

replaces the project mechanism (i.e., an isolated and time-limited set of activities) with an across-the-board attack on institutional weaknesses within a long-term relationship between similar organizations in the North and South. Although a twinning relationship between organizations could include traditional expert-counterpart relationships, the preference is usually for a series of shorter-term stays, in both directions, within a quasi-permanent linkage of two institutions. These could be government bodies, private organizations, or even businesses. Twinning is still a kind of technical cooperation, but with a sharper focus on institutional development by reason of the continuity inherent in an ongoing coupling of organizations. It also contains more scope for mutual benefits and therefore a two-way exchange, for example, by widening the research fields and applications of Northern university departments.

3.2 EVALUATIONS OF TC

Recently, both donor and Third World governments have begun to question the effectiveness of technical cooperation. Estimates of the success of expatriate TC in providing immediate training or, especially, longer-term institutional development range from 10 to 20 per cent.³² The international dialogue on the subject culminated in the 1991 *Principles for New Orientations in Technical Cooperation*,³³ which reflected an official recognition by donors of the central problem of technical assistance: that few TC projects have proven sustainable to the extent that they could carry on after the withdrawal of foreign personnel and assistance.

32. See in particular Kealey, Daniel J., *Cross-Cultural Effectiveness: A Study of Canadian Technical Advisors Overseas*. (CIDA, Hull, 1990).

33. OECD, Development Assistance Committee, *op. cit.*