

9

Conclusion: The Challenge of Collaboration

This study has examined several aspects of North-South collaborations with a view toward bringing together the micro (or individual) and the macro (or organizational and environmental) conditions for successful developmental acquisition of skills. In so doing, some facts and theses have been introduced about the current and future human resource needs of developing countries, the new thinking about development, the 10 main types of N-S collaboration, and various means for equipping individual collaborators with the knowledge and skills that would assist them in their tasks. It has been argued that the development process today — particularly in view of the central place of human resources development — augments the role of the individual in this process. N-S collaborations between individuals are more than ever critical to the human resources and institutional capacity-building process.

Today's development scene is such that a more diverse set of N-S collaborations can be seen to be making important contributions to these goals. Not only is technical cooperation now joined in the spotlight by other collaborations such as multilateral employees, developmental NGO workers, diplomats, peacekeepers, and business collaborators, but TC itself is maturing to embrace new styles such as the institutional change agent, the network facilitator, and sectoral/policy advisor, as well as more or less traditional project-based TC experts.

What is common to all these roles is the more demanding nature of their tasks, as well as of the personal qualifications and skills they are likely to require in the future. In