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## Technical Cooperation: Still Critical, but Changing

The central place of human resources and institutional capacity-building in the development process ensures that on-site expatriate expertise remains of decisive importance to most Third World countries. However, the content and goals of the expertise required today are diversifying, with some new fields and sectors coming to the fore and with new "operating styles" now being required of the collaborating individuals. This proliferation of roles, necessitated as the developing world and its needs become more complex and varied, suggests that, in the future, there will be 10 main types of developmentally relevant N-S collaborations.

The 10 role-types have two features in common. The first is that, whether by intention or as a byproduct of the principal purpose, each contains potential for absorption of developmentally relevant skills by southern individuals and institutions and for professional or organizational benefits on the part of northerners. The other common feature is that all role-types call for a new operating style that could be described as a "partnership style". The elements of this style will be discussed in Part D.

This chapter and the two that follow examine the purposes, history, and special challenges of each of the 10 emerging forms of N-S collaboration. Some of these forms are old; some have only recently been seen to have significant developmental potential. The present chapter focuses on the biggest of the intentionally-developmental collaborations, technical cooperation. In chapter 4, consideration is given to the other directly developmental collaborations: NGO workers, multilateral employees, and aid planning