

Canadians.”³⁰ This quote perhaps underestimates the continuing importance of sectors like infrastructure, agricultural development, and the like, but it illustrates well the growing sectoral diversity of TC efforts.

Expatriate experts have also performed a variety of roles or functions. The main roles, in ascending order of their contribution to the sustainable local acquisition of skills and institutional development, have been:

- operational roles or “gap-filling”, that is, the direct performance of tasks, which is not an ideal situation but which is sometimes necessary because of a lack of qualified nationals;
- “watch dog” or “gate-keeping”, that is, controller functions to ensure that donor projects meet Western government standards of accountability;
- policy advisory roles vis-a-vis government ministries and private organizations;
- mobilization or catalytic roles to animate organizational change or involve stakeholders; and
- training or the nurturing of local skills, usually via on-the-job collaboration, coaching, and advising host country counterparts.

These roles are not entirely mutually exclusive. For example, it is typical for an expatriate expert to combine training functions with some operational responsibility (unfortunately, often much more of the latter in practice).

In recent years, there has been an effort to re-orient technical cooperation in two ways:

- to eliminate as much as possible direct task-performance by expatriates and to encourage them to play more training, advisory, and facilitative roles;

30. *Globe and Mail*, February 13, 1993.