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## Three Key Factors for Success in North-South Collaborations

Expatriate work in developing countries has been fraught with difficulties. Consider the following examples:

- only about 20 per cent of international development workers perform highly effectively overseas.<sup>102</sup>
- although many technical cooperation personnel do achieve operational goals, they often do not succeed in preparing local staff to take over, with the result that “many aid projects have a negative impact on institutional development.”<sup>103</sup>
- failure rates, as measured by early returns, have been estimated to be as high as 40 per cent for American business personnel, and of those who stay less than 50 per cent are thought to perform adequately.<sup>104</sup>

These unfortunate facts reflect the great difficulties of working in another culture, particularly in developing countries where shortages of both material supports and technical skills are evident. A clearer understanding of the factors that make for success in overseas work may assist in avoiding many of these past failures. With that in mind, this chapter examines three principal factors which have been advanced by various observers to explain the success and failure of N-S collaborations in terms of local skills acquisition and institutional capacity-building.

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102. See Kealey, Daniel J., *op. cit.*, p. 31.

103. Forss, K. et al., *op. cit.*, p. ii.

104. Copeland, L. and Griggs, L., *Going International*. (Random House, New York, 1985), p. 2.