

in those places, becoming more targeted to specific needs. Increasingly, the needs of these better-off countries will be met via the other N-S collaborations, especially business and NGO linkages.

The situation in Africa and other low-income areas in South Asia and the Americas, on the other hand, suggests that the need for TC still exists and will for some time. More precisely, continuing needs in institutional capacity-building and some higher skill areas can only be met with the help of expatriates, although it is hoped such assistance would be organized more appropriately than via the traditional expert-counterpart model of TC. In situations of upheaval or chronic underdevelopment, for example, there are likely to be needs even for gap-filling or operational kinds of technical assistance, which in ordinary circumstances one would prefer to avoid.

The continuing need for TC in many low-income countries can be illustrated by three examples. In the first place, the potential for massive brain drains due to civil strife or rising expectations may well increase in this more global era. A UN agency has warned that such problems could lead to serious losses of key manpower, citing the fact that Africa lost fully one-third of its highest-skilled workers to emigration in the 1980s.<sup>47</sup>

Second, in some countries there may exist sufficient local manpower to staff governmental positions, but not to meet the needs of both governmental agencies and the growing private sector. The latter has often enticed many qualified public sector workers with higher salaries and better opportunities for creativity.<sup>48</sup> A genuine supply prob-

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47. United Nations Fund for Population Activities, *The State of World Population*. (UN, New York, 1993).

48. Cohen, John M., "Foreign advisors and capacity building: The case of Kenya," *Public Administration and Development*, Vol. 12, 1992, p. 500.