

crunch facing all countries makes it essential that developing countries look to all available means for skills acquisition, whether from aid or via these newer collaborations.

It is inevitable that technical cooperation and other N-S collaborations will take on even more importance in the future as a result of the recognition of the crucial role human resources development (HRD) plays in the development process. HRD is now seen to be the foundation for both institutional development (ID) and sustainable development (SD), two key concepts in development thinking.³ This was the view of the OECD's Development Assistance Committee (DAC), which declared that sustainable development "depends critically on the strength and quality of a country's institutional and organizational capacity."⁴ Thus, there is a chain of goals and means in which sustainable development depends on institutional development, which itself requires human resources development and this depends on technical cooperation and other N-S collaborations.⁵

3. Several terms that will be used extensively in this report should be defined. *Human resources development* was defined by CIDA as "the process of developing individual, group and institutional capacities for self-sustained learning, generation of technology and implementation of development activities". The term *capacity building* therefore refers to the accumulation and refinement of those capabilities, normally with reference to an institution or country. *Institutional development* can be thought of as the building of the quantitative resources of an institution or organization (e.g., personnel, capital, equipment, etc.), as well as the acquisition of the skills necessary for more complex qualitative tasks. *Sustainable development*, a word which can be applied both to institutions and to whole societies, means broadly that gains in any area of development are maintained, become mutually reinforcing, and are not easily undone by natural or political disturbances.
4. OECD Development Assistance Committee, *Principles for New Orientations in Technical Cooperation*. (OECD, Paris, 1991), p. 6.
5. It may seem strange to some readers that this chain of means and ends places the human in "human resources development" as a means to the end of institutional development and sustainable development. In this context, we are using the term "human resources" in its (admittedly, somewhat cold) economic sense of building a country's capacities. We would, of course, agree that "human development" is the ultimate end of the entire chain.