

selves only as facilitators.... They make the contacts and promote mutual understanding and cooperation among farmers and authorities, producers and traders, conservationists, scientists and politicians."<sup>54</sup>

It can be seen that this model is highly ambitious and more demanding of the foreign advisor than was conventional TC. The advisor's status as a neutral foreigner facilitates this networking task, but much is expected: The expatriate must possess a combination of technical knowledge, a capacity to assess and be sensitive to social and cultural realities in both the modern and traditional sectors of the host society, and an ability to motivate groups of differing interests to cooperate. Pre-departure preparation for such network facilitators would probably include such non-traditional knowledge areas as sociological analysis, environmental scanning, negotiation theory, networking techniques, and conflict resolution strategies.

### **Sectoral or policy advisors**

The trend toward assistance in upgrading the capabilities of developing country governments for macro-economic and sectoral analysis and policy management calls for a class of advisors in these areas. Such individuals would possess specialized skills and higher-than-average academic qualifications. This role would normally involve short-term rather than long-term residency, as it would involve advising well-qualified nationals who are primarily responsible for the policy development of their governments. This short-term focus, without much time for settling-in and familiarization, probably makes having prior cross-cultural skills and knowledge of the country all the more necessary.

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54. Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), *Development Cooperation: Innovative, Practice Oriented, Experienced in Partnership*. (GTZ, Eschborn, 1992), p. 9.