

the past, many felt that excellence in technical expertise and professional experience would suffice for adequate performance. Today, it is clear that interpersonal skills, cultural knowledge, management and leadership capacities, and an understanding of socio-economic and political realities are all required for effective functioning in any of the 10 types of N-S collaboration. The collaborator of the future will be, not just a specialist, but a "specialist-plus".

A theme that has pervaded this study is that of partnership. Both northern organizations and developing countries are beginning to take seriously the need to cooperate genuinely as colleagues, at both the planning level and the implementation stage that consists of N-S collaborations between individuals, rather than as active "donors" and passive "recipients". Success in achieving partnership-based North-South collaborations will depend greatly on new knowledge, skills, and sensitivities on the part of all institutions concerned and the individuals that comprise them. Recruitment, screening, and selection of these personnel should be done carefully, and more extensive cross-cultural and other training should be provided to equip them with the skills to become more effective collaborators for development.