

Network facilitators

The second model of changing expatriate roles in TC is that of the "network facilitator", who aims to facilitate the creation of networks of non-governmental and public sector institutions to pursue certain development tasks. In this model, the expatriate has a one-to-many orientation, but it is in the context of a cluster of institutions rather than a single one. Often in the past, even when capacities within an institution had been strengthened, its effectiveness for undertaking development tasks was still unachieved because efforts ignored complementary institutions and stakeholders outside the institution. Human resources development in this model is a process of learning and cooperation (or accommodation) between all the actors in a field.

An example of this role can be seen in a German forestry project in Costa Rica, in which the German advisor assists not only in the direct activities of the government department to which he is attached, but equally in building cooperation and negotiating understandings between stakeholders such as farmers, logging companies, indigenous forest dwellers, urban consumers, environmental lobbies, and politicians, all of whose interests diverge and often conflict. The aim is to build a cooperative network, in which the capacities of participating groups are raised and their activities coordinated to achieve developmental results that are politically and ecologically sustainable.

TC personnel in such projects act as change agents by assisting in setting up and upgrading public-private-voluntary sector networks. The foreign advisor shifts "from being a sectoral expert to [being] an initiator, facilitator, [and] animator," with skills in "managing networks, inter-organizational communication, and interface management."⁵³ In a similar German project, "the [foreign] advisors see them-

53. Eylers, H. and Sulzer, R., *Institutional Pluralism: Focus of German Technical Cooperation*. (GTZ, Eschborn, 1992).