

- those collaborations whose main purpose is not developmental (e.g., business partners, peacekeepers, and diplomats) have some significant local skills-building spinoff benefits to the host country.

Figure 3 identifies the structure of changes over time that are the purpose of the deliberately developmental collaborations and hopefully the by-products of the others. The image of a series of converging and then diverging lenses is useful in this regard, because it pictures how, in an ideal unfolding of events, a large number of influences converge at a certain point and are then converted into various kinds of outcomes. That central point is the relationship between the individuals in N-S collaborations.

The approach here is to treat the collaborations as systems in which numerous factors combine and ideally convert inputs into learning outcomes, which then reverberate through an institution and ultimately through the economy and society of the host country. The outcomes in question are forms of **learning** — for example individual learning of technologies and organizational learning of means of adapting to environmental change. Hopefully such learning takes place in two directions, from the southerner to the northerner as well as the reverse.

In the process pictured in figure 3, influences emanating from the cultural/social, economic, political, and project organizational environments “combine and interact” (figuratively speaking) with the individuals in a N-S collaboration. Each of these is represented by a convex lens on the left side of the figure. As a beam of light passes through from left to right, it arrives at the “Point of Convergence”), which is the learning encounter of individuals in a N-S collaborative relationship. To the right of this are pictured the outcomes of that collaborative and learning process. First there is a concave lens, which represents the immediate outcome of a collaboration which is trained individuals. Then the light spreads out, representing the medium-term