

environmental factors which have contributed to the success or failure of these development efforts.

Accordingly, this study moves beyond traditional TC personnel to encompass the broader concept of "on-site, developmentally-relevant North-South collaborators". Viewed from the northern side, these people are a more diverse assortment of public and private sector expatriates in developing countries who are undertaking activities which have the potential for local skills building and institutional development. Changes in the world economy and in development thinking have resulted in several promising new contributors which can supplement traditional forms of technical cooperation.

Partnership is a major theme throughout this research, a concept with implications at both the organizational and individual levels. Genuine partnership is now recognized as the best strategy for making development cooperation an effective vehicle for sustainable development. The ability to collaborate across cultures is an important aspect of any partnership model of development assistance.

It can be argued that we in the Western world don't know how to collaborate. We can lead, compete and instruct, but working with others as partners or colleagues does not come easily. This is the challenge of the future, however. New approaches are needed to equip individuals and institutions with the skills, knowledge and habits that will enable them to collaborate interculturally in the development process. It is hoped that this study can assist N-S collaborators in that regard.

This report is aimed primarily at the individuals involved in N-S collaborations, but it may also be of interest to development officers in aid agencies, to the cross-cultural training community, and to collaborating institutions in the private sector.