

wrote: "The notion of national sovereignty, which in 1945 was considered to be the basis of...the UN Charter, is becoming seriously eroded. Technology and all sorts of other forces do not pay much heed to national borders — environmental pollution, AIDS, drugs, ideas, communication, migrations, money, to name only a few... We have begun to think of a world where borders on the map do not necessarily define or limit the problems we shall have to deal with...The task of the UN is to manage world problems...that no one government can manage on its own."<sup>70</sup> At this writing in 1994, the immediate outlook for higher funding of the multilateral institutions may look discouraging in view of ubiquitous budgetary constraints, but the nature of these problems is such that solutions cannot be put off forever. With the Cold War gone, with a more pragmatic tone to North-South relations evident in the 1990s, and with the hope of a reformed and better coordinated UN system in prospect, there is, in the medium term, every likelihood that the UN can "shift from passively refereeing ideological differences to actively addressing pressing challenges in peacekeeping, humanitarian endeavors, social development, and human rights".<sup>71</sup> It can therefore be expected that multilateral employment will prove to be one of the future growth areas for N-S collaborations.

### 4.3 AID PLANNING AND REVIEW MISSIONS

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Because they do not involve expatriate residency, these forms of N-S collaboration are often overlooked as potential vehicles for acquisition of skills and organizational learning by both northern and southern institutions. Examples include the planning and evaluation missions of aid agen-

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70. Urquhart, Brian, "The United Nations in 1992: Problems and Opportunities," *International Affairs*, Vol. 68, No. 2, 1992, p. 313-317.

71. Thornburgh, Dick, *op. cit.*, p. 31.