

that when the host country colleague's personal, cultural, and organizational knowledge and experience is shared with the expatriate colleague, the collaboration is likely to be more task-effective and the learning on both sides more sustainable.

At the core of the individual attributes emphasis lies a humanistic philosophical position that mutual knowledge of one another's ways of thinking and living creates understanding, which in turn facilitates communication across cultures and ultimately permits practical cooperation. This approach has been criticized for an alleged soft-hearted idealism. Perhaps that criticism would be best directed, however, at a more naive version which pretends that harder structural factors, such as well-defined and planned projects, matter little. The more mature version — which maintains that as long as these other factors are more or less right, the attributes of the individual parties become critically determinant — remains a valuable insight.

6.2 THE PROJECT ORGANIZATION APPROACH

Another approach to identifying the keys to successful local acquisition of skills places the emphasis on getting the organization of projects right, that is, by establishing proper project objectives and adhering to them, by planning projects well, by clarifying the roles and responsibilities of all participants in the project; and by ensuring ongoing support for the project.

Two main types of organizational problems have existed in overseas projects, particularly in technical cooperation. The first is where a formally stated skills or institution-building objective does exist, but is allowed to slip away by various expediencies and disincentives. The result is that the foreign party ends up doing the job himself with minimal local skills acquisition. In certain circumstances such as a lack of minimally qualified local counterparts by