

from the isolated project form of technical cooperation toward a TC more conducive to institution-building, to give TC new roles in promoting reform in governance modes and building institutional pluralism, and to supplement TC with new forms of N-S collaboration, especially in the now more vibrant private sector.

### **3.4 WHAT A REFORMED TC MIGHT LOOK LIKE**

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The following elements of a definition of a reformed TC, which in most ways also applies to the other kinds of N-S collaboration, can be itemized:

- The significant (although far from complete) progress that has been made in manpower development by most developing countries suggests that the typical expatriate assignment should be of shorter duration than in the past. For example, a twinning arrangement between northern and southern institutions in the same fields permits an ongoing partnership within which shorter stays of expatriates can avoid the traditional tendency to domination by the foreigners.
- The one-on-one expert-counterpart relationship within an isolated project should be replaced as often as possible by a "change agent" approach, wherein expatriates relate to the broader institution (or cluster of institutions), attempting to facilitate acquisition of skills by at least several partners, thus encouraging organizational (and not just individual) capacity-building.
- The traditional apprenticeship training methodology should be modified to move closer to a relationship between equals, where the expatriate becomes more an advisor than a doer.

All of these themes share a desire to increase the quantity and quality of national or institutional capabilities. The old "transfer of skills" approach was too limiting