

The **immediate project or institutional context** for the relationship between the individuals in a N-S collaboration also has an important bearing on the success of the undertaking. The most important aspects of this context are the clarity of project objectives and the constraints on putting them into effect; the commitment and capacities of the host institution to provide material and human support for the collaboration, as well as to absorb and spread the learning that the specific collaboration has produced; the policies and administrative practices of both the host institution and the northern partner's headquarters that affect the functioning of the specific collaboration; and the clarity of the authority structure of the project, or the ways in which the individual collaborators' tasks are affected by the frequent reality of multiple layers of authority (for example in the case of aid projects, there are often five layers: the Northern Headquarters of both the aid agency and the executing agency, the field representatives of the aid agency and executing agency, and the host country project director).

Finally, the **environmental realities** surrounding any N-S collaboration include the host country social/cultural context, the local economic context, the host country political context, the influence of stakeholders or groups in society whose interests are affected by the project; and world economic and political trends and constraints that impact on project success.

Of course, the wider society of the host country is usually intended to be the ultimate beneficiary of most collaborations, and therefore successful collaborations will depend on at least minimally congenial economic and political conditions, as well as on the cooperation — or at least the non-hostility — of the interested parties or stakeholders.

The impact of the host country's basic cultural values deserves further comment. The relationship between developmental interventions such as these N-S collaborations