

chances for success measurably, if never with certainty. However, events and developments in the 1980s and 1990s have caused observers and aid agencies to rethink the basis of successful TC. Most now agree that well-prepared individuals and harmonious human relationships are not the only foundation of successful TC or other N-S collaborations. Other factors are now seen to influence the success of these collaborations, such as the degree of clarity of project objectives, the project's organization and logistics, the health of the host institution, and the supportiveness of the surrounding political and economic environment.

Too often in the past, for example, the primary objective of skills acquisition by host institutions and individuals has been adhered to only loosely, and in many cases, has been consciously set aside as TC experts were given operational roles in replacement of local personnel. Both host countries and donors have been at fault. In such situations, no matter how expert, adaptive, or sensitive an expatriate is, genuine and sustainable local skills acquisition is unlikely to result.

While recognition of these structural factors calls for changes in the organization of TC, it does not eliminate the need for on-site expatriate expertise to assist in building local skills, nor the need for N-S collaborators to possess some special personal qualities and skills. The new or evolving forms of collaboration will require new knowledge, skills, and attitudes. While external conditions and an "enabling environment" are critical to successful sustainable development, it must be remembered that all such work is done by cooperating individuals, whose ability to collaborate across cultures is equally important to that success.