

THREE KEY FACTORS FOR SUCCESS IN N-S COLLABORATION

Thirdly, unfavourable developments in the international economy and in international regimes such as the GATT can spoil business collaborations in particular and ultimately affect the society as a whole. For example, business relationships designed to boost production for exports can be seriously affected by recessions or import protectionism in the markets of developed countries. (Of course, the international economy is also the source of fruitful opportunities for N-S collaboration. For instance, economic globalization has opened up new vistas for business collaboration between Northern and Southern firms, and growing international linkages have often stimulated the private sector of developing countries in encouraging ways).

Consideration of these possible catastrophic scenarios serves the sobering purpose of pointing out the fragility of the enterprise of human resources development. If there are not enough problems in getting the people, the objectives, and the surrounding institutional framework right, these sources of environmental turbulence can at their worst cause a reversal of all or most previous HRD gains.

This chapter has reviewed three factors that have been emphasized by various people to explain the successes and failures of N-S collaborations in relation to the goal of local capacity-building: the attributes of individual collaborators, the organization of projects, and the environments of projects. It is clear that all three factors play an important part in making for success, and that to forget any one of them is to court disaster. In this regard, today's N-S collaborators are usually expected to have a wider perspective than in the past, combining their technical and interpersonal skills at the project level with a good understanding of the environmental contexts in which projects take place. The next chapter will attempt to assist prospective N-S collaborators in integrating all these factors and issues.