

tive impact on institutional development.”<sup>37</sup> The study estimated that 82 per cent of Nordic TC personnel were engaged solely in project implementation or in controller roles, while only 18 per cent were genuinely facilitating the acquisition of skills and institutional capacity-building. Similar patterns were found in an evaluation of the Netherlands’ NGO development workers: “Most development workers (65 per cent) have primarily executive tasks ...in practice there is often a tension between the achievement of direct project objectives and other objectives such as institution-building and manpower development.”<sup>38</sup>

A series of studies conducted for CIDA tracked the performance of Canadian technical advisors in some 25 developing countries over several years.<sup>39</sup> The studies yielded similar results to the Nordic study, although they approached the issue of effectiveness from the perspective of the behavioural and attitudinal characteristics of individuals working in cross-cultural settings (the Nordic report focused on the institutional and organizational factors contributing to the success or failure of advisors). Only 20 per cent of Canadian advisors in the CIDA studies were found to be highly effective at the task of facilitating local skills acquisition. (On the other hand, only 15 per cent were considered disastrous.)

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37. *Ibid.* p. ii.

38. See Netherlands Ministry for Development Cooperation, *Development Workers in Rural Africa*. (The Hague, Netherlands, 1989), p. 42.

39. See Ruben, B. and Kealey, D. “Behavioural Assessment of Communication Competency and the Prediction of Cross-cultural Adaptation,” *International Journal of Intercultural Relations*, Vol. 3 (1979), pp. 15-47; Hawes, F. and Kealey, D. “An Empirical Study of Canadian Technical Assistance, Adaptation, and Effectiveness on Overseas Assignments,” *International Journal of Intercultural Relations*, Vol. 5 (1981), pp. 239-258; Kealey, D. and Ruben, B., “Cross-Cultural Personnel Selection: Criteria, Issues, Methods,” in Landis, D. and Brislin, R. (eds), *Handbook of Cross-Cultural Training: Vol. 1: Issues in Theory and Design*. (Pergamon Press, New York, 1983); and Kealey, Daniel J., *Cross-Cultural Effectiveness* (1990) *op. cit.*