

and the cultural setting in which they operate is complex and controversial. Some argue that some traditional values in developing countries are obstacles to bringing about the economic and social results that are sought by the governments and people of these countries. While the issue cannot be solved here, it is worth noting the following. Cultural values inevitably shape the design and definition of N-S collaborations, although unfortunately it has sometimes been Western values alone. When projects are implemented, the local culture will affect their feasibility and sometimes may appear to be a barrier to development. But while some cultural values may be barriers to specific interventions, it is unlikely that any Third World national culture is entirely inimical to development and modernization of some kind. Rather, cultural realities have a more positive role to play in development and business ventures. At the very least, successful interventions must be compatible with the local culture. Ideally, they spring from it. The practical lesson is not to regard the local culture as an obstacle to progress but to try various forms of intervention until one is identified which works in that culture.

It can be seen that the circles in Figure 2 correspond roughly to each of the three approaches, outlined in the previous chapter, which have been used to explain the success or failure of N-S collaborations.

7.2 A MODEL OF AN IDEAL COLLABORATIVE PROCESS

Considering the ideal situation is often a useful step in understanding a phenomenon, provided it is realized that the real world never quite lives up to that ideal. This section, therefore, presents an ideal process of N-S collaboration, in which:

- those collaborations which are deliberately developmental (e.g., TC, NGO collaborators) achieve all or most of the desired short and longer-term results; or