

— it was not wrong, but would be better recast to build the capacities for self-guided action of whole institutions and sectors, not just isolated individuals. The concept of capacity development therefore is a useful concept for identifying and planning programs and projects.

3.5 NEW FORMS OF TC FOR THE FUTURE

As a result of the reforms of TC underway and the evolving human resources and institutional development needs of developing countries, it is anticipated that there will be four different kinds of TC advisors in the future. The first three — the institutional change agent role, the network facilitator role, and the sectoral or policy advisor role — are all fairly new. The fourth category is the traditional project-based TC role, which is likely to continue to be needed in some circumstances, despite its imperfections.

Recall that the traditional expert-counterpart model of TC had three key characteristics: it was an understudy or on-the-job training relationship between an “expert” and a “host country learner”; it was organized in a discrete project within an organization; and it was a one-to-one relationship between two individuals. This model has proven to be inadequate for the goal of local institutional development. In particular, the project focus and the one-to-one aspect permitted at best an isolated pocket of improved capacity within an institution, and the connotation of superior and inferior in the relationship tended to create misunderstanding or to cause the foreign expert to take over and do the job rather than to advise and nurture the counterpart’s skills. The latter failing was associated with a general failure to achieve a real partnership wherein mutual learning reinforces the counterpart’s learning. While this traditional model will continue to exist, increasingly it is being replaced by two models which are believed to better promote institutional capacity-building.