

the manager. In many instances, they restructure the organization and introduce new administrative procedures, which often fail or fail to be sustained once they depart. Sometimes expatriate volunteers and advisors

with little management expertise are asked to manage projects or organizations. Such foreigners should seek professional guidance from local managers or management consultants.

Technical Professionals

Context

Canadian advisors often work with Nepalese technical professionals such as doctors, engineers, environmentalists, demographers and so on. Technical professionals usually work for government or semi-government agencies such as the Institute of Medicine and Teaching Hospital, the National Planning Commission, the Water and Energy Commission Secretariat, and the Centre for Technical Education and Vocational Training. Much donor assistance over the past decade has focused on technical training in response to priorities set by the Nepalese government. As well, the government has encouraged many of the brightest students to opt for medical and engineering studies.

Many technical professionals are highly competent, some having received advanced training and education abroad. But some find themselves stuck in management positions where they have little expertise and limited opportunity to practice their technical skills. What



they know about management, they have learned by trial and error on the job.

Structure

Technical professionals work within the structures of government, public sector organizations, private business and NGOs.

Perspective of your partner

The perspective of most technical professionals is similar to people working in government and the NGO sector. They tend to be proud of their technical education, with the result that some may feel they know it all. Nevertheless, technical professionals will respect you for your expertise and will seek new knowledge from you in order to update theirs. Some may want to know about the latest technologies, theories and practices without considering whether they are applicable to Nepal.

In some cases, your technical partners may want to use you as an ally, especially when their bosses have little technical expertise. You may encoun-