

The concept of human resources development today is wider and more humanistic than in the past. It includes specialized skills but also basic literacy and education, nutrition, health care, and cultural expression, all of which increase workers' productivity and enhance "the ability of people to use and modify new and existing technologies."²³ But getting there will not be easy. The budgetary constraints of governments, especially in Africa, have squeezed educational and health systems, making some N-S collaborations even more decisive in keeping these systems going.²⁴

Institutional development and sustainable development

A second pillar of recent development thinking has been the recognition that the proper goal of development efforts is institutional development (ID) and, ultimately, sustainable development (SD). The concept of sustainable development is most often used to describe the need for development projects that are compatible with the natural environment, but it can also be applied to other fields. In the context of human resources development, sustainability means the achievement of a critical mass of human resources and institutional development such that progress in this area is self-sustaining and not easily undone by political or economic disturbances. It also means, as the DAC Principles put it, that the guiding principle of aid programs should be "long-term capacity-building in developing countries rather than immediate short-term performance improvement."²⁵ It does little good to provide services via expatriate help, if this temporary capacity is then lost when the foreigners leave because host nationals were not well-trained or were trained in insufficient numbers.

23. King, Elizabeth, M., "Challenges in Human Development," *Finance and Development*, September 1991, p. 9.

24. Lundgren, H. and Wahren, C., *op. cit.*, p. 19.

25. OECD Development Assistance Committee, *op. cit.*, p. 4.