

Institutional change agents

This emerging style is an attempt to focus TC squarely on institutional development. For expatriates, this entails a move away from the one-to-one expert-counterpart relationship to a one-to-many arrangement that could be called an "expert-to-partners"(plural) relationship. The advisor deals with several aspects of the host institution simultaneously in an attempt to disseminate change and problem-solving capacities widely. The advisor might still have a specialty (e.g., macroeconomic policy development) and a key individual contact, but his role would also be to encourage a receptive environment for that specialty and to develop linkages elsewhere in the organization for mutual support and follow-through.

As the 1992 Swedish policy statement on that country's TC put it: "...the focus is not concentrated on one individual but on an identified contact network around each development assistance worker...[who] should contribute towards starting a process of change and create a favourable climate for learning and solving problems....The goal must be to raise organizational and individual skills."⁵²

The institutional change agent role can be applied to both government and NGO sectors and can also be used for both long-term and short-term assignments. This role is less defined than the old "expert-counterpart" model and thus requires much individual initiative, flexibility, and comfort with sometimes ambiguous relationships. Accordingly, change agents will not only require technical expertise, country/cultural familiarity, and cross-cultural skills, but will probably also need knowledge in newer areas such as organizational behaviour and structuring, institutional analysis, and communications theory.

52. Swedish International Development Agency, *Development Is People*. (SIDA, Stockholm, 1992), p. 9.