

reason of severe underdevelopment, war etc., a largely operational role of the foreigner may be temporarily justified, but it is always a situation to be overcome as soon as possible. Examples of less justifiable operational roles by expatriates include:

- when the political interests of local powers-that-be and sometimes of northern organizations, lead to an emphasis on immediate task-performance by foreigners over slower building of local capacities;
- where there is insufficient involvement by host governments, institutions, and stakeholders in project definition, planning, and personnel selection. The result may be a minimal commitment of the local collaborator and the management of the host institution to the project;
- when there is poor initial planning of project elements (such as the advisor's and counterpart's terms of reference and the host institution's ability to provide material and other supports);
- when aid donors impose on projects the more stringent accountability requirements of northern governments, thus placing foreigners in watchdog roles, failing to trust host nationals with responsibility and denying them the experience necessary for genuine learning;
- when private executing agencies for aid projects neglect local skills acquisition and sustainability-building in favour of a corporate interest in prolonging the foreign involvement.

A second class of project organization problems concerns, not the distortion of given skills or institutional-building objectives, but objectives and strategies that are inappropriate or too narrow in the first place. The experience of technical cooperation again provides an illustration:

In recent years many observers have come to regard as inadequate the traditional "expert and counterpart in a project" organization of TC. The accusation is that projects