there is the Development Assistance Committee (DAC), which describes its function as follows:

¹¹ “About the OECD,” OECD.org, <http://www.oecd.org/about/>

“The overarching objective of the DAC for the period 2018-2022 is to promote development cooperation and other relevant policies so as to contribute the implementation of the 2030 Agenda for Sustainable Development, including sustained, inclusive and sustainable economic growth, poverty eradication, improvement of living standards in developing countries, and to a future in which no country will depend on aid.”¹²

More precisely the task of this Committee is to monitor, report and in many cases, foster the provision of resources that support sustainable development. These activities can be performed through the transparent collection and analysis of data provided by the Official Development Assistance (ODA) flows. The latter is the measurement of the donor effort in terms not only of capital but also services for which there is no remuneration demanded. The Committee is also responsible for the review of development cooperation practices and for the assistance to the members of the DAC. The body should ensure the capacity to deliver a development cooperation program as well as an accepted measure of effort. Currently, the list of the members of the Development Assistance Committee is composed by Australia, Austria, Belgium, Canada, Czech Republic, Denmark, European Union, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Japan, Korea, Luxembourg, The Netherlands, New Zealand, Norway, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, United Kingdom, United States. On the other hand, the DAC List of ODA Recipients which is represented in the following table, shows all countries and territories eligible to receive Official Development Assistance (ODA). The classification reflects low and middle-income countries together with Least Developed Countries (LDCs), which are based on gross national income (GNI) per capita.

¹² “The Development Assistance Committee's Mandate”, OECD.org, <http://www.oecd.org/dac/thedevelopmentassistancecommitteesmandate.htm>

DAC List of ODA Recipients Effective for reporting on 2020 flows

Least Developed Countries	Other Low Income Countries (per capita GNI <= \$1 005 in 2016)	Lower Middle Income Countries and Territories (per capita GNI \$1 006-\$3 955 in 2016)	Upper Middle Income Countries and Territories (per capita GNI \$3 956-\$12 235 in 2016)
<p>Afghanistan Angola¹ Bangladesh Benin Bhutan¹ Burkina Faso Burundi Cambodia Central African Republic Chad Comoros Democratic Republic of the Congo Djibouti Eritrea Ethiopia Gambia Guinea Guinea-Bissau Haiti Kiribati Lao People's Democratic Republic Lesotho Liberia Madagascar Malawi Mali Mauritania Mozambique Myanmar Nepal Niger Rwanda Sao Tome and Principe¹ Senegal Sierra Leone Solomon Islands¹ Somalia South Sudan Sudan Tanzania Timor-Leste Togo Tuvalu Uganda Vanuatu¹ Yemen Zambia</p>	<p>Democratic People's Republic of Korea Zimbabwe</p>	<p>Armenia Bolivia Cabo Verde Cameroon Congo Côte d'Ivoire Egypt El Salvador Eswatini Georgia Ghana Guatemala Honduras India Indonesia Jordan Kenya Kosovo Kyrgyzstan Micronesia Moldova Mongolia Morocco Nicaragua Nigeria Pakistan Papua New Guinea Philippines Sri Lanka Syrian Arab Republic Tajikistan Tokelau Tunisia Ukraine Uzbekistan Viet Nam West Bank and Gaza Strip</p>	<p>Albania Algeria Antigua and Barbuda² Argentina Azerbaijan Belarus Belize Bosnia and Herzegovina Botswana Brazil China (People's Republic of) Colombia Costa Rica Cuba Dominica Dominican Republic Ecuador Equatorial Guinea Fiji Gabon Grenada Guyana Iran Iraq Jamaica Kazakhstan Lebanon Libya Malaysia Maldives Marshall Islands Mauritius Mexico Montenegro Montserrat Namibia Nauru Niue North Macedonia Palau² Panama² Paraguay Peru Saint Helena Saint Lucia Saint Vincent and the Grenadines Samoa Serbia South Africa Suriname Thailand Tonga Turkey Turkmenistan Venezuela Wallis and Futuna</p>

(1) General Assembly resolution A/RES/70/253, adopted on 12 February 2016, decided that Angola will graduate on 12 February 2021. General Assembly resolution A/73/L.40/Rev.1, adopted on 13 December 2018, decided that Bhutan will graduate on 13 December 2023 and that Sao Tomé and Príncipe and Solomon Islands will graduate on 13 December 2024. General Assembly resolution A/RES/68/18, adopted on 4 December 2013, decided that Vanuatu will graduate on 4 December 2017. General Assembly resolution A/RES/70/78, adopted on 9 December 2015, decided to extend the preparatory period before graduation for Vanuatu by three years, until 4 December 2020, due to the unique disruption caused to the economic and social progress of Vanuatu by Cyclone Pam.

(2) According to World Bank data from 10 July 2019, Antigua and Barbuda, Palau and Panama exceeded the high-income threshold in 2017 and 2018. In accordance with the DAC rules for revision of this List, if they remain high income countries until 2019, they will be proposed for graduation from the List in the 2020 review.

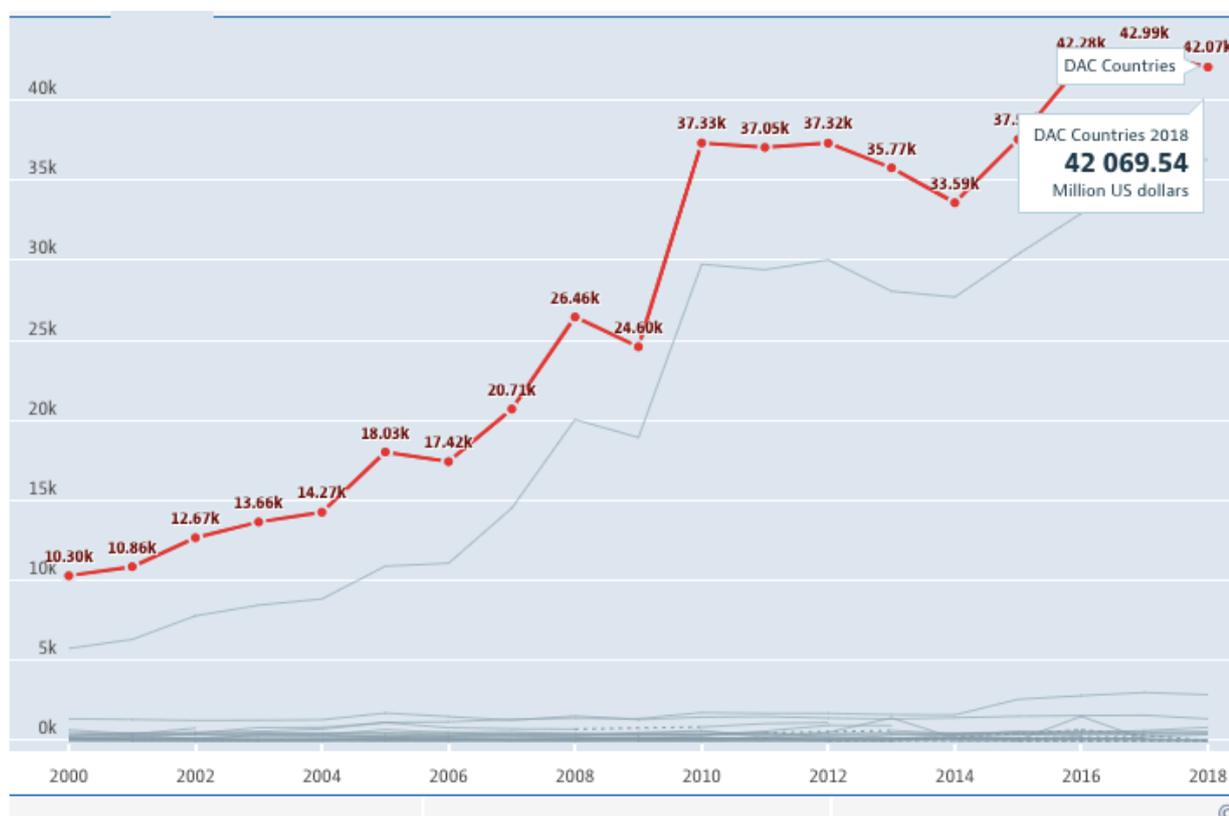
Hence, thanks to the work of the Commission, it is possible to calculate a part of assistance flows and services provided by monitored official agencies to specific territories for the promotion of the economic growth and welfare advancement in developing countries.

At this point we are able to analyze properly, with full knowledge of the facts, the data the Commission provides about development founding and services coming from the private sector. The latter comprises private corporations as well as non-for-profit organizations.

Grants by private agencies and NGOs

Total, Million US dollars, 2000 – 2018

Source: Detailed aid statistics: Official and private flows



OECD (2020), Grants by private agencies and NGOs (indicator).

The OECD data website provides a definition of the title of this table. It reads: “Grants by private voluntary agencies and non-government organizations (NGOs) are defined as transfers made by private voluntary agencies and NGOs in cash, goods or services for which no payment is required.”¹³ OECD (2020), Grants by private agencies and NGOs (indicator).

This study shows how funds coming from the private sector and more specifically, non-for-profit agencies, are increasing enormously over time. Although there seem to be weak flows towards some wealthy Nations, from the graph it emerges that, in the specific case of the DAC Countries, the funding arose from 32.74 million USA dollars in 2014 to 41.09 million in 2018. Thus, the data show a very large expansion in this type of donations. Anyhow, it is essential to underline that by “Grants by private voluntary agencies” we do not mean only financial aid, but more precisely, goods and services that do not entail a payment. As a matter of facts, these are notably the type of services provided by most of transnational and international NGOs.

In conclusion, through the chart related to the aid provided by private agencies and NGOs to the DAC countries, we notice how assistance have progressively raised over the years. Indeed, by means of the evidences collected so far, we might state that the participation and involvement of the non-for-profit agencies brings innovation and specific expertise together with practical aid to many development plans dislocated around the world. The outcome of this process brings shared benefits for both the Governments and the private units. Most importantly, this form of cooperation between local or foreign public institutions and private entities, normally deliveries profits and gains to the developing countries.

2.3 NGOs contribution to the international norms

Up until now, we have firstly analyzed the political arena of NGOs’ international participation. Consequently, we have described the partnerships that might arise in this scenario as well as the outcomes and the benefits that would follow. In this third section of the second chapter we will investigate the contribution of the subject under study to the elaboration, assessment and control of international norms. These forms of assistance can be provided in three ways: directly, indirectly or autonomously. We will consider them in order.

¹³ “Grants by private agencies and NGOs”, OECD Data, <https://data.oecd.org/df/grants-by-private-agencies-and-ngos.htm>

2.3.1 Direct Contribution

As we have underlined in the first chapter, in the last decades we have witnessed the broadening of the means and spaces for the participation of NGOs in the international decision-making contexts. The most effective formal instrument of which non-for-profit organizations can avail of, is surely the direct form of contribution to the drafting, the assessment and the control of regulations. Non-Governmental Organizations are said to contribute directly to the processes of elaboration and ascertainment of the implementation of laws, when they act independently from other bodies and, more to the point, without the need of any type of intermediation.

Direct participation allows the NGOs to be personally involved with the drafting of treaties and other non-legally binding texts. Many scholars maintain that there is a “common international procedural law for conferences and international law-making bodies”.¹⁴ By using these words, the aim is to give a general framework to all the practices proper of the collaboration under examination. We will briefly list them: the possibility to assist to the meetings with governmental entities, or other international organizations, the ability to collect information about the agenda, the chance to distribute documents among the participants and, at times, even to give a speech or propose topics of debate. All these activities have the purpose of assisting the other negotiators in the elaboration of the texts. Normally, NGOs can propose different aspects to give a shape to the general content of the document, or they can simply suggest the wording of the text. However, it happens that many negotiations can be entirely based upon projects prepared by the subject in question alone; or otherwise prepared with the support of Governments or, once again, of Intergovernmental Organizations. In any case, it is important to distinguish two different qualifications necessary for the direct involvement in the elaboration of formal texts. The first condition is the NGO’s specific competence in relation to the issue under examination. The second one is the suitability of the participant in order to represent the interests that are relevant to the subjects of the topic.

With regard to the first requirement, it is often considered appropriate to consult the NGO that is perceived as an expert on the subject, about the contents of the project. Within this first context, experts can do research in the field under consideration and organize briefings with the volunteers with the purpose of instructing them. Subsequently, there will be a meeting with the negotiators in order to discuss about the case. Generally, this type of active research is possible through specific sub-groups of work that can bring both: technical assistance and political mediation conciliating different delegations’ positions. With respect to the second requisite, as well as in the previous one, we find many times the

¹⁴ Klabbers, Peters, Ulfstein, *The Constitutionalization of International Law*, Oxford Scholarship Online, February 2010.

presence of sub-groups of work within the Commission which is aimed to the drafting of the document under consideration. Frequently in this scenario, these groups are composed by the members of the very NGO which have previously drawn attention to the topic at issue. Therewith, also in this case, they are consulted for the examination of the texts and possibly, for the elaboration itself. This process appears to be due to the fact that the partner in question is highly related to the subject at issue, and therefore can be very accurate and useful for the purpose. As a matter of fact, occasionally, it occurs that even organizations that are normally not entitled to participate to the meetings might be authorized to take part as consultants. This might be considered as a consequence of their representative status for the subject of the Convention. Hence, together with State's delegates, there are very often the representatives of NGOs striving to find the optimal elaboration of the text of a specific Convention.

We have so far analyzed the direct involvement of NGOs in the elaboration of international norms, we will now turn to the examination of the process of ascertaining these norms and finally to the study of the monitoring of the overall compliance with the rules.

By the phrase 'NGOs' direct contribution to the assessment of international norms', we refer to the legitimation the subject has, to formally cope with international law incompliance. There are many jurisdictional bodies to which organizations may appeal to, such as the European Court of Human Rights, African Court on Human and Peoples' Rights and lastly, the Inter-American Commission on Human Rights. Anyhow, it is useful to classify three different courses of action which NGOs can avail of when they are legitimized to act directly. The first is the possibility to act in their own interest; it means that non-for-profit agencies have the opportunity to rely on a legal defense, every time there is the need to report a disregard to their own rights. Although the number of these specific cases is very limited, it is highly significant that the agency has the possibility to defend several of their rights which are guaranteed by many Conventions. The second scenario implies the legitimation to act in the interest of other parts which can be either individuals or groups. In this event, the organization can bring to the attention of the relevant Commission, cases of alleged infringement of conventionally guaranteed human rights, on behalf of third parties. According to the Inter-American Commission on Human Rights, the legitimation of NGOs to act is not subordinated to the victim authorization or consensus; this helped many organizations to proceed in cases in which the subject was deceased or missing. The third type of direct action is based on the principle of objective interest with respect to the law. Within this scenario, the only example we can rely on is the African Commission on Human and Peoples' Rights. They have recognized to NGOs the legitimacy to assert the responsibility of States in cases of violation of conventionally guaranteed Human Rights.

Finally, we analyze the direct contribution of non-governmental organizations to the control of the overall compliance with international law. Mechanisms aimed at the monitoring of the respect of the rules are increasing, especially within the fields of human rights and environmental protection. A powerful reason for this growth surely is the interdependence of globally shared social and political values. These factors are indeed an incentive for States to behave accordingly. Actually, NGOs are often responsible for the notification of eventual violations of such norms. They are legally legitimized to trigger control procedures according to two different principles. The first is the limitation of this control only to cases aimed to the demonstration of a specific interest. In this instance they can complain to be, or others might be subjects of the violation of a specific right. The second form of legitimation relies on the principle of general interest with respect to the law. In this framework the control is not subordinated to the evidence of a specific interest, instead it is determined, once again by the NGO's specific expertise about the subject in question. It is worth noting, that the main difference between control and ascertainment is that the former entails mainly forms of dialogue and cooperation with states and, differently from the latter, it does not focus much on the individuals' rights protection, rather its aim is simply to encourage compliance with the norms.

2.3.2 Indirect Contribution

The term "indirect contribution" refers to the fact that NGOs are capable more and more of affecting the elaboration, the ascertainment and the control of international norms due to the ability to influence or assist indirectly relevant actors.

With regard to the first possibility, NGOs are occasionally capable of promoting or even shape negotiations aiming to draft treaties or non-legally-binding texts. They might do this through the determination of the agenda setting, which is possible in three different ways. Firstly, they are able to determine the agenda through the process of "diagnostic framing": the organization identifies an internationally relevant problem and brings it to the attention of states' delegates. Secondly, the method of "prognostic framing" is the identification of a possible normative solution to the problem at stake. Lastly, the third path is called "motivational framing", in this case the NGO can influence the agenda setting through public awareness campaigns which in turn depend on the choice of the right message with a high emotional impact and effective information. Another widely used method of indirect contribution to the elaboration of international norms is pressing the states' delegations who are participating in the negotiations. This can be done either, once again by public awareness campaigns, or by lobbying. The former possibility is essential in the case in which the NGO is not allowed to formally take part to the negotiation. In the latter scenario the mediation takes place inside the official trading venue, either by means of technical advice or by the direct relation with the delegate.

With respect to the indirect contribution of NGOs to the process of assessment of the compliance to international norms, the participation of the subject in question is widely accepted within the legal framework. Nonetheless, they often need to rely on other relevant actors due to a certain degree of mistrust that can be crippling at times. Therefore, organizations might avail of different means of assistance to the ascertainment praxis. Firstly, they can be legally represented within international human rights' protection bodies, such as the European Court of Human Rights and the Inter-American Court of Human Rights. Secondly, although less frequently, they can act in the role of "amicus curiae" which makes it formally possible for a civil society actor to participate in proceedings before a court while not being a party to the case.

Finally, as regards the indirect contribution to the process of control of the observance to the law, NGOs have the opportunity to provide to the supervision agencies information about the various states' conduct. This can occur either in the light of a periodical inspection or according to ad-hoc procedures aimed to examine single situations of alleged infringement of the rules.

2.3.3 Autonomous Contribution

When we talk about the autonomous forms of contribution provided by NGOs, we normally include all those activities that are totally independent from any State's direction. The three fields relevant in this case are, once again, the elaboration of international norms, then the processes related to the assessment of such rules and, finally, the control of the overall level of compliance to the legislations.

With regards to the first instance, NGOs very often elaborate international standards of conduct in the form of guidelines, principles or codes. This type of standards has been described as "a rule, principle, or means of judgement or estimation [...]" within "a grey zone of law, morals, economics and politics".¹⁵ Although these principles are mainly addressed to States and corporations, they are more and more directed at non-governmental organizations as well. What is more, these standards are also used as a tool for public mobilization and fostering negative judgement of behaviors that are considered not compliant with these informal rules. Lastly, these guidelines can be equally useful in order to interpret many international norms as well as to influence in many ways international actors to behave accordingly to the law.

¹⁵ Peters, Koechlin, Förster, Fenner Zinkernagel, *Non-State Actors as Standard Setters: Framing the Issue in an Interdisciplinary Fashion*, Cambridge University Press 2010

Concerning the second aspect, NGOs have the possibility to employ symbolic means of assessment of international norms. The subject is able to investigate alleged infringement of law each time in which resort to international justice is not viable due to political or procedural barriers. This activity takes place within the “Court of Public Opinion” or “Court of the Peoples”, namely bodies composed by internationally notable intellectuals and jurists who are able, thanks to documents and to the aid of other experts, to analyze and assess the violation of international law. Consequently, the specialists draft recommendations addressed to single States, or entities, or to the entire international community. Finally, they can forward these symbolic sentences to the relevant international organization. This process was seen by many as an alternative form of justice which one can avail of, when the traditional one is not working properly.

The final and third aspect of NGOs’ autonomous contribution implies monitoring activities of States and other international actors’ behavior, together with eventual complaints of alleged infringement of the international provisions. Here, the aim is to cause prejudice to the reputation of the subject in question among the international public opinion, by the so called process of “naming and shaming”, in order to lead it to the compliance of norms.

Until now, we have examined the principal forms of collaboration with the international, national and local institutions, employed by most of NGOs. The latter can influence the elaboration, assessment and the control of international norms either by direct, indirect or autonomous means. In conclusion, all of these methods are highly beneficial for the non-governmental organizations, due to the fact that, together with the previously analyzed partnerships, they foster the participation of non-governmental organizations in the international decision-making scene.

Chapter III. The Social Role of NGOs

We have so far analyzed the institutional aspect that can be seen within the activities of Non Governmental Organizations, more specifically the essential role that the subject plays today in the international political sphere. Then we have analyzed how they can actually influence the political decision-making, firstly through public-private partnerships then by private-private partnerships. Finally, we have examined the contribution that NGOs can give to the drafting, assessment and control of the international norms, it can occur in many different ways: directly, indirectly and autonomously. At this point we are going to assess the social aspect of NGOs, more precisely, what is their role in the society and how they handle the vital relationship with the citizens.

As we have mentioned in the third section of the first chapter, in a representative democracy there are many more actors than the traditional ones such as political parties, for instance there are interest groups, social movements, single-issue movements, voluntary work associations, and civil society organizations. Accordingly, we see how the third sector in general is more and more relevant in today's political scene. All these actors are not institutionalized and generally they are not centralized but inclusive, typically they foster bottom-up forms of participation. Moreover, the relationship that NGOs usually establish with the citizens is based on the voluntary aspect and it aims to the overall benefit of society by providing services to the broad population. At times, not-for-profit organizations complete and enhance the social work of the State or in some cases, they even replace it completely; this almost never happens in conflictual terms, rather most of the times, through cooperation and complementarity. These forms of social action can be considered a political form as well due to the fact that it produces effects in society.

Most of the civil society organizations' goal is to change specific aspects of society, in order to do so they certainly need to build some kind of relationship with the citizens, for many reasons. First, the very practical aid in most cases is crucial, for example in the environmental groups there is the need of people for the very action of cleaning public spaces, or within the animal rights' groups people are needed for the caring of animals if they provide assistance to some. Secondly, as we have considered in the last section of the second chapter, the relationship with citizens is vital to build some credibility with the institutions and the private entities they interact with. Thirdly, NGOs should reflect, and they often represent in a non-traditional way, part of the citizens' will, values and needs. In fact, they can somehow influence the political decision-making through social mobilizations, more specifically through demonstrations, flash mobs, sit-ins... Within these last aspects of mobilization, public awareness campaigns are essential tools that NGOs must handle carefully, organizations become at times, a form

of non – elected representation, they can foster citizens to participate or they might influence the process of agreeing or to being against a specific matter.

3.1 NGOs communications

Until now, we have examined the institutional aspects of NGOs, mainly their essential role in the international political arena and the various ways in which they can influence the outcomes of the latter. At this point, it is essential to investigate one of the main features of NGOs social role, namely the relationship with the public.

The focus here is on communication, which is the main tool that non-for profit organizations can employ for public mobilization. The latter can be achieved only if the NGO is able to influence the public's opinions about specific issues. Citizens are vital not only for the very support to the organization, that occasionally can bring real action, but also for the simple matter of funding. Thus, we might assess that there are three fundamental characteristics of the NGO – public relation: the first is support, then its potential outcome, that is action, finally funds. The connection among these three elements is regulated by the communication contents and effectiveness.

With regard to the study of NGOs' communications, we should take into consideration the psychosocial analysis of individual biographical interview and focus groups data, carried on by a group of psychologists, on how public responses to mediated humanitarian knowledge are complex, multi-layered, and conflicted. Firstly, it is worth to examine what might trigger support. According to the research, people do not simply accept or reject the information provided by the NGO rather they process the meaning, firstly within the possibility of the text which is open to multiple interpretations, secondly depending on their personal worldviews, which are in turn shaped by their social contexts and personal experiences. Given this, it is important to underline how, mainly with regard to humanitarian NGOs' messages, it is difficult to connect to suffering, even when it is far from being distant, but on the contrary it is all around us; this concerns specifically the suffering of the poor and marginalized in an affluent society. What is more, NGOs strive to tell their story in a very complex and busy environment where journalists, politicians, governments, business and many others have a perspective to advance and, at times, an interest at stake. The task of humanitarian organizations is to be the mediator of the relations among the public and the distant sufferers that they represent; in addition, they strive to end the suffering from rights unfulfilled and ensure a sustainable future for all.

As we have seen in the previous chapters, each NGO has its own cluster of expertise, beneficiaries, constituency and geographical areas of focus, within which they contribute. In the specific

case of humanitarian organizations, these policies and practices are often carried on in less developed countries other than their home country. At the same time, this is also the reason why the agency exists in its home country, we see how these very projects are essential to gain an active public support.

We have already mentioned that through the 1990s and 2000s non-governmental organizations raised enormously, so did their communication and marketing sectors as well. Many developed as modern brands and visual identities; at times, even celebrities were involved with brilliant effect. Ultimately, in some cases, fundraising departments developed their marketing as a very efficient income generation tool. Hence, inevitably, a negative sense of distrust towards this type of organizations, had grown as well among the public and consequently, the very relationship with citizens was partly damaged. In fact, distrust of NGOs might become a gridlock to their action; the point is that, in order to solve this problem efforts on transparency need to be done. Trust is argued to be the key factor in maintaining the public goodwill thus, it is one of the most important components of the relationship between the organization and the individuals which usually brings better results in both donating and volunteering. However, today we are witnessing a different approach to the public, especially due to digital technologies that are increasingly focused on personalization. The latter allow people to have an experience with the NGO that is more suited for who they are as real people, not just as points of data. There are many more efforts to overcome the issue of trust through new creative outputs at the level of messages, language, images and more in general, approaches using a more individual and personalized perspective.

Concerning the aspect of social action, it might be useful to clarify that “The belief that ‘if only people knew what was going on, they would do something’ is contradicted daily by ample evidence that the ubiquitous information about humanitarian crises does not lead to commensurate moral response and action.”¹⁶ This sentence illustrates why it is so difficult to directly associate support with the real action. We have noticed that one of the main tasks of NGOs is the practical aid to a specific case, which is, in the case of humanitarian organizations, aid to the poor and marginalized. Nevertheless, an organization might mobilize many people, still this does not necessarily mean that they are going to act; in the sense that there are many more that care but are not being helped to act by how NGOs communicate. As a matter of fact, in the aforementioned study it was found that there might be emotional blocks to action, in other words we mobilize many people but for instance, people feel they are being manipulated by an NGO and decline to act.

¹⁶ Irene Bruna Seu, *Caring in Crisis? Humanitarianism, the Public and NGOs*, Palgrave Macmillan, 2017.

At this point the challenge that NGOs are facing every day, is to promote deeper participation. Their main goal is undoubtedly to make a certain change happen, normally according to their values and beliefs that one can agree or disagree with. For this reason, they need active supporters, not only in terms of financial aid but also and more importantly, in terms of participation. The latter is characterized by the choice of actions that individuals are thought to take and that will make the change happen. Certainly, these actions need to be organized in specific programs, missions or campaigns that will be in turn coordinated by the organization which will be accountable for that activity.

In some ways NGOs might be considered as a legal person as we have previously assessed. In fact, notwithstanding their social role, we should never forget their organizational aspect, often consisting of experts following many issues in many contexts, continuously dealing with governments and developing solutions with affected communities in different geographical areas. Given this, a constantly higher effort is needed, comprising the right strategic vision, investment and innovation, in order to foster not only institutional relations, but also public support and active engagement with all the benefits that this would bring to everyone. Together with the change in the personal approach to the public, we see a revision in the supporter engagement pyramid as well. Accordingly, more contribution of money and time are not the only elements that can lead to a better outcome, rather co-creation, collaboration, and leadership are increasingly added to the bunch of benefits that people can bring to NGOs. In the same way, the agency might provoke certain emotions in the individual, often anger, rage, indignation, even shame, that at times, can be used as productive tools to foster action, consequently trust and ongoing engagement that should trigger a creative rethink.

To conclude, we often say that we live in a time characterized by uncertainty, constant crisis and growing inequality, a time in which the only possible solution would be sustainable development in its three features: social, economic and environmental sustainable change. It seems that in the time of increasingly fast change, the only hope to achieve overall well-being is in our own hands and in our actions taking into consideration the consequences that they might lead to. Notwithstanding this, there seems to be more people that care than act, too often thought and emotion do not translate into action. Finally, in this context the role of NGOs is essential, in the sense that they can heavily contribute to the transformation of individuals' emotions and thoughts into action. This goal can only be reached if organizations really innovate and employ all the insights available to enable everyone that cares to effectively act.

Chapter IV. Case study: Community of Sant' Egidio

The case study that I have decided to examine within this dissertation is the Community of Sant'Egidio. The latter is a lay Catholic association dedicated to the social service. It is worth to underline that the term 'lay' does not mean that there are no ties with faith, on the contrary, the three pillars of the commitment to the group are: Christian faith and prayer as well as service to the poor and the fostering of peace. The term 'lay' simply means that the group is not formed by priests, rather it is formed by ordinary citizens that voluntarily provide services to the public for which no payment is required. These last features seem to perfectly fit the description of an NGO that we have provided previously in this work. However, the Community does not define itself as an ordinary humanitarian non-governmental organization, precisely because of the factor of faith. Notwithstanding this, it is very interesting, and relevant for this study, the dual aspect that we can find within this agency: on the one hand, the main goal that is the social service, and on the other hand, we see the significant international role that the Community has gained as a mediator. According to the latter characteristic, the group has become a relevant influencer of the international political sphere, within different specific cases that we will later analyze. The Community of Sant'Egidio can be considered as having an institutional role as well, besides the social one.

In 1968, three years after the end of the Second Vatican Council, the back then high school student Andrea Riccardi founded the Community of Sant'Egidio. Together with other scholars, they believed that there was the need for a social change in the society of Rome that would highlight the problems of the poor and marginalized in the city. They wanted a transformation, that would be different from the one that other revolutionary students wanted during the sixties and seventies; more precisely they wanted a change based on the Christian teachings. They started their social work firstly within the Roman periphery, helping to study children at risk of marginalization who were living in shacks; then they started helping the families, then the poor in general and finally, homeless people. They also care for the elderly people that are often living in loneliness without any economic or psychological support, immigrants, terminally ill and HIV/AIDS patients, physically and mentally handicapped, drug addicts, victims of war, and prisoners. Over the years the group grew more and more, until during the 1980s it spread to all Europe, Africa, America and Asia. In 1986 the Pontifical Council for the Laity named the Community of Sant'Egidio as "an international association of the faithful of pontifical right"¹⁷. At this point, the international route began in the spirit of the commitment to building peace.

¹⁷ "Associazioni Internazionali di Fedeli", Pontificio Consiglio per I Laici, https://www.vatican.va/roman_curia/pontifical_councils/laity/documents/rc_pc_laity_doc_20051114_associazioni_it.html#COMUNIT%C3%80

4.1 The international mediator

We might say that since the end of the Cold War there was a widespread hope for peace, especially after the fall of the Berlin Wall. Nevertheless, we know that during the 1990s and particularly after the attacks of 09/11/2001, many new conflicts had begun all over the globe. The reasons seemed to be not only due to economic factors, but also due to cultural ones; then war appeared as an inevitable event. In this context the Community of Sant'Egidio developed its serious feelings of pursuit of peace and the resolution of conflicts, along with the previously existing empathy for the poor and marginalized.

According to the Community, peace has to be pursued through dialogue, meeting, mediation and finally, agreement. As a matter of fact, the effort made towards dialogue and agreement was very high and it was evidenced by the series of meetings of many different religions' leaders, especially the Prayer for Peace in Assisi since 1986 that was promoted by the Community. The mediator role of the Community came exactly from these roots of dialogue, in fact the volunteers are not diplomacy practitioners, rather they are for the most part ordinary men and women religiously inspired. Therefore, they certainly did not compete with official diplomats because they simply were volunteers, they were part of a religiously inspired group dedicated to social service, without any economic nor military strength. Analogously, their action should not be associated with the national interest, rather it is a separated intervention aimed mainly to the building of peace in Countries affected by war. In spite of this, the Sant'Egidio almost always has had a connection with the Italian official diplomacy. Between them there was very often collaboration, still maintaining independent its course of action from the Vatican as well. In fact, the non-profit organization as like as all other international actors, has had different types of cooperation with Governments and other international organizations. We notice how an extensive network of contacts is essential to be considered a relevant actor in the political international sphere, even in some specific situations that are usually restricted to political leaders and diplomats.

Boutros Boutros-Ghali, regarding the methods used in the process for the peace in Mozambique, stated that the techniques were different but at the same time complementary to the ones used by professional peacemakers, they were characterized by confidentiality and informality, still they were in harmony with the official work carried on by governments and intergovernmental organizations, it was a unique combination of governmental and non-governmental peacemaking action.¹⁸ According to Cameron Hume, in the context of the procedures of mediation, the organization used a combination of specific competences such as psychology, historical and juridical knowledge, flexibility as well as

¹⁸ Roberto Morozzo della Rocca, *Fare Pace, La Comunità di Sant'Egidio negli scenari internazionali*, Leonardo International, 2010.

political knowledge. The initial characteristic of outsider that the Community maintained during the negotiations made it really a super-partes mediator dedicated to the cause of peace, without any political or economic gain.

As well as in other humanitarian organizations, also in this case the notion of trust plays an important role. According to the Community of Sant'Egidio, only through the mutual understanding of the causes of both conflicting parts, trust and a less hostile atmosphere can be reached, consequently this positive environment can lead to a successful peace making process. A successful peace making process can be achieved solely by a mutual desire for agreement. Here the issue is that often the duration of negotiations corresponds to the duration of the conflict that continues to destroy the lives of the citizens. For this reason peace must come quickly, it is necessary to put pressure for a durable rest with guarantees for the future. Although it is true that the citizens are usually tired of the war atmosphere, it is also true that there are often different blocks among the population, there are divided political classes, or armed combat often tied to different cultural perspectives; these elements make any guarantee for trust or peace impossible to attain. War can be also seen as the affirmation that there is nothing in common, it is division at all levels, and it appears to be the faster solution possible. Thus, in accordance with the organization, a transformation is necessary, at least a partial one concerning the vision of each part of the dispute, there is the need to move from a situation of armed conflict to a political conflict or debate and finally to dialogue. The acknowledgement that there is no possibility of having a winner is fundamental. In this perspective it is best to establish a political framework aimed to reach a common future through guarantees of liberty and most importantly of survival for all citizens; without such instruments that can guarantee security and agreement there will always be the possibility to return to conflict.

The processes of peace building are different from one another and they must fit very diverse situations, for example, today there are less and less ideological justifications in conflicts, in contrast with many hostilities of the second half of the XX century. Then other times instead, war arise from the incapability of the State to address the citizens' request for security and well-being, therefore we see how the intervention of the State is still fundamental in the international scenario. It is important following or during the process for peace to foster the accountability of the State. Finally, for the Community, the more realistic way to achieve peace implies the acceptance of a common future for both parts of the conflict, that can be autonomy of two neighbors or a democratic system in which diversity is accepted. In any case, both outcomes are possible solely by emphasizing the common features and accepting that there is no future in the elimination of the other part.

4.2 Mozambique 1992

Undoubtedly, the most famous case of international mediation concerning the Community of Sant'Egidio is the Peace in Mozambique that was finally reached in 1992. Before examining to what extent this mediation was different from other methods of official diplomacies, it is necessary to provide an historical background of the Country under examination and try to describe the reasons of the war that was afflicting it.

In 1962 the Frelimo, more precisely the Frente de Libertação de Moçambique, started fighting against Portugal for the independence of the Portuguese Overseas Province of Mozambique. Finally, also facilitated by the 1974 Carnation Revolution in Lisbon, independence was achieved in 1975. The patriots took the governorship of independent Mozambique, they were led by Samora Machel who became the first president of the Nation. The government and the Frelimo in general were of Marxist – Leninist ideology, thus they decided to apply the corresponding forms of governance. However, shortly thereafter it was clear that this type of management was not suitable to a such a rural and poor Country, where the majority of its citizens was illiterate. Eventually, the uncompromising ideological dogmatism, the drastic reforms and economic instability caused a feeling of resentment towards the government and desire for revolution. In this context, in 1976 arose the anti-Communist and anti-government guerrilla named the Renamo, Resistência Nacional Moçambicana, that in a few years expanded to all the National territory. Their strategy was simply to take down everything they found on their way, for instance the destruction of infrastructures was intended to put in crisis the government. They also kidnapped and killed the civilians that were thought to sustain the government, then the latter did the same to the ones that they thought were with the insurgents. In summary, the population was terrified by both parts and the killings and destruction were an everyday occurrence. In addition to this, Mozambique became the poorest Country in the globe with millions of refugees and an ongoing civil war that seemed never ending.

With regards to the international sphere, in the first place, the Renamo was labelled simply as 'armed bandits' subsidized by Rhodesia and South Africa in order to contrast the new government. Sustaining this theory, the Frelimo looked for the international support trying to discredit the Renamo and succeeding in isolating it. Then, with the end of Rhodesia (1979) and the weakening of other external ties with the Renamo, it was clear that the conflict was not mainly due to external reasons, rather to internal ones. In fact, it was not even a civil war linked to international actors such as the United States or the Soviet Union, firstly because the Frelimo was more and more economically and politically independent from the latter; secondly because the Renamo cannot be said to reflect the interests of values

of the USA. What is more, after the international détente, towards the end of the Cold War, the conflict didn't seem to be near to an end. At that point it was clear that an internal approach was needed.

Now that we have briefly presented the case, we can turn to the unusual approach that the Community of Sant'Egidio has had during the mediations and we will try to explain why from this specific situation arose a positive outcome. Due to the condition of civil war, together with the precarious communication routes and infrastructures, it was almost impossible to bring any kind of help and, even less feasible to initiate any efficacious type of cooperation. Hence the initial approach of the Community was based on the search for the reasons to fight of each part.

The first connection that the volunteers had with the Country was monsignor Jaime Gonçalves who was a Mozambican bishop. Actually, the Catholic Church was considered by the Frelimo as the last remaining tie with Portuguese colonialism, therefore it was initially harshly disparaged. In the same period, around 1982 Italy incremented heavily the subsidies towards Mozambique. Further, in 1984 due to a severe drought, even more humanitarian aid was sent and, for the occasion, two representatives of Sant'Egidio, the founder Andrea Riccardi and Father Matteo Zuppi traveled to the Country in order to meet three Mozambican Ministers of the Frelimo. In this context the first personal relation between the Frelimo and the Community developed in a friendly environment and it increased even more due to the meeting of the pope Giovanni Paolo II with the president Samora Machel in 1985 in Rome. In this way a détente of the relationship between the Frelimo and the Catholic Church was achieved. This can be considered as the beginning of the mediation. Consequently, around 1987 the Community began to look for a connection with the Renamo, in fact, they secretly met the Secretary of the external relations of the Renamo and finally Afonso Dhlakama, the leader of the guerrilla. In 1988 Samora Machel died and was substituted as President by Joaquim Chissano who accepted to discuss and dialogue with Andrea Riccardi. In 1990 there have been many efforts to have the two parts meeting in the neighbor States, but the attempts failed. Often the UN or more in general the Western powers, endeavor to solve external conflicts with the help of nearby States, nevertheless, in this case the strategy did not work. For Sant'Egidio, trust once again, was needed in order to try the path of dialogue; in fact, there were more visits of the Renamo to Rome and finally Chissano as well declared that he was willing to negotiate and asked for a secret meeting with a man of the Renamo. Additionally, the latter asked Sant'Egidio to be the official mediator.

After a few days the negotiations became publicly known through a joint statement in which it was underlined the common necessity to find a solution putting aside what divides the two parts and concentrating instead, on what unites them. Hence the group of four observers that then became mediators, was composed by Andrea Riccardi, Father Matteo Zuppi, Mario Raffaelli representing the

Italian Government and lastly Jaime Gonçalves. The group was formed by actors very different from each other but still complementing each other, certainly they were not professional diplomats. It seemed from the achieved result, that the official diplomacy would not have been able to solve this specific conflict so detached from usual international dynamics. For these reasons, this unfamiliar kind of mediation carried on by non-experts surprised the international public. Notwithstanding this, there arose no falsely friendly environment, instead, common language and mutual respect were pursued. It was necessary to avoid any reciprocal blame that could lead to no solution. On the contrary it was essential to promote a ceasefire, for the well-being of the citizens, because as we mentioned before, as the negotiate went on, so did the conflict and destruction. This had to be done without impositions to any of the parts, that conversely, would be unprofitable. Peace was reached because the two parts were able to question themselves and come to an agreement belonging to both. It was essential for the two parts to be convinced, otherwise the resulting peace would have been unstable. A hasty agreement, without any guarantee of stability and conviction could be reached at the risk of a new civil war and more suffering for the Country.

Finally, on October the 4th 1992 the Peace Treaty was signed, ceasefire was ordered, foreign aid was definitively allowed, war zones demilitarized and guarantees for the correct implementation of the agreement were stipulated. To sum up, it is important to notice how in this case, a group formed by volunteers aimed to the social service, became an international mediator substituting the official ones. In this situation the Community of Sant'Egidio, that for the aforementioned characteristics we will consider as a non-governmental organization, had an institutional role which proved to be very relevant in the international scene, aside from the customary social role that it usually has within welfare service it provides.

Conclusions

The aim of this dissertation was to examine separately the features that allow a non-governmental organization to have internationally relevant outcomes, as national or international institutions have. Thus, to underline the institutional role that these organizations might acquire. On the other hand, it is necessary to take into consideration the social aspect of NGOs that is essentially what they have been programmed for, in fact we found among their main goals social benefit. Given this, we want to show how these two features can live in one single association and what benefits or disadvantages can they bring to society.

In the first chapter of this study we have seen how the phenomenon of non-governmental organizations is not a new one. Contrarily, the first groups can be found since the second half of the nineteenth century. What is central in the first part of this dissertation is that since the mid-twentieth century, these associations have gained importance in the international scene. We have also examined the main characteristics they usually have. Among the key ones, we find the private nature (that means independence from the Governments), although still not the pursuit of private objectives. Instead we find public ones for the overall well-being of society without any request for payment. In fact, we find in this last element two essential features that are the voluntary grounds of the work and the absence of any payment for it. After this stage, we have underlined the relevance of the presence of these organizations within societies, how citizens relate to it, if and more specifically how they participate to the activities.

In the second chapter we have focused more on how these agencies are able to influence the international decision making processes. They have become relevant actors in the political sphere of global governance being capable to affect global as well as local issues through formal or more informal means. At first, we have considered the specific case of NGOs partnerships with public or private entities. Together with some inevitable drawbacks, this strategy can bring many benefits for those who are involved: for instance, more professionalization for the non-governmental organizations, but also advantages for private agencies and public ones. Most importantly, as we have seen in the particular case of the 'Grants by private agencies and NGOs to the DAC Countries' within the OECD data, partnerships can benefit the subjects of least developed territories as well. Finally, in the second part of the second chapter we have focused more in detail on the NGOs contribution to the elaboration, assessment and control of international norms through direct, and therefore more formal means, or indirect and autonomous ones that can be defined as informal types of contributions.

In the third chapter we have analyzed in particular the social role of non-governmental organizations, how the voluntary work is shaped, to what extent is it useful, then to what degree do citizens participate and why at times they do not. We have examined how the NGOs' vital relationship with the citizens is shaped, hence we brought attention to the role of the organization's communication as the main tool that non-for profit organizations can employ for public mobilization.

The final section was centered on the case study of the Community of Sant'Egidio. This group does not exactly define itself as a non-governmental organization, due to the fact that the main focus besides the social service is on prayer and consequently faith. Hence, we underlined that in this instance the three pillars of the Community are prayer, social service and peace. Despite this, I found in this agency almost all the elements that we have assessed to be as essential characteristics of an NGO, more specifically it could be considered as a humanitarian one. Hence, understanding the role of the Community as an international mediator, particularly in the conflict of Mozambique, I found in this group the right example of an organization having both features, namely the social one, through social service and voluntary work, together with the institutional one, that is represented in this case through mediation and informal diplomacy.

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RIASSUNTO

L'obiettivo principale di questa tesi è quello di sottolineare la natura duale propria delle organizzazioni non governative. Si vuole dimostrare come queste ultime abbiano da un lato dei caratteri sociali che le definiscono e dall'altro degli attributi più istituzionali. In quanto ai primi, essi sono proprio i requisiti che rendono tali organizzazioni distinte da altre più formali, infatti il fine ultimo del miglioramento di aspetti sociali è tipico delle organizzazioni no-profit. D'altra parte, al giorno d'oggi assistiamo sempre di più ad una transizione di tali gruppi verso un ruolo più istituzionale. Ciò significa che spesso il soggetto in questione si trova a collaborare o in alcuni casi, perfino a sostituire quelle istituzioni ufficiali che si occupano sia di questioni internazionali ma anche di questioni locali. Di questo ruolo istituzionale ci siamo occupati nel secondo capitolo del lavoro, mentre il carattere sociale è stato analizzato più nello specifico nel terzo capitolo. La prima sezione di questo lavoro invece, è incentrata sull'aspetto storico, in più vengono fornite alcune definizioni per meglio inquadrare il soggetto in questione. Infine, all'interno dell'ultimo e quarto capitolo si prende in considerazione il caso studio specifico della Comunità di Sant'Egidio. Nonostante quest'ultima non si definisca un'organizzazione non governativa umanitaria, si considera come questo gruppo posseda le caratteristiche principali che contraddistinguono una ONG. Di fatti, si sottolinea che come tale, questa possa rappresentare un esempio di coesistenza di ruolo sociale, attraverso il servizio pubblico e di ruolo istituzionale attraverso la mediazione internazionale. Nello specifico nell'ultima sezione viene analizzato il caso del Mozambico.

Il primo capitolo è inizialmente dedicato ai cenni storici. Abbiamo riscontrato che le prime organizzazioni non governative nacquero già nella seconda metà del diciannovesimo secolo e che a partire dalla seconda metà del ventesimo secolo, queste abbiano iniziato ad essere presenti negli scenari internazionali. Per quanto riguarda le definizioni, sono state prese in considerazione prima quelle fornite dagli archivi ufficiali delle Nazioni Unite, in seguito quelle che regolano le consultazioni di queste ultime con le organizzazioni non governative. Infine, si è notato come, a partire degli anni 90 del ventunesimo

secolo, il ruolo delle ONG sia cambiato radicalmente in un clima sempre più globale insieme ad attori sempre più eterogenei.

In seguito, sono state discusse le caratteristiche principali di tali associazioni, fra le quali una delle più distintive è la natura privata, che quindi implica una indipendenza da qualsiasi forma di governo. Insieme a questa, molto rilevante è anche la necessità di perseguire un obiettivo pubblico finalizzato all'ottenimento di un bene comune, piuttosto che uno privato. Molto significativi sono anche la natura pacifica di tali gruppi ma soprattutto l'assenza totale di qualsiasi tipo di pagamento in cambio dei servizi forniti. Queste, fra tante elencate nel testo, sono le caratteristiche principali e gli aspetti più rilevanti che distinguono le organizzazioni in questione dalle altre.

Infine, nel primo capitolo è stata brevemente presa in considerazione la relazione delle associazioni con i cittadini che verrà poi trattata più nel dettaglio nella terza parte dell'elaborato. Nello specifico si è parlato della partecipazione dei cittadini in un contesto pubblico, cosa può spingere la popolazione ad un maggiore coinvolgimento e soprattutto come questo sia mutato negli anni.

Nel secondo capitolo si studia in maniera approfondita l'aspetto istituzionale delle organizzazioni non governative. Queste ultime hanno aumentato la loro presenza nel contesto politico internazionale, perciò in primo luogo viene fornita un'analisi di cosa si intende con il termine 'Global Governance', lo scenario in cui l'oggetto di studio opera nella maggior parte dei casi. In questo panorama il nostro oggetto di studio lavora in un mondo totalmente interconnesso, per cui le azioni relative ad un certo territorio hanno delle conseguenze anche in zone lontane, in più ci sono sempre nuovi attori capaci di influenzare i procedimenti e le norme che definiscono questo scenario globale.

Nella seconda sezione del secondo capitolo si analizza il fenomeno delle 'Partnerships' che le ONG possono instaurare sia con enti pubblici che con enti privati. Vengono sottolineati i vantaggi di tale cooperazione come ad esempio un maggiore intendimento fra la parte pubblica e quella privata o una maggiore quantità di risorse, sia umane che finanziarie. Oppure ancora, una risposta più pragmatica ad alcune questioni globali, il miglioramento della capacità di arrivare a dei compromessi, ma anche la professionalizzazione delle agenzie no-profit. Vengono ugualmente presentati alcuni svantaggi di tali

collaborazioni, fra cui il rischio di perdere di vista l'obiettivo principale e cioè il benessere della popolazione da aiutare o la causa da sostenere. Il fenomeno delle Partnership viene valutato in maniera più approfondita per mezzo dei dati forniti dalla Organization for the Economic Co-operation and Development (OECD), sul caso specifico delle sovvenzioni da parte di agenzie private e ONG agli Stati e territori idonei a ricevere la 'Official Development Assistance'. Dallo studio emerge come, i contributi sia finanziari che di natura pratica, siano aumentati notevolmente negli ultimi anni.

Infine, la terza parte del secondo capitolo riguarda il contributo che le organizzazioni non governative possono dare agli enti ufficiali per quanto concerne l'elaborazione, l'accertamento ed il controllo delle norme internazionali. Queste ultime forme di contributo possono avvenire in maniera diretta, indiretta o in maniera autonoma. Per quanto riguarda la prima modalità, essa può essere considerata come la più formale ed il massimo grado di istituzionalizzazione delle associazioni in questione. Queste ultime infatti, sono invitate a partecipare ai lavori di redazione delle norme e per tanto contribuiscono direttamente alla loro elaborazione. In secondo luogo, le ONG hanno la possibilità di collaborare indirettamente nei processi internazionali ufficiali, ad esempio influenzando la scelta dell'argomento da trattare o ancora dando una forma definita ai negoziati. Infine, le organizzazioni no-profit possono certamente influire sulle decisioni politiche internazionali e locali in maniera autonoma. Questo accade soprattutto grazie alla mobilitazione dei cittadini che può essere utilizzata per fare pressione su enti pubblici al fine di influenzare i risultati di negoziati o sanzionare agenzie private che adottano comportamenti giudicati sbagliati.

Come anticipato, il terzo capitolo riguarda il ruolo sociale che hanno le organizzazioni non governative. In questa sessione si esamina, in modo più approfondito rispetto al primo capitolo, la relazione che le associazioni instaurano con i cittadini, insieme con i servizi di volontariato e come questi possono portare dei benefici alla società completando il lavoro dei servizi sociali forniti dallo Stato. Si sottolinea che uno degli obiettivi delle ONG sia soprattutto cambiare degli aspetti specifici della società riflettendo i valori di alcuni gruppi della popolazione e migliorare le condizioni di vita in generale. Questo aspetto riguarda soprattutto le associazioni umanitarie. Per avere successo nel loro intento, queste

ultime hanno bisogno di instaurare una relazione solida con i cittadini per permettere loro di diventare sostenitori, non solo in termini finanziari ma anche in termini di vero e proprio aiuto pratico. L'elemento essenziale dai cui dipende questa relazione è la comunicazione fra le due parti, cioè quanto una associazione è capace di far percepire e comprendere il proprio messaggio. Il contatto che una organizzazione riesce a stabilire con la popolazione è ciò che porta all'azione e quindi al cambiamento desiderato.

Infine, nel quarto capitolo si analizza il caso studio della Comunità di Sant'Egidio. Questa associazione non si definisce una organizzazione non governativa per via della natura religiosa che si trova alla base dell'operato dei volontari. Infatti, insieme al servizio sociale di aiuto ai poveri, agli anziani, agli immigrati in difficoltà e ai bambini a rischio di marginalizzazione, si trovano altri due pilastri alla base della Comunità che sono la preghiera e la pace. Ciò nonostante, si vuole sottolineare quanto questo gruppo posseda quasi tutte le caratteristiche che abbiamo elencato precedentemente necessarie a determinare una ONG e, più precisamente in questo caso una ONG umanitaria. Pertanto, in questo studio verrà delineata come tale. Fornite queste nozioni, è importante notare che questa associazione è stata scelta come esempio concreto di coesistenza del fattore sociale, che qui risiede nel servizio sociale e nell'aiuto ai poveri, e del fattore istituzionale, in questo caso rappresentato dalla mediazione internazionale e in maniera più specifica nel caso della Pace in Mozambico (1992) che viene valutato nell'ultima sessione di questa tesi.