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The topic Grammig addresses in his book is not only central to industrial development projects but goes beyond into other fields and sectors of development projects. Hence the questions posed by the book are of fundamental importance for development aid in general. Grammig shows both theoretically and empirically how aid shapes the organizational, social and intercultural dynamism of development projects within industry. Unfortunately, this empirical analysis highlights the reality that development aid projects most often fail to improve technological capacity because of these social, cultural and economic aspects. Indeed, whereas so much emphasis is made over the importance of technology transfer from the North to the South, assuming the doctrine that successful models of industrial policy can be applicable to developing countries, reality shows that the actors (foreign and local) in the development aid process rarely speak the same language and do not have mutual objectives. Grammig shows that this is more so in technical assistance and he points directly to the issues at stake and the determinant factors of technology capacity development in the South. The book skillfully analyses the positive and negative interactions foreign experts, consultants and volunteers have with the local experts and target population, highlighting that this interactive process hinges on the aspects of power and cultural distance.

This book reiterates the fact that technical assistance and knowledge development in the South is a formidable challenge in the context of weak domestic absorptive capabilities and capacities. Even where the planning of development projects may be optimal on paper, the technologies involved efficient and sufficient capital in place, the 'on the ground' results of development aid projects depend exclusively on the receiving conditions in the country context. As such, international development co-ordination is not a sine qua non for development since it depends to a large extent on these local contexts. Technology and knowledge changes in representation and definition when it is transferred from one context to the other, and Grammig implies from his empirical analysis that industrial development projects are 'forced' on the local participants, assume away any interaction with recipients actors. There are outstanding cultural constraints to the notion of technical (knowledge) assistance as prescribed and planned in industrialized country settings compared to that as perceived in developing countries. The central issue highlighted in the book is that culture and socio-economic contexts between North and the South matter in the process of technical knowledge and development.

Hence, the planning process behind technological assistance must give utmost importance to project implementation on the ground and therefore integrate local

contexts in the planning process. This ideally should be done at the planning stage of development projects. Therefore, local determinism in the planning process is important so as to facilitate project dynamics. Hence, there is the need for the providers of technical assistance to look beyond the pure transaction process of technical assistance and knowledge, and concentrate more on the factors that facilitate and enhance the interactive socio-cultural process of project implementation.

In his book, Grammig argues for a limitation of planning and management in the development agencies, proposing specific tools ad hoc for practitioners. However, this limitation of planning might increase the complexity of the development process and possibly undermine the successful implementation of aid projects, rather than easing and successfully leading to technical assistance and development. Changes in the practice of technical assistance depend on the capacity of development agencies to come to terms with the complexity of implementation and not on dismantling the present planning processes. As technical assistance implies the movement of technical knowledge from one context to another, different forms of technical knowledge must be blended together through exchanges and linking the limits and opportunities of such exchanges to social processes. This process presupposes a key role to be played by the planning process of aid development projects. It is an issue of refining and sharpening the planning process to incorporate local contexts and make way for an interactive process between the provider and recipient of aid. The refined planning procedures need to consider more the social conditions in which technical knowledge is created, circulated, adapted and applied. The introduction of practitioners' tools and processes is a necessary development that needs to take place and this should not come by at the expense of limiting the planning and management in development agencies.

If aid projects are to fulfill their objectives in terms of technical knowledge and development, then the planning and management process needs to be the framework in which a holistic view of provider and recipient conditions are taken into account.