

toward being “networkers”, who link up home and host country businesses and NGOs for mutual advantage.<sup>76</sup>

The qualities and skills required to accomplish these new roles are also evolving in tandem with these changes. As one observer has written, “Diplomacy is [becoming] a highly personal endeavor; success depends on the sensitivity of the diplomat to the politics and culture of the host country and on the ability to communicate and interpret.... A perceptive sense of the people [of the host country] is essential.”<sup>77</sup> A recent needs assessment study of U.S. foreign service staff identified a wide array of cultural knowledge and interpersonal skills as necessary for today’s diplomat, as well as the traditional political and economic knowledge.<sup>78</sup>

### 5.2 PEACEKEEPING FORCES

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In general, United Nations peacekeeping is the attempt by the international community, not to enforce a particular outcome of conflicts, but to facilitate disengagement of hostile forces, implement and monitor ceasefires, and improve the conditions that led to conflict — all with the consent of the previous combatants. (To be precise, however, there have been some more coercive “peace-making” roles, particularly in Somalia in 1993). This mainly consensual and non-coercive feature, plus its emerging developmental aspects intended to deal with the underlying causes of conflict, make peacekeeping an important form of N-S collaboration, although it is not limited to conflicts in the

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76. Baker, John A., “The Diplomat as Networker: Adapting to the Post-Cold War World,” *Foreign Service Journal*, March 1992, p. 20.

77. Newsom, David D., “The Personal Side of Diplomacy,” *Foreign Service Journal*, June 1991, p. 26–27.

78. United States Department of State, Interview Results With Foreign Service Officers. (Foreign Service Institute, U.S. Department of State, 1989).