

2018

Inclusion of the African Diaspora in Florida Nonprofit Organizations

Lydia Asana
Walden University

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Walden University

College of Social and Behavioral Sciences

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Lydia Asana

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Walden University
2018

Abstract

Inclusion of the African Diaspora in Florida Nonprofit Organizations

by

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MNM, University of Central Florida, 2011

BSc, Geneva College, 2000

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

February 2018

Abstract

Social and economic challenges in one part of the world influence budgets, security, health, and well being of populations globally as was the case with the 2014 Ebola outbreak. Deficits in healthcare, education, governance, and the economy in African nations result in financial and social contributions from the diaspora residing in the United States. Many African-born immigrants to Florida came with useful knowledge and experience from their home nations that could be a valuable resource in carrying out effective development initiatives. However, accessing that knowledge is challenging. The purpose of this research was to explore the inclusion of members of the African diaspora community in Florida nonprofit development initiatives. The transnational theory of migration underpinned the following research question: What are barriers to, and opportunities for, including members of the African diaspora in Florida-based NPOs that carry out development programs in Africa? Semistructured interviews were conducted with Florida nonprofit leaders ($N=21$) who have development projects in Africa. Manual and computer assisted methods using NVivo 11 were used to develop codes and themes for data analysis. Identified barriers to including African diaspora in NPOs included lack of established networks and organizational awareness as well as limited service areas, service locations, funding, and leadership roles. All respondents expressed interest in engaging with diaspora members and other nonprofit leaders via expat networks. Successful engagement with the African diaspora community could promote positive social change by improving program delivery, communication, and programmatic outcomes for a mutual impact in both African and Florida-based communities.

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Dedication

To my Schatz, for your generous love that gives me the freedom and flexibility to balance home life with projects, of which, this doctoral journey has been the most demanding so far. Thank you for your deliberate support in numerous ways on this long journey.

To Super Angels U, G, and A, for your prayers and patience as mommy spent time and energy on her schoolwork.

To my parents, sisters, and brothers for always praying, encouraging, helping, and cheering me on, never doubting I would make it.

To the resilient African diasporans who work hard to get ahead, but never forget to look behind with an outstretched hand to help others along life's meandering paths.

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Chapter 1: Introduction to the Study

Introduction

The problem of unsustainable development efforts on the African continent is well documented in the literature (Moyo, 2009, Johnson, 2010). Despite millions of dollars provided to Africa each year, many areas of the continent still suffer from the issues associated with underdevelopment. In spite of recent interest in the role of the African diaspora in the development of the African continent, there is limited literature on the potential for collaboration between local nonprofits and the diaspora. To identify and use available resources for addressing development needs on the African continent, it is important to explore innovative approaches to making development programs sustainable. The resources invested in sustainable development programs and the socioeconomic benefits often envisioned can be fully realized only when programs are sustainable. In this study I explored the opportunities for, and barriers to, the involvement of members of the contemporary African diaspora living in Florida with local nonprofit organizations (NPOs) working in Africa. The findings provide NPOs, as well as members of the African diaspora community, with new knowledge and with recommendations for collaborative ways to carry out their development efforts in Africa to effect sustainable results.

In Chapter 1 I cover the following topics: background, problem, purpose, theoretical framework, definitions of key terms, and the identification of the primary themes are then provided.

In Chapter 2, I examine the available literature on the involvement of the African diaspora in development, the identified gap. In this chapter I explore existing literature in order to examine diverse perspectives, related to the African diaspora and its documented and potential role in African development. I focus on literature that addresses this issue from multiple perspectives. I identify previous studies on the involvement of Africans in diaspora. In addition, I explore transnational theory of migration and the relevant aspects of the concept of transnationality in light of African development, the African diaspora, and international nongovernmental organizations (NGOs). Based on findings in the literature, I adopt an appropriate research method, which I present in Chapter 3. In Chapter 4, I present information collected in the course of the study including field notes, memos, journal entries, and responses to interview questions, as well as other forms of data. I use transnational theory as the basis for data interpretation. In Chapter 5 I summarize the entire study, provide a conclusion, and propose recommendations for related future studies involving the African diaspora and development on the African continent.

Background

An estimated 40 million people living in the United States were born in foreign countries (U.S. Census Bureau, 2012). Many of these immigrants have valuable knowledge and experience from their sending nations, which, could be a valuable resource in efforts to carry out effective, efficient foreign policy initiatives in the countries or regions represented by the immigrant population. In the area of international development, the success of a well planned, sufficiently funded program may fail to have

long-term benefits due to lack of buy-in from the target populations. For example, Gubser (2011) pointed out that a U.S.-led decentralization program in Uganda might have benefitted from greater attention to historical context. The program did not have the anticipated long-term benefits envisioned. In contrast, a temporary return program, in which members of the Afghan diaspora participated in knowledge transfer and capacity-building projects resulted in lasting improvement in the development of participating communities in Afghanistan (Kuschminder, 2014). Factors such as historical context, communication, knowledge of local customs, and access to community gatekeepers—particularly traditional leaders—can greatly influence community buy-in, which, in turn, can make or mar a development project. Although the concept of transnationality has sometimes been seen as being in opposition to citizenship, Bradatan, Popan, and Melton (2010) suggested that it could mean loyalty to both sending and receiving nations. Africans in diaspora maintain ties with family and friends in their sending countries and tend to support development projects in their sending communities. Triandafyllidou (2009) went further to propose that immigrants with knowledge, experiences, and ties to their countries of origin who apply these traits to their country of settlement may be valuable assets to their communities of settlement. This may be particularly true for members of the African immigrant population, which is capable of financial, human, social, and political capital at a transnational level (Brinkerhoff, 2012). As dual citizenship among African immigrants grows (Whitaker, 2011), transnationality may become a more useful tool for meeting the needs of both sending and receiving countries. In the case of the African diaspora in the United States, a population that has been

recognized for being highly educated (Gambino et al, 2014) and that simultaneously supports development projects in Africa, both the United States and African countries can benefit from this dynamic population.

Florida has been recognized as a gateway to the United States for many years. While there have been changes in immigrant gateways across the nation, Florida remains a traditional one (Walters & Trevelyan, 2011). In 2014 the population of Florida surpassed that of New York, making it the third most populous state in the nation (United States Census Bureau, 2014). This resulted in a great degree of diversity in Florida, with a foreign-born population of 19.2% compared to 12.8% for the nation between 2007 and 2011 (US Census Bureau, 2013). Among the subpopulations living in Florida, the African diaspora has received little attention in scholarly research. The development needs on the continent remain a reality, in spite of recent indications of economic potential for the African continent (Brookings Institute, 2013). This is a concern not only for Africans at home and abroad, but also for the U.S. Department of State (DOS) and the United States Agency for International Development (USAID), which jointly pursue a foreign aid agenda that promotes and preserves the security and prosperity of Americans. According to former Secretary of State John Kerry, “Foreign assistance is not charity or a favor we do for other nations. It is a strategic imperative for America” (United States Department of State, 2013).

Problem Statement

Sustainable development efforts on the African continent have had limited success in terms of sustainability (Johnson, 2010). These failures can reflect negatively

on the United States due to undermined strategic interests (Johnson, 2010). National security, the well-being of Americans overseas, economic investments overseas, and overseas support for American policies and principles are just some of the areas that diplomatic investments, including foreign development assistance, influence (United States Department of State, 2015). These areas can be adversely affected by the instability often associated with unsustainable development efforts. In addition, resources invested in development programs aimed at saving lives or improving quality of life for members of the target population may be wasted if sustainability is not achieved. Failure to identify innovative methods of addressing this problem could lead to poor returns on investments for stakeholders, including American taxpayers. Loss of life or reduced quality of life for the target population, and lost opportunities for strategies that benefit Americans at home and overseas, could also result.

There is a limited amount of resources that individuals, organizations, companies, and governments can designate towards foreign development. During John Kerry's term as Secretary of State, beginning in 2013, about 1% of the U.S. budget was designated for foreign aid (United States Department of State, 2013, 2015). African countries continue to top the list of foreign aid recipients in the world. Ongoing challenges, such as poverty, health disparities, and instability, continue to attract the attention of international NPOs, governments, businesses, and individuals. In addition, crises such as the 2014 Ebola epidemic in West Africa caused death and fear and came at a high cost not only to the African countries but to the United States as well. However, the resources designated towards development assistance are often insufficient. Increased efforts in the area of

sustainable development, particularly collaborative efforts, may result in real opportunities for meeting the long-standing development needs of the African continent. The 2014 Ebola epidemic highlighted the need for concerted efforts to protect not just areas directly hit but the global community, including the United States, which had a significant presence in West Africa. Once again President Obama voiced the need for the U.S. government to wisely invest in development and the eradication of extreme poverty as tools for protecting American interests (White House, 2015).

An element of organizational and business success sometimes overlooked by strategic planning and possibly policy development is attention to cultural factors (Hofstede, Hofstede, & Minkov, 2010). Immigrants, who often possess cross cultural characteristics and competencies, are often not featured on policy development or strategic planning teams that determine the course of action in foreign aid efforts. Transnational skills have been identified as an asset for business purposes (Edwards, 2008). Comparable studies on the role of individuals with transnational experience in international nonprofit work are wanting. Development programs initiated by U.S. based organizations may fail due to lack of input from Africans (Gubser, 2011). Despite recent recognition of the potential of African immigrants to make tangible contributions to foreign aid efforts (Brinkerhoff, 2011), little is known about the involvement of members of this population with United States based NPOs that work on the African continent. Failure to conduct research that explores opportunities for, and barriers to, the African diaspora in Florida nonprofits may result in lost opportunities to improve the sustainability of development programs on the African continent. Understanding the

current and potential role of African immigrants could lead to efforts that promote partnership, collaboration, education, and training opportunities for individuals and organizations. This may bolster the development efforts of NPOs in Florida with programs in Africa. Providing diverse avenues to support sustainable development efforts on the African continent will contribute to the success rate of development initiatives leading to increased opportunities for the growth and stability that support U.S strategic interests in Africa, save lives, and improve quality of life.

Purpose

The purpose of this study was to identify and describe opportunities for, and barriers to, involvement of members of the African Diaspora population in development programs of Florida NPOs. Analysis of identified opportunities and barriers enabled exploration of innovative avenues for making development efforts in Africa more sustainable. Through these efforts recommendations that offer direct support to Florida based NPOs are developed. These suggestions will enhance sustainable development efforts of Florida nonprofits with programs in Africa. In addition, the development needs identified by NPOs and members of the African diaspora can be better addressed when opportunities and challenges for collaboration between these two groups are identified, described, and addressed.

Research Question

What are barriers to, and opportunities for, including members of the African diaspora in Florida-based NPOs that carry out development programs in Africa?

Nature of Study

This qualitative study involved multiple NPOs. Nonprofit executive leaders, program directors, and members of the African diaspora in Florida participated. Snowball sampling was employed to identify recruits. Semistructured interviews were then conducted as the primary method of data collection. At least two individuals from each organization were interviewed. Upon completion of all interviews findings from each organization were then compared and contrasted in order to identify similarities and differences. This approach limited the chances of researcher bias on study outcomes and thus increased the integrity of the study process and the validity of the study outcomes. The central theory under investigation is transnational theory of migration, particularly in light of the transnational skills that African immigrants may contribute to international development efforts. Studies indicate that that Africans in diaspora have a tendency to become involved in development projects in their sending countries (Kshetri, 2013). However, existing studies often focus on individuals, homeland associations, and similar projects that do not include collaboration with local, established, NPOs. This study focuses on the opportunities for, and barriers to, African diaspora involvement with local not-for-profit entities as it seeks to understand the current and potential role that transnationality may play in development efforts on the African continent.

Two primary methods of data collection were used. Semistructured interviews were conducted with executive, development, volunteer or program directors, including local members of the African diaspora. Public documents including annual reports and other printed/electronic materials were also studied. Participants were selected through

criterion snowball sampling with a goal of engaging ten NPOs. NVivo 11 was used to help with qualitative data analysis.

Definitions

To facilitate understanding it is important to define key terms as they were used in this study.

Africans in Diaspora (AiD)/African Diaspora/Diasporans: These three terms were used interchangeably. For the most part, the African Union definition of African diaspora was adopted for this study. The African Union definition of the African diaspora identified all individuals from the African continent living abroad who are actively engaged in development efforts on the African continent as members of the African diaspora. The current citizenship held by such individuals did not deter from their identification as members of the African diaspora (African Union, n.d.). However, a desire to actively strive towards the establishment of an African Union, which is found in the African Union definition, is not considered for the purposes of this study. Identifying motivations for individual involvement in African development efforts will be included in data analysis.

Transnationalism: In its most basic form transnationalism refers to the existence of social ties and identities to more than one nation at the same time (Akyeampong, 2010).

Sustainable Development Program (SDP): As used in this study, SDP will represent a program aimed at bringing about positive social change in ways that improve

quality of life and /or saves lives in a manner that can ensure the program and its positive impact are ongoing

Country of Origin (CO): This refers to the country of birth of an immigrant

Country of Settlement (CS): This refers to the country of residence of an immigrant.

OECD Countries: Countries that are members of the Organization for Economic Co-Operation and Development

Theoretical Basis Overview

The transnational theory of migration or transnationality theory was the primary theory on which this study was built. Diaspora populations have identities that blend the experiences from their country of origin (CO) with elements of their new life in their country of settlement (CS). Purposefully maintaining psychological, communication, and material ties with their countries of origin results in the development of transnational characteristics. Studies indicate that the ability to harness maintained relationships in the CO, build new networks in the CS, and the interchange of skills, knowledge, and information across national boundaries gives diasporans a unique opportunity to facilitate development initiatives in low and middle income sending nations (OECD, 2012; Riddle & Brinkerhoff, 2011; Bradatan et al., 2010; Faist, 2010). For this study, transnationality was viewed from a global perspective that goes beyond a focus on the migrant population as one unit and the host nation state as another unit. This traditional view is one that has dominated much of transnational studies. Rather a global approach that seeks to identify the effects of transnational migration on migrants and the CS (Schiller, 2009), as well as

sending nations will be addressed in detail in Chapter 2. In particular this study focused on identifying sustainable development benefits on the African continent and benefits for U.S.- based NPOs. Engaging members of the AiD in nonprofit development efforts on the African continent supports U.S. aid policy objectives that benefit Americans at home and abroad.

Assumptions

A number of assumptions are considered and addressed in the course of this study. Based on growing interest in the role of AiD in the development of the African continent, and increased evidence of a focus on sustainability of international development efforts, it is assumed that some shared interests or goals exist between members of the African diaspora and NPOs with development programs in Africa. Without this assumption it would be necessary to investigate whether common goals exist and that could constitute an entire study on its own. In addition, without this assumption, a study focused on opportunities and challenges would be void of meaning because such information would not be helpful to either of these populations if there were no common goals to which study outcomes could be applied.

A number of existing publications on international migration illustrate the assumption that both natives of CS and immigrants participating in transnational migrations view one another as “us” or “them.” As a result many studies on transnationality have considered two primary units of study, the migrant and the nation state that serves as their host country. This has been referred to as methodological nationalism (Schiller, 2009), which tends to limit opportunities for the study of migration

from a global perspective. By investigating opportunities and the challenges to involvement by members of the African immigrant population in Florida nonprofits, assumptions about an us/them mentality may be brought to light. An awareness of these documented assumptions made it possible to either confirm or challenge the assumption based on study findings. The result of such observations could influence how, and to whom, study findings are presented. It is important to acknowledge and address both of these assumptions in order to increase the usefulness of the study to both nonprofits and members of the African diaspora living in Florida. Finally, based on the working definition of the African diaspora adopted for this study, it was assumed that a significant number of AiD would want to contribute to the development of their country of origin.

Limitations

Although the results of this study may be applicable to other comparable development programs, differences related to culture, population demographics, socioeconomic factors, and other contextual considerations could require a completely different set of methods. Due to the purpose of this study, partial fulfillment of doctoral studies, resource limitations also played a part in narrowing the breadth of this study in favor of an exploratory approach.

Boundaries: Population Choice and Theories not Pursued

Given the purpose of this study, namely, partial fulfillment of doctoral study requirements, and the limited resources to accomplish this aim, only organizations in Florida were considered for this study. Although there may be other individuals, groups, and other entities in Florida carrying out commendable development efforts on the

African continent, only NPOs recognized by the Florida Department of Corporations and/or the Internal Revenue Service (IRS) were considered. Thus, the existence and public records of each participating organization can be independently verified.

It is acknowledged that other members of organizations may be more versed in different aspects of the study. For example, field representatives are often recognized as having a more accurate picture of clients' needs than executives. However, only senior personnel were selected for interviews due to the authority they have to represent their organization on a wide variety of topics.

Other theories relevant to a discussion of sustainable development could include economic theories, migration theories, governance theories, theories on human development, and theories on globalization. However, the focus of this study was on the role of the African diaspora, given their unique transnational experiences, in contributing to the establishment of pathways that lead to ongoing development in Africa. Thus, the transnational theory of migration was determined to be the most relevant theory.

Biases and How They Were Addressed

It is important to state that I am a member of the contemporary African diaspora. However, my personal experiences may differ from those characterized under the definition provided earlier in this chapter because I have lived in the United States since I was a child. In addition, characteristics about members of the African diaspora were not collected through interviews. Rather information, data, and examples provided about AiD were obtained from scholarly resources that can be independently verified.

I am the co-founder of a NPO in Florida with sustainable development programs on the African continent. Although this may provide me with valid experiences and perspectives, it may also affect my ability to view aspects of this study with complete neutrality. To address this concern, the organization with which I am involved was not considered for participation in the main study. Member checking was used to ensure that information published reflected the intensions and experiences of study participants; limited my opinions, assumptions and biases; and increased credibility.

As a result of the cultural and nonprofit competencies I have acquired, it is worth noting that my personal experiences with the African diaspora and NPOs may also have added to my ability to engage study participants. Being able to identify with participants who work in Africa may have resulted in participants sharing greater details, which were helpful for the exploratory, descriptive nature of this study (Mills, Durepos, & Wiebe, 2010).

Scope and Delimitations

Problem Chosen and Rational

Although it is widely recognized that the African continent has significant development challenges, and despite decades of international aid, efforts to address these challenges have had limited sustainability (Moyo, 2009). The limitations in terms of sustainability have caught the attention of major agencies, such as USAID, scholars, and the international community. All but one of the top priorities listed by USAID—as focus areas to reduce extreme poverty—can be implemented on any continent. But the Power Africa initiative, geared towards increasing access to electrical power, was unique

because it concentrated on the African continent, highlighting the critical need for development assistance there. In his address to the Business Forum at the U.S. Africa Leaders Forum in 2014 President Obama mentioned the need not only for capital investments on the African continent, but also the need for concerted efforts in the areas of governance, and development programs (White House, 2014).

In 2014 the Obama Administration made a commitment to both sustain and extend development through the updated African Growth and Opportunity Act (AGOA, White House, 2014a). During the August 2014 U.S. Africa Leaders Summit, President Obama announced billions of dollars worth of investments in economic development on the African continent in collaboration with the private sector, the World Bank, and the government of Sweden (White House, 2014a). The potential for mutual economic benefits for both African nations and the United States can be jeopardized by a lack of sustainability in areas of development on the continent. Successful economic ventures are tied to factors such as healthcare, education, food security, and environmental issues and good governance. These are some of the same issues that development initiatives on the African continent seek to address. In order to realize the economic potential of the African continent, it is necessary to attain sustainability in areas that challenge socioeconomic stability.

As funding bodies and individuals around the globe become more aware and involved in responsible use of existing resources, the demand for accountability for resources donated or awarded to NPOs and development work also increases. To provide

evidence of acceptable return on investment to funders and donors makes the need for sustainable projects more of a priority

Potential for Transferability

Although there are significant differences in context from one African nation to another, some similarities have been identified between diasporans. Among these is the tendency to be involved in the development of their sending nation (Bodomo, 2013a). Similarly, studies conducted on diverse diaspora groups with varying sending and settlement countries have yielded data suggesting the significant contributions made and the potential that this group has for contributing to development on the African continent. Finally no circumstances were found to suggest that the state of Florida would be more or less likely than any other state to succeed or fail in local foreign aid efforts. Taking these three elements into consideration, there is reason to believe that the findings of this study could serve at least as a basis for conversations on local partnership opportunities between NPOs and members of the African diaspora in their localities across the United States. At the very least the multiple nonprofit entities taking part in this study will gain data, insights, and recommendations that could be used in their development efforts in Africa. In addition, because the study is not limited to specific African countries, the growing African diaspora community in Florida will gain an awareness of opportunities for them to have greater impact on their sending countries and an awareness of issues that could hamper partnership efforts.

Significance

Knowledge sharing is a critical step in the establishment and growth of successful, sustainable endeavors. This explored existing and potential opportunities for, and barriers to, the involvement of African immigrants in a Florida nonprofit as seen through the eyes of nonprofit leaders, some of whom are diaspora leaders. In so doing, common traits, differing perspectives, and potentially limiting assumptions may be identified, analyzed and presented in the study findings.

Study findings will be shared with the participants and made available to a wider audience through the dissertation publication process, articles, and oral presentations. Making such information available provides opportunities for Florida nonprofits, members of the African diaspora in Florida, and possibly other individuals and organizations to re-evaluate their existing programs, processes, and policies. Identifying weaknesses that could be complimented by the strengths of other participants could lead to greater effectiveness, and greater levels of sustainability for existing development programs in Africa. It could also give birth to new collaborative ventures.

Potential Contributions to Practice and Policy

This study may foster collaboration between NPOs in Florida with programs in Africa and thus provide opportunities for the sharing of knowledge, experiences, and resources. This could result in greater effectiveness in program implementation, which, could lead to increased success in terms of program sustainability. Collaborative initiatives between nonprofits with programs in Africa and members of the African diaspora population may provide mutually beneficial partnerships. Organizations that

carry out programs in Africa may discover new ways to fulfill their mission. Studies repeatedly show that Africans in Diaspora are interested and involved in participation in development projects in their sending countries (Alex-Assensoh, 2010a; Bodomo, 2013a; Davies, 2012; Kshetri, 2013; Sy & Rakotondrazaka, 2015).

If the establishment and growth of these types of collaborations result in the identification of benefits in terms of sustainability, the policies of NPOs and possibly the policies of funding bodies and even governments may take such potential collaborations and partnerships into consideration in their funding and programming decision making processes.

Potential Contributions to Social Change

Recommendations based on the findings may lead to improvements in Florida-based sustainable development programs on the African continent. Improvements in program delivery, communication, and outcomes may be key in supporting the growth of such organizations so that they, in turn, can grow their programs for greater impact.

According to Wilson (2013), immigrants tend to trust NPOs. If NPOs with development programs in Africa secure the involvement of members of the African diaspora, community building between the nonprofit sector and diaspora networks could result. This in turn could result in more robust communities and a greater pool of resource-laden individuals with ties to the African nations in which development programs have been established. Beneficiaries of a SDP will have increased opportunities for personal and community development, equipping them for the task of continuing the established programs leading to sustainability and its related socioeconomic benefits.

Need for Study

Calls for addressing long-standing development needs on the African continent have been recorded by the U.S. Government, world governments, international agencies, and social activists, with ties to both donor and receiving nations. (Moyo, 2009; Mwangi, 2012; Wamboye, Adekola, & Sergi, 2014) Non- traditional attempts have been identified in the scholarly literature as noteworthy efforts to address challenges on the African continent, for example, diaspora remittances, diaspora hometown associations, and transnational advocacy networks. However, larger scale diaspora impact affecting broad communities is needed. Despite increased promotion by a number of individual groups and organizations of a collaborative approach to addressing large-scale social problems, there is little evidence of scholarly attention to the possibilities of local collaborations among U.S. communities. Collaboration between (a) NPOs with programs in Africa and (b) members of the African diaspora living in the local communities where these U.S.-based NPOs are found have not been widely studied. This study will take on that novel consideration.

Studies that focus on the role of transnationality from a global vantage point are generally overlooked. Schiller (2009) noted that much of the literature on transnationality highlights the differences between host populations and cultures and those of their sending counterparts and further noted that most literature on transnationality failed to look at the relationship between migrants and natives of their host nations that are unrelated to differences in culture or ancestry. She advocated the need for research that focused on the multiple social settings that transnationals are constantly giving to and

gaining from in the communities where they have settled. This study will include one of such social settings, namely, the international development arena from the position of the intersection between local nonprofits in Florida and members of the African diaspora in Florida.

Although diaspora networks have been largely seen as a positive force for contributing to African development, they often lack the type of structure and regularity needed to earn them the status of true networks (Mercer, Page, & Evans, 2009). This suggests that AiD would benefit from working with established, structured organizations.

One of the limitations that international bodies face in sustaining development programs after initial implementation phases lie in limited buy-in from the local community where programs are implemented. The potential for sustainability of development initiatives may not materialize despite significant financial and human investments. Lack of sustainability may be aggravated by a lack of comparable investments in communication and relationship building with local program participants and governments that are needed for long-term commitment (Gubser, 2011).

A study that engages international NPOs and members of the African diaspora populations in exploring opportunities for, as well as challenges to, working together is warranted. Such a study is expected to provide detailed, descriptive information that could contribute to innovative ways of supporting sustainable development efforts by combining the strengths of each of these entities. Engaging members of the international nonprofit sector in Florida and members of the African diaspora in Florida can obtain such information. An exploratory study aimed at gathering descriptive information on the

opportunities and challenges to African diaspora involvement with NPOs provides useful information for consideration in designing innovative, collaborative efforts to address the identified problem of limited success in terms of the sustainability of development efforts on the African continent.

Summary and Conclusion

This chapter provided an overview of the need, purpose, focus, methods and considerations for a study on the opportunities and challenges of involvement of AiD members with NPOs in Florida but working in Africa. Sustainable development has been identified as the central phenomenon under study; the intent was to explore existing possibilities and to develop recommendations for an innovative approach to addressing the problem of unsustainable development in Africa. It was anticipated that information gained through this study would contribute to existing efforts to improve the sustainability of nonprofit development initiatives in Africa by employing existing, under-used human resources available in Floridian communities.

In order to establish that the perceived need for this study is warranted, relevant, and timely, it is necessary to explore existing literature for references to anticipated aspects of this study. This task is undertaken in the Chapter 2.

Chapter 2: Literature Review

Introduction

Although millions of dollars are spent annually on numerous aid- and relief-related projects for the African continent, development continues to be a challenge as a result of social problems such as poverty, lack of adequate healthcare professionals and equipment, poor infrastructure, and limitations to educational advancement. Development projects have often failed to meet the anticipated long-term goals as a result of failed sustainability efforts. Such challenges affect not only Africans living on the continent, but also individuals, organizations, businesses, and governments with vested interests on the African continent. Although the adverse effects of Africa's ongoing battle with sustained progress in addressing basic social needs adversely affect a number of stakeholders worldwide, not enough has been done to engage them. One such group is the African immigrant population in the United States, which has doubled every decade since 1970 (Gambino, Trevelyan, & Fitzwater, 2014). Many members of this group are educated, accomplished professionals who maintain relationships with family and friends in Africa, contributing in various ways to the development of the continent. Involvement of these diaspora Africans with NPOs in Florida that have development projects in Africa could provide greater development impact. However, the opportunities for, and challenges to such interactions are not well understood.

The purpose of this study was to explore AiD inclusion in development initiatives through a nontraditional approach in an effort to address the problem of unsustainable development efforts on the African continent. To achieve this purpose I investigated the

challenges to, and opportunities for, involvement of members of the African diaspora with NPOs in Florida that have development programs in Africa. In so doing, previously unexploited opportunities can be considered for local collaborations between groups and organizations with the common desire of advancing development on the African continent.

Organization of Literature Review

This chapter covers a review of literature under the following topics: (a) Overview (b) Related Research (c) Theory (d) Methods (e) Literature (f) Research Design (g) Conclusion. I begin by establishing unsustainability of development projects in Africa as a problem affecting multiple stakeholders. I then highlight examples including Millennium Development Goals (MDGs), U.S. Department of State (DOS) and U.S. Agency for International Development (USAID) focus areas, and the 2014 Ebola Outbreak. I explore the role of NPOs in international development will be reviewed before introducing the African Diaspora as a population worthy of attention in African development efforts. Next I discuss findings on the involvement of the African diaspora in development projects in Africa. I explain transnational theory as well as findings that point to the potential benefits of transnational skills to international work. I then examine the potential benefits of collaborative relationships between AiD and local NPOs with projects in Africa. Finally, I propose an investigation into the possibilities and challenges of such collaborative efforts in Florida.

Overview of Literature Review

In an effort to identify existing literature related to the problem of unsustainable development programs in Africa and the role of the African diaspora a number of sources and approaches were undertaken. Primary among these were key word searches using the Walden University library. I searched relevant subjects using multiple database and multidisciplinary database search options. I also visited specific journals from which I had identified relevant articles.

In summary, sustainability was identified as a widespread problem for development projects at the local, national, and international levels. Commonly cited reasons included limited funding, lack of involvement of individuals from the target population, and issues related to cultural differences in areas such as communication, familiarity with the geographical region served, cultural norms, and irresponsible governance by African Governments. Africans in Diaspora were found to be a relatively new population of interest in terms of identified resources for development. While multiple references were located that discuss the significant amounts of remittances sent to the African continent by Africans living abroad (World Bank, 2007, 2013; (Clemens, Özden, & Rapoport, 2014) (Bodomo, 2013b) (Ngomba, 2012) (Ebeke, 2012) as well as studies on African diaspora hometown associations (Reynolds, 2009) (McGregor, 2009) (Mercer et al., 2009). There is limited literature that discusses the involvement of AiD in development projects, particularly involvement with local NPOs in their countries of settlement. However, multiple characteristics of this population including their personal experiences, strong ties to their sending nations, and high academic and professional

achievements in their countries of settlement point to their potential as contributors to the sustainable development of Africa.

Literature Search Strategy

A central piece to the literature search strategy was note taking that included dates, websites and other sources visited, and key words used during search efforts. Once a list of potential articles was generated from a key word search, the list was browsed and potentially useful articles were filed using an EBSCO files account. Articles were filed in folders including 'sustainable development', 'African diaspora', and 'Transnationality'. Article abstracts were read before the full article for articles that appeared relevant. Notes were taken for each article with particular attention paid to purpose, research methods, findings, conclusions, and recommendations for further research, I also reviewed the bibliography of particularly useful articles in search of potentially relevant sources. Based on notes taken, the authors, and titles of promising cited materials were recorded. I then used the Walden Library database or Google Scholar to locate useful items.

In order to identify relevant material, relevant databases, journals, and key search words were employed. This research benefitted from the use of research portals. Primary among these were Thoreau, Political Science Complete, Academic Search Complete, ProQuest Central and PsycINFO. In addition, articles related to Africa, development, and the African diaspora from sources such as the Brookings Institute, the World Bank Open Source Depository, USAID, and the U.S Government were often investigated. The most frequently read journals included African Studies, Migration and Development, International Migration, Global Networks, and World Development. The top five key

words used as stand alone search items or in multiple combinations were *Africa*, *development*, *diaspora*, *transnationality*, and *migration*. I maintained both electronic notes and physical notes in a notebook.

Literature Search Process

In search of relevant literature to provide background, examples, previous research, and identified gaps in research, the Walden University Library was the starting point. Using the “Search by Topic” tool key terms including *African development*, *African diaspora*, *sustainable development*, *transnationalism* and *transnational theory* were used in multiple combinations. *Florida* was also included in later searches in an effort to identify related work in the geographical area pertaining to this study. After visiting individual databases discovered during research for course papers such as “Political Science Complete” and Academic Search Complete”. Building on information gathered at Walden Academic Residencies, “Thoreau” and “PsychInfo” were later visited with greater frequency. The dissertation search tool of the Walden University Library was also used. In addition to the use of keywords to search for articles, the bibliography of particularly useful articles were studied and the names of authors referenced were also used as search words. Journals from which key articles were found also became the focus of later search efforts.

Detailed Review of Related Research

The central problem addressed in this study is that of unsustainable development. As such an understanding of sustainable development is important. An understanding of identified challenges to sustainability of development projects is needed in order to

propose innovative approaches that take these challenges into account. An awareness of past and current approaches to the identified problem provides knowledge of not only what projects have been carried out, but also how these projects were undertaken. By studying international bodies as well as their development projects, a better understanding of the components of successful development projects can be determined.

The African diaspora has received increasing attention in recent years for their role in developing the African continent. This recognition has, to a large extent been focused on remittances. However, from personal encounters with members of this population, there are ongoing, often unrecognized efforts to support development of sending nations. It is thus necessary to seek published evidence of such efforts. This explains the focus on African diaspora, development, and various combinations of similar terms. Establishing the ongoing need for improvements in the sustainability of development projects in Africa, and identifying the diasporans as a valuable resource in these efforts can then address the question of opportunities and challenges to their involvement.

The identified problem, the central research question, and the doctoral requirement to contribute new knowledge were often revisited as prompts to seek out literature that relates to the problem, the central research question, and the need for new ways of addressing a long standing global challenge. In light of this, a theory that has evolved over time as a result of increased influences of globalization holds promise for a fresh approach. The need to make this study doable, and the desire to draw applicable conclusions lead to a focus on NPOs in Florida as the primary units of study. All of these

elements are reflected in the search terms, databases, tools, and other resources used as part of the literature review process for this study.

Availability of Published Related Material

In seeking related published material on the African diaspora, and their involvement in the development of the African continent, material was readily available from a number of perspectives. Information referring to remittances was most prevalent. Literature also mentions remittances as the most common area where credit is given to diaspora populations in terms of contributions to the development of their sending countries ((Ngomba, 2012), (Bodomo, 2013a). Information on home associations was also readily available for a variety of sending nations such as Nigeria (Lampert, 2009), and Tanzania (Mercer, Page, & Evans, 2009). However, literature on the African diaspora and their involvement with existing NPOs in their communities of settlement with programs in their various sending countries was limited at best.

Literature on transnationality also offered a variety of opportunities for consideration. A pattern of evolution was identified from an early focus on the distinction between the native population and newcomers with an emphasis on an “us” versus “them” mentality. This later gave way to studies focused on assimilation and efforts of the immigrant populations to find their place within their places of settlement. More recent studies have shown that it is possible and advantageous for both native and new comers to live in community with one another, recognizing that what is good for one group ultimately results in benefits for the entire community. In addition, diaspora populations were found to possess the capability of simultaneously engaging in both their sending

nations and their new places of settlement. This is no longer viewed primarily as disadvantageous to one or the other of the two settings, but rather as an opportunity for the expression of transnational skills that can yield benefits for both sending nations and nations of settlement. It is this realization that highlights the opportunities members of the diaspora have to be actively and purposefully engaged in development efforts in their sending nations while remaining productive members of the society in their new places of residence.

Theoretical Basis Detailed

Transnationality Theory

This study was based on transnational theory of migration often referred to simply as transnational theory. This theory suggests that there are individuals, who maintain ties to more than one nation at any given time either on their own, as groups, or as organizations. These ties involve the use of knowledge, skills, and networks from each nation the individual identifies with in the ongoing activities of such individuals (Faist, 2009) (Akyeampong, 2010). Transnationality theory is a fitting focus for this study as it provides a possible approach to addressing the problem of unsustainable development in Africa. An investigation into the role these traits may play in hindering or promoting African immigrant involvement in development efforts on the African continent is relevant to the question under investigation.

Origin of Transnationality Theory

The origin and refining of transnational theory has been credited to three primary teams of individuals. Glick Schiller was perhaps the first to name the theory along with

her colleagues Basch and Szanton Blanc. Their work in the early 1990s suggested that a new approach to immigration be considered to include the term transmigrant while introducing the notion of a transnational migration theory (Glick, Basch Szanton, 1995). Glick Schiller further pursued this line of thought in her 1997 publication.

While cultural anthropologists introduced transnational migration theory, Portes, a sociologist, further developed the theory suggesting the need for a new concept because existing theories did not adequately explain the phenomenon of a growing number of migrants continuously maintaining ties in two countries over time (Portes et al, 1999). Furthermore transnational migration theory is refined to apply only to those who maintain this dual lifestyle not including those with only occasional contact and contributions to their sending nations and the unit of analysis is identified as individuals and families.

Arguable, the most comprehensive articulation of transnational theory is that of Faist (2000) who uses the term transnational social spaces (rather than fields) to refer to the intangible sphere consisting of elements from home nations and elements of host nations that together form a new reality for transnational migrants. Schiller and Faist together published in 2009 and Faist continues to publish on the topic of transnational social spaces as recently as 2015. So while Glick Schiller and her colleagues may have been first to put forth the notion of transnationalism, Faist has published widely in this area providing greater clarity and setting clearer guidelines regarding transnationalization.

Major Theoretical Propositions and Assumptions

Arguments have been made for both the merits and the drawbacks of transnationality. Early arguments tended to question the loyalty of individuals with ties to more than one nation. Such arguments included a focus on an insider and an outsider approach to migration. In such a setting immigrants are often not viewed as part of the fabric of a receiving population, but rather as a threat to the status quo when it comes to such things as social services and living standards for such communities.

In recent years studies have suggested that far from being a limitation, transnationality may serve as a valuable trait that should be prized, developed, and highlighted. Those in this camp argue that, particularly in a world of increasing global interactions, transnational migrants who use the skills, knowledge, and networks gained in each of the nations they identify with can be an asset in addressing concerns where experience and ties with the other culture may be useful in attaining success (Johnson, 2010) (Kshetri, 2013) (Riddle & Brinkerhoff, 2011). In the case of international development in general, and African development in particular, transnational skills may be a significant contributor to collaborative, implementation, and sustainability efforts.

Rational for Choosing Transnational Theory

The purpose of this research is to investigate challenges and opportunities for collaborative interactions between members of the African diaspora and NPOs in Florida with development programs in Africa. This purpose demands some degree of understanding of at least two distinct cultures. These are American, specifically Floridian culture and the national and local culture of the target African nation. Because this study

involves human participants a theory that addresses how people deal with not only cultural but also national transitions is relevant. Individuals and organizations involved in work across national and cultural boundaries need a working knowledge of cultural norms, active relationships with key individuals in both cultures, and the ability to communicate needs, expectations, and outcomes is of great importance.

Transnational theory is concerned with all these elements. Literature has also suggested that one possible application of transnational migration focuses not on immigrants, but on the expanded role of INGOs (Vertovec 1999). In addition, it is a theory that has evolved over time in response to changing views, policies and opportunities for international interactions due to globalization and a surge in communication and transportation capabilities. In view of these factors, it seems fitting to use a theory that has significantly evolved in recent years as well.

Relating Theory to Present Study

Transnational theory focuses on characteristics and tendencies of migrants who have undertaken transnational migrations. Previous studies suggest that because of strong ties to their sending countries kept alive through regular communication and participation in CO events and projects, transnational migrants are often involved in development projects in their sending countries. In addition to ties with their sending communities, transnational migrants often form bonds and communities in their CS. Many of these communities undertake projects to support the development of their sending countries. There are multiple examples of African diaspora involved in development projects in

their CO. The dedication of this population to their sending communities makes them a valuable potential participant in development projects in Africa.

The objective of this research is to build upon and extend application of transnational theory as it relates to Africa's social development. Based on previous research that identifies both the potential and the commitment of the African diaspora to African development, and the difficulties they face in carrying out long term projects, this research will explore opportunities and challenges to realizing this potential through collaborations with local NPOs.

Applications of Transnational Theory

The current research uses transnational migration theory as a means of understanding immigrant social spaces and what may pull them towards, or push them away from engaging in development projects in partnership with local INGOs. Transnational theory of migration has been used to explain the reason for diaspora engagement in the development of their sending nations as individuals as well as hometown associations and communities simply sharing a common sending country. Transnational theory suggests that individuals are able to maintain simultaneous interactions in multiple nations (Glick Schiller, 2009, Portes, 1999, Akyeampong, 2010). As a result, such individuals are able to understand and participate in each culture distinctly, but also enrich both cultures. In the process they create transnational social spaces characterized by breaking not only geographical boundaries but also creating a fluid space of ideas as well as material culture (Faist, 2000). There have been arguments

made that this very ability may take away from the capacity of transnational individuals to fully commit to one culture or another, which may be seen as a drawback.

The present research seeks to explore ways of making development initiatives in Africa more sustainable. Studies have identified lack of engagement of target populations as a factor in the decline of projects after the initial implementation stage (Gubser, 2011). The primary question in this study examines the potential benefits and inhibitors to African diaspora participation in the African development projects of Florida NPOs. The benefits and drawbacks documented about transnationals by scholars of transnational theory appropriately reflect issues to be addressed in this study.

Literature Review Related to Methods

Twenty-First Century Transnationalism

At the dawn of the twenty-first century the idea of transnational migration as a factor in development began to gain ground as an area of scholarly discourse. Levitt (2001) published work focused on migration to the United States reviewing what was known at the time and questioning the impact and process of migration resulting from a growing number of sending countries giving social and political membership to migrants. A number of foreign government leaders identified potential social & economic development opportunities to be gained by engaging migrants and even migrant descendants in the affairs of their sending nations. The example of Mary Robinson, the president elect of Ireland who during her inaugural speech in 1990 called on immigrants, even those whose families had lived for multiple generations in the United States, to reconnect with their Irish heritage and homeland.

Levitt (2001) acknowledged the views of those who claim contributions of migrants to sending and receiving countries have always been a part of transnational migrations, that characteristics of immigrants may not be consistent with those of their offspring. However, she also pointed out that, studies available at the time focused on specific experiences of a limited number of cases, suggesting the need for longitudinal studies, surveys, and comparative case studies. Offering the insightful observation that while transnationalism focuses on a connection to home and maintaining ties, values, and practices, globalization is characterized by relinquishing home ties and practices in favor of an openness that embraces alternative values and methods of social interactions. While the two are interconnected by virtue of the multiple interactions and experiences of migrants, the real or imagined connections forged by migrants of a common sending country results in diaspora networks. The number of social networks with which migrants interact affects the strength of these networks. Levitt (2001) also suggests that the involvement of institutions may also strengthen the social networks that link transnational migrants to their home. Examples of institutions provided include, state, hometown associations, and religious organizations.

The examples provided by Levitt (2001) were primarily of South American immigrants. In listing institutional connections of migrants that may help to strengthen their connectedness and hence potential to contribute to the development of their sending countries, there is no mention of involvement with local NPOs working in their sending countries. While studies have shown there are limitations to the sustainability of informal development efforts by diaspora groups such as hometown associations (Lampert,

2014a) other studies indicate formal, well funded efforts are sometimes unsustainable due to poor engagement of local partners where projects are implemented (Gubser, 2011) The present study builds on the idea of institutions and social networks contributing to the bond transnational migrants have with their sending countries and will explore opportunities for transnational migrant involvement as well as limiting factors to their involvement. NPOs may provide the type of structure needed by diaspora individuals and groups seeking development partners, while still maintaining a relaxed setting void of the rigid and sometimes unfriendly experiences African migrants have sometimes experienced in their development efforts.

Transnationalism: An Evolving Area of Study

Six years after initially exploring existing knowledge and possible areas of study for transnational migration as it relates to development some notable developments in perspective were identified in the growing field of transnationalism. Despite a growth in interest and the availability for scholarly material, transnationalism has continued to be an interdisciplinary field with unexplored methods to describe and analyze its components. Following a brief summary of the history of transnationalism as a field of study, its intersection with economics, politics, social cultural and religious fields of study are presented along with suggestions for additional research opportunities.

Assimilation, acculturation, and integration are recognized as being influenced by socioeconomic and political climate of both sending and receiving countries. Pointing out that transnationality is not always a prominent part of the lives of migrants, at least not at all times, Levitt and Jaworsky (2007) suggest the need for transnationality to be a lens

through which migration is studied not only from the view point of host countries, but from diverse angles using methods other than thick descriptions and single case studies as was common in the past. In addition, scholars are challenged to point out negative outcomes resulting from transnational activities such as remittances which often lead to inequality in sending communities and sometimes even lead to governments sidestepping their responsibilities to provide basic community services such as in healthcare, education, and infrastructure because emigrants are financing such services for their families (Ebeke, 2012). Finally, scholars of transnationalism are called upon to include not only transnational migrants as the focus of their study.

This research incorporates some of these suggestions such as the inclusion of both migrants and nonmigrants as study participants, the study of development through the lens of transnationalism, and the incorporation of multiple case study units for analysis, comparison, and contrast. Considering the change in transnational migrant characteristics due to a demand for skilled, educated migrants in the post industrial era there is an increased pool of experienced, educated, professionals that desire structured, efficient organizations with which to partner to fulfill the sending country development desires identified by scholars.

Transnationality and Remittances

A significant amount on literature related to transnational migration focuses on remittances. This may be because remittances are a significant way for migrants to maintain relationships, something that is particularly needed during the difficult initial transition phase for immigrants. While many studies on remittances have focuses on

effects on recipients in sending countries, not much is available on effects of remittances on the migrants. Amoyaw & Abada (2016) use transnational theory of migration as a lens through which to study the emotional health of migrants in relation to remittance behavior. Through a longitudinal study of immigrants to Canada, self reported emotional health is investigated in relation to remittance behavior. The study concluded that migrant remittances affect the emotional health of immigrants. Remittances within the first six months of a transnational move adversely affect emotional health while sending remittances after the first six months tend to have a positive effect on the emotional health of migrants (Amoyaw & Abada, 2016).

Particularly interesting is that Amoyaw & Abada (2016) recommend that health policy and public health professionals incorporate elements of transnational theory, primarily remittance tendencies, in health service delivery to immigrants. They suggest that in so doing the emotional health of immigrants can be fostered which in turn can result in greater productivity and contributions by immigrants to their receiving communities (Amoyaw & Abada, 2016). This is in line with true transnational theory according to Tsudo (2012) who emphasizes simultaneous engagement in both sending and receiving countries constitute true transnationalism.

Transnationality and Integration

According to Erdal and Oeppen (2013) there are similarities between integration and transnationality that suggest the two can work together for the benefit of immigrants, their countries of origin, and their countries of settlement. Using literature on integration and transnationality and research conducted between 2007-2009 based on Pakistani

migrants in Norway and Afghan migrants in the United States and U.K, Erdal and Oeppen (2013) developed a typology using multiple elements such as place, context, and emotions. This typology of interaction not only acknowledges the existence of both integration (or assimilation) and transnationality, but also addresses how the two co-exist and looks beyond simply celebrating aspects of multiculturalism such as different foods and music. Three primary views exist: An alarmist which sees symbolic or functional involvement in both sending and receiving country as problematic based on perceived or actual conflicts between the two. Another negative view points out that commitment to more than one society makes it difficult to integrate into new home where language, human, and cultural capital within migrant networks provides are used for employment and accommodation early on, and later competing demands for resources and time keep migrants from fully integrating into their new societies. However, there is a third option, one that sees transnationality and integration as complimentary (Erdal & Oeppen, 2013). As migrants integrate into their countries of settlement, especially structurally in areas such as employment, civic engagement the resources available to them to support investment in their sending countries grows. As migrants invest in their sending countries, they gain more resources to support integration into their new home cultures as well.

Transnational Tendencies in the Historical African Diaspora

In discussing the possible relationship between integration and transnationalism Erdal & Oeppen (2013) were referring primarily to the contemporary diaspora. A recent study suggests that a sector of the historical African diaspora, namely member of the U.

S. Congress, may exhibit transnational tendencies in their foreign policy involvement (Clark Wilson & Curtis Ellis, 2014). Citing historical involvement of African Americans in Africa affairs such as the establishment of Liberia, assistance to Ethiopia in their battle with Italy, and campaigns against apartheid in South Africa, Clark Wilson and Curtis Ellis (2014) seek to determine if disproportionate tendencies to sponsor bills or chair committees related to African affairs stem from an interest international humanitarian affairs or from transnationalism. Their findings show that although less than 5% of congressional seats and only about 7% of committee hearings were chaired by African American, the introduced 44% of bills and chaired 15% of hearings on African issues. They conclude that transnationalism can be credited with the motivation for surrogate representation exhibited by African American members of congress.

Identifying the role of transnationalism in African American leaders whose primary connections with Africa as a homeland may be imaginative speaks to the strength of this phenomenon. Such diasporans exhibit transnationalism by serving their country of settlement and promoting discussions and awareness on difficulties on the African continent. This would suggest that even a minority contemporary African diaspora could also contribute to U. S. foreign policy through coordinated, sustained development projects in Africa. While studies show that on their own diaspora communities may not be able to sustain such projects, forming collaborations with local partners such as local NPOs could pave the way to greater visibility and additional support leading to sustainable projects in African localities.

Transnationality, 1.5, and 2nd Generation Migrants

While acknowledging that the field of transnational studies is relatively new, taking flight in the early 1990s, (Sperling, 2014) identifies several areas in transnational studies that have received significant attention including the study of transnational migration as individual experiences. There has been a focus on transnational communities by authors such as Levitt (2001) and even involvement of transnational migrants in the development of their sending nations. In the course of exploring the transnational experience of 1.5 generation (children who migrated with their parents before age 12) and second generation migrants (children born in receiving country) of Dominican and Columbian migrants to Spain, repeated mention of migrants from the Dominican Republic and Columbia living in the United States gave rise to a grounded theory study resulting in the concept of inter-destination transnationalism.

The concept of inter-destination transnationalism suggests that the experiences of 1.5 and 2nd generation migrants differs significantly from that of first generation migrants. Unlike other studies of second-generation migrants, this concept focuses not on sending country–receiving country interactions, but on interactions between communities of two or more receiving countries with the same source country. For example young adults whose parents migrated from the Dominican Republic and Columbia have established and maintain communication with other second-generation immigrants from their sending country to the United States. Due to increased mobility and ease of communication these distinct groups with an imagined common ground (namely the sending country of their parents which they may have only limited first hand experience

with) are able to communicate with one another resulting in inter-destinations transnationalism. Such factors highlight what other scholars such as Levitt and Jaworsky, (2007) have only hinted at, namely the multi-faceted nature of transnationality.

Sperling (2014) suggests that second generation immigrants may move away from the tendency of their parents to be engaged in sending country development, which may have adverse effects for communities that depend on remittances from migrants. This could be due to the fact that with regular access to internet they are able to communicate regularly with other second generation migrants in other locations while communication and interactions with those in sending communities including family members, may be sporadic and highly dependent on their parents. However, it may be that the web-based tools used by second generation migrants could be used to rally resources for poor sending communities provided there is a third party dedicated to maintaining the needed connections to home. It may be that NPOs could serve such a purpose. It may also be, that as Sperling (2014) suggests, social media and other web-based communication tools would rather pull migrants away from what is sometimes viewed as an inherent desire to support the development of the nations of their heritage.

Transnationalization and Globalization

Transnationality, according to Faist 2010, refers to the sustained and ongoing connections across national borders including both government and nongovernment and how these interactions relate to groups of people including institutions. In order to distinguish transnationalization from globalization and internationalization the following distinctions are made. Internationalization refers to processes and connections involving

mainly governments and their agents. Globalization refers to the way in which structures around the world influence local structures and processes (Faist, 2010)

It is important to note that by institutions Faist (2010) was referring to dual citizenship, a policy not an entity. Due to this policy issues that were once considered national issues and their affect on citizens by default become transnational issues as an increasing number of transmigrants attain citizenship in more than one nation. Despite debates regarding dual nationality, it can be concluded that transnationality can influence not only issues of national borders but can transform institutions and even affect social change as exemplified in dual citizenship.

Although this is a relatively unique field in terms of transnational scholarship, it does not focus on the ways in which transnationality affects governmental or nongovernmental institutions in the traditional sense of the term. As such the present research offers an opportunity to explore transnationality and how it may influence the work of nongovernmental agencies.

Relating Transnational Interactions in Country of Origin and Country of Settlement

While there has been an increased interest in transnational migration theory, most studies seem to focus on migrant interactions with their sending countries, something Tsuda (2012) refers to as trans-border interactions. However, true transnationalism requires simultaneous engagement of immigrants with both their sending and host countries (Tsuda, 2012). The relationship between these interactions may differ. There may be a zero-sum relationship where increased engagement with one setting diminishes

interaction with the other. Co-existence occurs when migrants interact in a balanced way with both host and sending cultures. Positive reinforcement describes the increased engagement in one setting as engagement in the other increases. This is often observed with professional, highly skilled migrants who are accepted into their host settings, grow and thus have more resources to invest in their sending communities as well. A fourth relationship is one of negative reinforcement though engagement in each setting diminishes for unrelated reasons.

If AiD collaborate with local NPOs for development projects in their sending nations optimal simultaneity can be practiced as they would be involved in supporting both local and sending community objectives. Diaspora nonprofit partnerships may provide a better understanding of the true nature of transnational theory of migration as simultaneous engagement in sending and receiving communities can be observed and documented.

Detailed Review of the Literature

Developing Africa

Developing Africa: A call for new methods. Despite billions of dollars in aid channeled to African countries in the past 60 years, sub-Saharan Africa remains one of the most challenged regions of the world in terms of socioeconomic indicators. With little to show for the financial investments made there is a need to re-evaluate the methods by which assistance is offered to the continent. While some argue for the cessation of foreign aid outside of emergency relief such as Moyo (2009), others insist this failure indicates the need for more aid. Johnson (2010) proposes a focus on amending the

approach to foreign aid to Africa. This, he argues, is important not only for the sake of the welfare of Africans, but also to safeguard United States interests. Such interests are threatened by the instabilities fueled by extreme poverty, lack of access to basic education and lack of access to basic healthcare. The aggregate of these factors form the African Misery Index (Johnson, 2010). To this end, projects that focus on the socio-economic improvement of impoverished populations such as the Millennium Development Goals (MDGs) are a worthy effort to pursue.

Beyond internationally recognized efforts such as the MDGs, Johnson (2010) proposes that more opportunities be given to Skilled Africans on the continent and those in the diaspora to play key roles in African development efforts. In order for development to be sustainable, the needs, ideas, and support of the target population must be considered. Africans living in the United States with relevant experience on both continents are capable of utilizing United States approved methods in culturally relevant ways so as to include local ideas, build local human capacity, and gain the support of target communities. Once this is achieved the continuity of development initiatives is far more likely. Another crucial component for success is the limitations and/or exclusion of ineffective governments plagued by corruption. Although governments are primarily responsible for infrastructural projects within their nations, foreign aid for such projects administered through corrupt governments may result in unending timelines and incomplete or below par projects while dishonest government officials skim significant amounts of funds for personal gain (Johnson, 2010).

Although Johnson (2010) advocates for limiting the involvement of foreign consulting firms and international nongovernmental organizations (NGOs) because foreign aid funds end up returning to donor countries, he also suggests an increase in the inclusion of nontraditional partners such as AiD, local civil societies and business associations. By engaging local participants NPOs can strengthen their ability to have a positive impact (Lupton, 2011). It may be that by focusing on engaging members of the African diaspora in their local U.S. Communities, the transnational and transcultural skills of this population can have the type of benefits envisioned by Johnson. To this end it is important to investigate opportunities and challenges to such local partnerships as proposed in the current study.

The limitations of funding. In the case of development work, establishing working relationships with local individuals and groups within the target population is of great importance. Large international organizations such as USAID, often possess the capabilities to address foreign aid dilemmas around the world. They are well funded, have skilled staff, and are equipped with materials and technical support needed for project implementation. However, not all projects backed by these advantages become truly sustainable. A number of reasons could be identified for such shortcomings. Primary among these include limited familiarity and understanding, or at least reverence for cultural competence and historical contexts. Lack of historical considerations has been identified as a significant contributor to the limited success of USAID decentralization efforts in Uganda in the late 1980s.

As dictated by USAID program guidelines, the organization conducts its programs with the approval of foreign governments, but with a purposeful effort to avoid entanglement with local government practices particularly where finances are involved (Gubser, 2011). In the example of SDU I and SDU II, USAID is identified as not contributing to the national budget but rather strictly controlling their program funds. This comes with a mixture of critic for not fully committing to local governments and praise for avoiding the fraudulent entrapments commonly found within some African governments (Gubser, 2011).

In recent years localized efforts towards development have been found to be more effective than national, centralized campaigns (Gubser, 2011).

Although program evaluations report the success of its programs, observations, and data collected by Gubser (2011) hint at limited success, particularly in the area of sustainability. In the example of SDU II a significant amount of program funds were invested in a financial management tool and training program participants to use this tool as a means of reforming financial systems. However, lack of government buy-in meant wide scale implementation was not realized. As such, despite records indicating the usefulness of the program, within five years of the programs conclusion few individuals continued to use the tool (Gubser, 2011).

Involvement of African diaspora at the planning phase of such projects would provide opportunity for contextual and historical issues to be addressed. At the very least such potential barriers could be anticipated at the implementation phase of the project. At

best diaspora could be involved in the implementation phase bridging the gap between local needs and concerns and the objectives and policies of the funding agency.

Migration. The International Organization for Migration (IOM) is renowned for its work in the area of migration and development studies, reporting, and humanitarian assistance. It publishes an annual World Migration Report addressing findings, trends, challenges, and areas of progress in migrations worldwide. The International Federation of Red Cross and Crescent Societies (IFRC) also publishes World Disasters Reports reporting on natural and man-made disasters, resulting migrations and related issues. While the IOM report generally reports on voluntary migration matters, the IFRC is best known for its focus on involuntary or forced migrations. In an Article Assessing the 2013 World Migrations Report and the 2012 World Disasters Report Amrith (2013) finds that although these reports have different primary focuses in terms of types of migration, the causes and consequences of migration, be they forced or voluntary, are predominantly similar. For example, poverty, environmental factors, insecurity, politics, and even diaspora connections are all common factors that initiate migrations. Both reports are noted for identifying diasporans as important players in migration.

While Amrith (2013) takes note of the significance of diaspora remittances and notes that even the high numbers reported often do not include non-official transfer methods, he emphasizes the non-monetary effects of migration in terms of transfer of culture, ideas, consumption and gender relations to name but a few. These factors are seen as affecting not only those who migrate, but also those who remain in sending countries and communities. The term social remittances has been used by some scholars

for such exchange of non-tangible elements (Faist, 2009) While the reports are credited with identifying diasporans as important to both forced and free migrations, Amrith does not dwell on the potential development role of diasporans beyond the mention of remittances and the role these can play in the relationship between diasporans and their friends and families left behind. Interestingly the mixed feelings and emotions associated with remittances such as debt and gratitude, expectation and obligation are mentioned.

The present study focuses on challenges and opportunities for diaspora engagement in formal relationships with local development organizations, it is important to understand that reasons driving such potential involvement could be complex even as the reasons and emotions surrounding remittances are varied. Amrith suggests the need for multidisciplinary approaches to addressing migration including such disciplines as theory, history, law, environmental studies, and development studies. The present study will use transnational migration theory as the lens to explore development opportunities involving the African diaspora. Unlike the many subjective studies mentioned by Amrith (2013), the present study will analyze responses from multiple participants to present not the migration experiences of one or a handful of people, but rather to identify common and divergent components of varied experiences with the aim of outlining potential opportunities and challenges for consideration by both diaspora members and members of the nonprofit entities in their locality.

Remittances and Development

An Example from the Cameroonian Diaspora

In a study of remittance patterns of Cameroonian migrants to Aarhus Denmark indicated a willingness to participate in the development projects in Cameroon beyond the needs of family and friends (Ngomba, 2012). Working with the Association of Cameroonians in Jyllands, Denmark (ASCAMJYD), semistructured interviews were conducted first with a focus group, then with randomly selected individuals from the focus group. In the study participants all indicated they regularly send money and good to Cameroon primarily for family, but that the group was exploring ways of engaging in development project. Participants expressed distrust for government fearing remittances sent through government agencies may not be used for the intended purpose. However, participants also acknowledge potential challenges in determining the role of the diaspora group – whether it would fund, design, or own a project entirely. Fears were also expressed in terms of where the project would be carried out since group members stemmed from different parts of the country.

Ngomba (2012) notes that umbrella diaspora organizations such as ASCAMJYD differ from ethno/tribal and alumni association as and may be preferable for consideration for development projects that benefit a nation as a whole rather than a focus on a particular location or institution. Study findings indicate that although participants were willing to support development in their sending country, the group needed to determine its role in development projects. In addition, Ngomba (2012) observed indications that

group members expected to engage in top down rather than participatory bottom up approach to project implementation, which could be problematic.

Although the author concludes that partnering with non-state local partners in Cameroon, diasporans could positively affect development in Cameroon with their remittances, he also mentions that partnering with non-state entities outside Cameroon could also be beneficial. The present study will explore the potential benefits of challenges of African diaspora partnerships with non-state parties outside target African countries for the benefit of these target countries. Such partnerships may provide viable solutions for identified challenges to diaspora development projects by providing structure and defined roles for participants. There may also be opportunities for more balanced participatory approaches to project implementation as nonprofit leaders and diaspora members share differing perspectives on perceived needs and best practices.

Limited Impact of Remittances to Africa

It has been recognized that remittances are a significant source of financial flows to sub-Saharan Africa (SSA) that can be channeled for development (Bodomo, 2013). Diasporans in some regions of the world have been applauded for their significant contributions to rebuilding their home country. Examples include China (see Davies 2012). However, the degree of success for SSA countries has been low. In order to explore possibilities for improving financial flows via remittances through formal channels for the purpose of development, it is first necessary to determine what factors affect remittance flows both positively and negatively. By studying annual financial flows of 35 SSA countries Kemegue et al (2014) conclude that SSA lacks the types of

incentives such as low cost of transactions as well as regulatory processes such as those found within strong, stable financial institutions. As such, even though study outcomes indicate diasporans could contribute to development of their host communities through remittances, the structure and incentives for such impact is limited. Other potential influencers include the interest rate in the sending country as well as interest rates in countries of residence.

An area of intersection between the study Kemegue et al (2014) and the current study is that of incorporating or improving formal elements to the efforts of diasporans to give back to their sending communities. Although diasporans have been found to favor development projects in their sending countries, impact has been limited due to informal, unsustainable projects. Understanding factors that may enhance or deter collaborations between diasporans and NPOs working in their sending countries could lead to improvements in terms of program sustainability and impact. However, this study focuses less on the role of remittances and more on development projects.

Government Influence on Remittances

While success have been recorded in remittance projects facilitated by sending country governments such as the case with the CFO of the Philippines, many migrants from sub-Saharan nations are skeptical of government led programs to secure remittances from their diaspora. Literature on diaspora and remittances often points out the benefits of remittances pointing listing the sheer amounts sent ((Bodomo, 2013a) and sometimes projects of diaspora groups. However, there are areas of concern in terms of the sustainability of development financed by remittances. It is commonly accepted that

individual remittances primarily benefit family members and sending communities. Besides the knowledge that such benefits rarely reach the poorest regions of nations receiving remittances ((Licuanan, Omar Mahmoud, & Steinmayr, 2015) there is literature suggesting remittances may promote a phenomenon known as “public moral hazard problem” both for governments of sending nations as well as for households that are recipients of remittances (Ebeke, 2012)

Three principal items form the premise upon which Ebeke (2012) builds the premise for his study. First, remittances serve as a form of private subsidies that may reduce government subsidies. Second, Remittances provide receiving households with a means to carry on in the absence of government subsidies on public services. Finally, because receiving household members are not reliant on government for the delivery of basic social services, these individuals tend not to exert pressure on government to fulfill its role in public service provision. The study used datasets from the World Bank World Governance Indicators (WGI) and public education and health spending data from the Fiscal Affairs Department (FAD) of the IMF. Data for 86 developing countries from 1996 – 2007 was analyzed econometrically. Findings suggested that for countries with poor governance, remittances have a negative effect on public spending. As such the study concluded that remittances in the context of bad governance may lead to moral hazard problem within affected governments and households. Such governments may reduce or divert resources meant for public services since they are not held accountable to their public service obligations due to the subsidies effect of remittances. On their part members of households that receive remittances have reduced incentive to monitor their

governments or demand the provision of fitting public services relying instead on relatives abroad to meet these needs.

Official Development Assistance

Official Development Assistance (ODA), or funds provided in bilateral or multilateral projects primarily for the alleviation of poverty is a common occurrence with sub-Saharan countries being among the highest recipients. While some governments have looked at ODA as a means of curbing migration or even encouraging migrants to return to their sending countries recent literature challenges the notions that ODA will lead to reductions in migration. In fact, the conclusion of a qualitative study of forty-eight sub-Saharan countries suggests that ODA may actually result in increased emigration. This may be due to the fact that ODA provide opportunities for increased income for residents of receiving countries making it more likely that the cost and risks of migration become affordable. In addition, ODA is often associated with educational, communication, and business opportunities, which expose residents to western cultures and opportunities hence providing an incentive to migrate. In light of this discovery, Belloc (2015) suggests that a review of policies that encourage ODA as a tool for development in order to curb migration from poor countries should be revisited.

While Belloc (2015) suggests ODA may inspire and enable residents of poor nations to emigrate, others may argue that ODA may be counter-productive because it makes poor receiving countries dependent on aid. Considering that ODA has been a part of international development policy for decades with limited evidence of long-term success, it can be argued that there is a need for alternative approaches to addressing the

development needs of poor nations. Exploring co-development opportunities that make use of the transnational characteristics of the contemporary African diaspora is one such alternative.

Migration and Development

Brain drain can be described as the situation resulting from a net emigration of highly skilled individuals that outweighs immigration of such individuals. Previously available research painted a skewed picture of migration patterns because, for the most part, data was not available for countries that were not part of the Organization for Economic Co-Operation and Development (OECD). However the work of Artuc et al (2015) using a three step econometric model to estimate unavailable data as well as vetted census and registry data sets still indicate that an overwhelming global inequality in brain drain with poor developing countries bearing the brunt of adverse consequences in the midst of already challenging development barriers. Among the 25 lowest net emigration rates for highly skilled individuals (25 years and older with a college degree) The United States ranks 11th with a net emigration rate of -11.6% Two African countries features in this list, Libya the 10th lowest with a rate of -15.8 and the Ivory Coast 16th lowest with a rate of -4.1% Conversely the top 25 countries with the largest measures for emigration of highly skilled persons included eight African countries with five among the top eleven countries. Kenya, with the 11th largest measure comparable to the 11th position of the United States on the opposite side of emigration rates had a net emigration rate of 37.2%. The African country with the largest net emigration rate was Liberia with 53.3% the third largest emigration rate. Even with the groundbreaking discovery by Artuc,

Docquier, Özden, & Parsons (2015) that 20% of highly skilled emigrants travel to non-OECD countries, this still leaves a significant 80% contributing to countries that are generally well developed. With the United States in measuring -11.6% this nation receives significantly more highly skilled immigrants than those who emigrate. With the identified high emigration rates of highly skilled persons from African countries, it stands to reason that a significant number of these African emigrants settle in the United States.

Calls for collaborations as a key tool to combatting development challenges such as extreme poverty, disease, and access to clean water and education have been documented (World Bank, 2014; Anderson, 2014) . Studies have indicated a tendency for diaspora populations, including Africans in the diaspora to contribute to development in their sending countries. With a significant number of this population identifies as highly skilled (Artuc, Docquier, Özden, & Parsons, 2015) and the acknowledgement that migrants acquire and develop valuable transnational skills there is much to gain by engaging this unique group in development efforts for low and middle resource countries. Unlike previous studies that have focused on independent efforts of African diaspora Groups, this study seeks to understand the opportunities and challenges of engaging the African diaspora with NPOs in their locality. Outcomes from this study will provide insights into innovative collaboration opportunities that benefit development endeavors in Africa.

Challenging Transnational Development Claims

Translocal Migrant Contributions

Numerous publications suggesting that diaspora populations who have migrated to international destinations are making significant development contributions to the sending nations and communities, or at least have the potential to do so (Brinkerhoff, 2012; OECD, 2012). However, there are those who challenge this notion arguing that in the larger scheme of things, local migrants make greater contributions to sending communities than international migrants. One of such voices is that of Lampert (2014) whose study findings show that migrants from rural areas to other areas of Nigeria, particularly urban areas, make significantly more financial, material, and intellectual contributions to their “home” communities. Based on a combination of ethnographic observations and case study interviews the example of international Home Town Associations of the Ayege people, particularly the Ayege National Progress Union (ANPU) based in London has made marginal contributions to the development of Ayege compared to internal migrants and local elites.

Other scholars with similar observations have cited reasons such as proximity (Mercer et al., 2009) and familiarity and context (Davies, 2012) as possible reasons for greater success by translocal migrant contributions as compared to transnational migrant contributions. However, the inability to raise sufficient financial contributions to attract the attention of national or even local government officials (Lampert, 2014a) may be a factor that hinders the types of dialogue between international diaspora and local leaders needed to facilitate the intellectual remittances that can lead to human development and

capacity building as successes realized during the temporary return of skilled personnel program coordinated by the International Organization for Migration (IOM) in Afghanistan. It may be that international diasporans are capable of making significant contributions; however there may be the need for collaborative partnerships to realize sustainable success.

The success of the IOM program suggests that an independent NPO could serve as a catalyst for enabling international diaspora to achieve the desires and goals they possess in terms of contributing to their sending countries. The present study will explore potential opportunities for such collaborations as well as difficulties that may exist. It is worth noting that Lampert's 2014 publication which concluded that contributions of transnational migrants are negligible compared to those of translocal migrants from Ayege, was based on studies conducted almost a decade earlier from 2004-2006. It is possible that a 2016 study will uncover additional, and perhaps alternative conclusions, or perhaps uncover unexplored opportunities for improving the impact of transnational diaspora.

Adverse Contributions of Transnational Migrants

In an introduction to a special issue of the journal *Social Analysis* Glick Schiller and Faist (2009) seek to highlight the need to view migration, development, and social transformation through a diverse set of lenses in order to get the full picture. They suggest that interest in migration and development is not a new, but that in the past scholars, political leaders and policy makers have had different conclusion due to the use

of different analytical tools, differences in conceptual framework, and different political agendas.

Some areas of mainstream thinking are challenged in this article and this special edition publication. For example, with increasing cost of regularizing status for many immigrants, there may be a need to re-examine the claims that remittances flowing to sending countries continue to rise when perhaps reverse flows now occur. The contradictory view of immigrants as both agents of development and threats to security is also raised. In conclusion authors note that there are many factors affecting migration, development, and social change. In order to gain a comprehensive picture various elements need to be examined with the view that each contributes a part of the full picture (Schiller & Faist, 2009)

The present research seeks to contribute a part to the understanding of opportunities and challenges to immigrant involvement in development noting that their role could benefit both sending and receiving communities provided they collaborate with local agencies working in their sending countries.

Intangible Contributions

Capacity Building

Despite debate regarding the magnitude of transnational diaspora contributions, it is commonly accepted that diasporans can make positive contributions to their sending countries. However, many studies and material have focused on remittances and investments. Knowledge transfer and capacity building are also important. Kuschminder (2014) conducted a case study based on an IOM Temporary Return of Qualified

Nationals (TRQN) program in Afghanistan involving highly skilled diasporans from the Netherlands. This program funded by the Dutch government was a short-term three-month program in keeping with a train the trainer program following an initial TRQN program. The study documents the participation of 17 Afghan diaspora all of whom had held senior level government, academic, engineering or similar positions while in Afghanistan. The predominantly male group of participants had migrated to the Netherlands between 1993 and 2000. At the time of the project in 2006 only 7 had found employment in the Netherlands and 10 lived on social aid despite being highly qualified. Most participants were active in Afghan professional, community, and /or nonprofit development organizations thus were highly committed and motivated. Overall participant, colleague, and host institution interviews revealed that though the short nature of the project was a challenge, overall knowledge was transferred and capacity built.

Although there is evidence of explicit knowledge transfer through tangible materials such as developed curriculum, edited academic texts, and the construction of dormitories, interviews revealed that tacit knowledge transfer, though difficult to record, may have had even greater impact (Kuschminder, 2014). This can be credited to the transnational characteristics of diasporans who are able to relate to the culture, language, and people of their sending countries often facilitating acceptance. As such tacit transfer of knowledge through mentoring, teamwork, discussions, and by example lead to capacity building in the areas of computer literacy, professional conduct and engineering

skills leading to increased individual salaries, greater productivity in the workplace, and community development.

The success of this program is due not only to the skills and dedication of the diaspora participants, but also to the organization and support provided by IOM. This illustrates the potential for partnerships between nongovernmental organizations and diasporans for successful development projects. Granted assumptions can not be made that all such efforts will yield the levels of successes recorded by the TRQN 2 program in Afghanistan involving Dutch-Afghani diasporans, indications of possibilities have been recorded. Considering similarities between Afghanistan and many African countries in terms of development needs and low economic resources, it is worth investigating the possibilities for similar collaborative efforts between nonprofits entities and the African diaspora identified as consisting of highly skilled members.

Entrepreneurial Endeavors

While acknowledging that financial remittances by the African diaspora are valuable, Kshetri (2013) argues that social remittances may be of greater value in terms of their ability to bring about societal change, particularly in the area of entrepreneurship. Reasons for this include the unique position of diasporans in terms of being transnational yet maintaining high relational, positional, and spatial proximity to their sending communities through well-maintained relationships. Secondly, globalization has facilitated social remittances by diaspora networks through increased possibilities to communicate, travel, and transfer money and goods as well as skills, knowledge, and ideals. The extent to which diaspora networks are able to introduce entrepreneurial

concepts and process is dependent on a number of factors including the environment in both sending and receiving countries as well as the industry of interest, and the state of established links with influencers in the sending country (Kshetri, 2013)

Kshetri (2013) suggests that diasporans can be more effective in establishing entrepreneurial ideas when they focus on new sectors. While this suggestion is with respect to business undertakings, those involved in nonprofit and development endeavors may find this observation useful. It may be that approaching development projects in hither-to- unexplored ways such as through partnerships with local NPOs to develop innovative ways of addressing extreme poverty, poor healthcare, education, and related vices.

Entrepreneurial Example

There is evidence of successful initiatives by transnational individuals whose diaspora experiences have played a significant role in the tangible growth and development of their countries of origin. One such example is that of Thamel.com a business in Nepal started by Bal Joshi who was born in Nepal studied in the United States returned to Nepal. After an unsuccessful attempt to establish a business targeting tourists to his country, Joshi employed transnational characteristics gained by virtue of living both in the US and in Nepal. Blending his knowledge of Nepalese culture and values with the expectations and needs of the Nepalese diaspora population, Joshi grounded what is now a thriving business with socioeconomic benefits to both Nepalese at home and abroad.

There is evidence that entrepreneurial diaspora can bring sustainable social change to their sending countries while affecting the expectations of these societies and their governments. Highlighting the unique perspective of institutional acculturation in the sending country of a diaspora entrepreneur, a case study of Thamel.com. This method is used due to the need for probing questions and the need to understand motivations. Context is identified as being a relevant point of consideration while the need to study a behavioral process is met by implementing a longitudinal study. Personal interviews and communication, review of data and website observations as well as organizational reports and media coverage were included as part of the case study method for this study (Riddle & Brinkerhoff, 2011).

Riddle & Brinkerhoff (2011) identify the transnational experiences as a central factor in the success of Thamel.com. Although this study focuses on the success of a business, it addresses the role of diaspora, and highlights transnational tendencies of Joshi that won over the support of the Nepalese Diaspora and the Nepalese Government while extending both tangible and intangible benefits that support the socioeconomic development of Nepal. NGOs can harness similar transnational tendencies of members of the African diaspora in their local communities to support the success of development projects in their sending countries. The proposed study seeks to identify factors that impede such partnerships as well as possibilities for such partnerships.

African Governments and Their Diaspora

Diaspora–Government Relations

Sending country governments can play a significant role in helping diaspora fulfill their potential as development agents. Some sending country governments value and actively court their diaspora, while others view them as a threat or even as enemies (Brinkerhoff, 2012). In recognition of a range of possible socioeconomic and political benefits that can be derived from the diaspora some governments resort to targeted engagement avenues such as websites, programs, offices or staff dedicated to diaspora relations, diplomatic visits and even political campaign visits (Brinkerhoff, 2012).

However, development organizations (DOs) often lack a clear path to engage sending country governments even when mutually beneficial opportunities exist. Brinkerhoff (2012) attempts to address the need for a framework that sending governments and DOs can consider.

After describing four potential government – diaspora relationship scenarios namely cooperation, confrontation, complimentary and co-option, Brinkerhoff (2012) provides suggestions for the international donor community. These include the ability to build capacity and provide both technical and legal assistance to governments, DOs, and other stakeholders. The author however advises that rather than simply seeking to inform diasporans, there should be a realization that information exchange is more appropriate. Referring to the transnational traits for diasporans, Brinkerhoff (2012) suggests they be included in development consultations, involved in needs assessment, and consulted when development priorities are under consideration.

While Brinkerhoff (2012) refers to the international donor community as a potential important middleman between the diaspora and sending governments, it may be that such intermediary bodies could serve as the intended partners for diasporans and DOs. This may be particularly true for individual members of the diaspora and small DOs who realize that their ability to take on large scale or long term projects is limited due to the many dynamics involved as identified by Cameroonian diaspora in Denmark (Ngomba, 2012). Others may be aware that their comparative advantage as diasporans may be better maximized by maintaining their commitment to a particular region, mission, or project rather than seek the favor of funding agencies and governments who may then sway them from their initial focus as Brinkerhoff (2011) cautions. If this is the case, then it may be mutually beneficial for such diasporans and DOs to seek partnerships with local NGOs not primarily as a means to affect more favorable conditions in their sending countries for their agenda, but simply as a means to more effectively fulfill their personal or group mission in their sending countries. In light of this, purposeful collaborations between diaspora members and local NGOs working in their sending countries may be advisable.

Promises versus Practice

Some scholars have argued that engagement of the diaspora for development purposes is not a new phenomenon (Faist, 2009, De Haas, 2010). In the case of Ghana this can be seen as true. However the role of diaspora, methods of engagement, and primary purpose have changed over time. Kleist (2013) outlines the evolution of government engagement of both the African (in this case African American) and the

Ghanaian diaspora. At Ghana's independence President Nkrumah is known to have sought diaspora support for Pan-Africanist, political and development purposes. In the 1990s President Rawlings also promoted Pan-Africanism but focused on inviting African Americans to return to Africa, specifically Ghana through roots tourism. In the twenty-first century the Ghanaian diaspora is once again seen as a source of economic development. In each of these time periods the African diaspora is both exalted and the subject of suspicion (Kleist, 2013) illustrating the dual mindset of governing bodies often sensed by diasporans. Kleist (2013) suggests that a complex combination of spiritual, moral, political, and cultural avenues are used in efforts to engage diaspora. This leads to the complex contexts within which the African diaspora is courted for sending country development purposes.

In a case study on Ghanaian State engagement of its diaspora, those of Ghanaian origin living outside of Ghana, particularly in western nations, are viewed not only as a population but as a political agency with responsibilities towards their sending nation (Kleist, 2013). With this perspective, the Ghanaian state has made some efforts to provide official services and programs focused on the Ghanaian diaspora. However, most of these have either not been implemented or are not an integral part of government. For example, interviews in 2008 & 2010 with government officials assigned to diaspora services illustrated a lack of connectedness or even knowledge of other government sectors and offices. Such lack of coordination makes it difficult to exercise authority on behalf of diasporans to the government and vice versa. Similarly, in 2003 a secretariat for non-residents was created in 2003 but had no offices until 2007 when it was changed to the

diaspora investment office in 2007. Such examples are the reason why some members of the African diaspora have lost faith in the governments of their sending countries particularly when it comes to partnerships for development.

Although the participation of governments in diaspora engagement for development is desirable, and sometimes necessary, lack of commitment to, follow through with, and / or objectification of diaspora populations by their sending governments can lead to alienation rather than engagement of diasporans. With a reputation for being non-political, mission focused, and localized, NPOs may be a more appealing partner for diasporans in their efforts to carry out their desires to contribute to the development of their sending nations. This notion will be explored as part of this research.

Political Ploys

Like the governments of many African Countries, the Rwandan government has identified their diaspora as a potential resource for development (Turner, 2013). However, beyond the common resources of funds, knowledge, and skills, the Rwandan government identifies the key role its diaspora plays in its political agenda focused not only on development but also on inclusiveness in light of the 1994 genocide, which brought deep division. The idea of governments staging their outreach to diaspora as a purposeful political antic is illustrated through several examples. One is the “Come and See” program providing opportunities to Rwandan diaspora who had not been to their mother land for at least fifteen years to return and see for themselves the progress made, or the testimonies of prominent diasporans who have returned and are now active in

efforts to engage other diaspora as related through interviews (Turner, 2013). Like Kleist, 2013, Turner presents these efforts not necessarily as evidence of effective development efforts, but as crafted efforts to display the state's commitment to diaspora and development for the benefit of diaspora, the world, and those living within national borders. In countries with a history of political unrest such as Rwanda, political considerations weigh significantly and as such it is difficult to see efforts to engage diaspora primarily as development efforts. Turner (2013) also mentions the efforts of the IOM and UNDP to engage diaspora in programs to combat brain drain but emphasizes that these programs are based on a development concept, thus distinguishing them from the efforts of the Rwandan government which invited diaspora participation for those who support the governments post genocide agenda while remaining wary of those with opposing ideologies.

The example of diaspora engagement in Rwanda as presented by Turner (2013) and the contrast with IOM & UNDP programs involving Rwandan diaspora illustrate the need to differentiate diaspora engagement based primarily on a development perspective from those related to governance and nation building. By focusing on nonprofit collaborations the present study seeks to limit opportunities for political influences in development efforts by African diaspora.

Administrative Alternatives

Some diasporans simply conceive and carry out their development projects independently focusing on local needs while expressing reservations about dealings with governments in their sending countries (Ngomba, 2012) Others have expressed skepticism

of sending government public displays aimed at engaging the diaspora, concluding that these are more for appearances than out of a commitment to diaspora engagement (Turner, 2013; Turner & Kleist, 2013). While there are concerns that some African Governments are relieved of their social service responsibilities by the actions of diasporans, (Bernal, 2013) provides an example of diaspora actions taken “on behalf” of the nation for the benefit of the global Eritrean community. An online war memorial of those killed between 1998-2003 as a result of the Eritrean-Ethiopian border war was published on awate.com in 2005. Started by Eritrean diasporans in the technology industry in the United States simply as a way to use their skills to benefit their homeland, this projects also publicizes the failure of the Eritrean government to honor its fallen (Bernal, 2013).

Bernal (2013) proceeds to analyze socio-political implications of this online war memorial noting that it engages Eritreans at home and abroad, and possibly even members of the Eritrean government, in discussions of national issues thus negating physical national boundaries, serving as a remote civil society organization for a nation where such organizations are not permitted, and challenging the national government’s authority by taking on a task normally reserved for national governments.

It is interesting to note that those who initiated the online forum initially did so simple as a means to give back to their sending nation. In addition, Bernal points out that the authors of the online memorial portray themselves as Eritreans and Americans as another party, although they are American Citizens. This would suggest that at least some diasporans continue to identify with their CO in matters of national significance. It may

thus be possible to engage diasporans in nonprofit projects serving their sending countries not only because of their desire to give back, but also because a part of them still identifies with their homeland. This would be something to explore in the present research.

Sidestepping Sending Governments

While some diaspora development efforts express disappointment at the lack of participation by their sending governments, others seem content to be free of government involvement, and have in fact opted not to seek government participation seeing this as a limitation to their efforts. Such is the case with Ghanacoop, an entrepreneurial endeavor initiated by the Ghana National Association of Modena (GNAM), Italy, which chose to work with local leaders such as chiefs and leaders of the Catholic Church. Ghanacoop was one of five projects lead by Ghanaian diasporans part of an International Organization for Migration (IOM) project supported by Ministry of Foreign Affairs of Italy aimed at engaging diaspora for sending country development projects (Marabello, 2013). The leaders of the GNAM initially ran the project. This provided a sense of ownership to the members of the association providing them with an opportunity to serve their sending nation. It also provided assurance to funders that the decisions taken were on behalf of the diaspora community (Marabello, 2013). The leaders of Ghanacoop opted to initiate development projects in areas of Ghana where non of their members had relatives (Marabello, 2013). This suggests that for diaspora groups representing multiple regions even within the same country, there may be divided loyalties, which may undermine development efforts. However, a focus on serving the sending nation on

projects in neutral geographical areas may still garner the support of diasporans. This may be another reason favoring the participation of neutral parties such as nongovernmental organizations which typically set up projects in particular areas based on factors such as identified needs, available resources, rather than personal emotional attachments to a particular location.

The African Union and Diaspora

Utilizing Socio-Cultural Identities

Diaspora populations have historically been seen as a people forcibly removed from their homelands for the benefit of their captors. Examples include Israelites in Egypt and Africans of transatlantic slave trade (Edozie, 2012). Contemporary diaspora includes greater numbers of voluntary migrants. It should be noted that forceful migrations still take place such as with refugees of war and human trafficking victims. Edozie (2012) discusses the history and fundamental meaning of Pan Africanism and identifies the creations of a sixth zone (the African diaspora) by the African Union as a tool for promoting Pan African ideals. Whereas the predecessor of the AU, the Organization for African Unity (OAU) used Pan African sentiments in efforts to unite African Nations & Peoples against colonial rule and other forms of suppression by outside powers, the AU has a new set of challenges particularly in socioeconomic areas such as health. Although some scholars have questioned the legitimacy or ability of the AU to carry out tangible programs, Edozie (2012) suggests that by building on socio- cultural networks already identified among those of African descent around the globe, there is the potential for institutionalizing pan African sentiments to achieve political goals. Agreeing with those

who point out the challenges in unified diaspora projects due to complex layers of interactions and experiences, Edozie (2012) acknowledges that there are challenges to realizing common goals even for development projects.

It is interesting to note that the AU is identified as focusing on a united front to address modern day development challenges to the African Continent. The socio-cultural identities and resulting groupings of diaspora worldwide are seen as a starting point towards such a development agenda. While some scholars question the tangible development contributes diaspora groups actually make to their sending nations (Lampert, 2014a; Mercer et al., 2009), Edozie seems to suggest that by appealing to a sense of oneness among all Africans on the continent and abroad, a united approach to problems plaguing multiple African nations can be overcome.

Just as the AU in this case is seen as an agency through which diaspora can, and indeed should contribute to African development. The proposed research will investigate the possibility of local NPOs acting as diaspora engaging bodies for sustainable development work in Africa.

Historical and Contemporary Diaspora

The word “diaspora” has been viewed as an ambiguous term (Yorke, 2012). The AU qualifies diaspora as those of African heritage living out of the continent, irrespective of citizenship, who are committed to the development of the continent and the (African Union, 2000). Although this study focuses on the contemporary Diaspora, there those who suggest this provides an open door for the historical Diaspora to give to and gain from the African continent in more meaningful ways. In particular, the historic diaspora,

primarily descendants of Africans who were forced off the continent, are welcomed back with the opportunity to reconnect with their roots in the process of *re-Africanization*. Simultaneously, the African continent can gain from the material and intellectual resources that this sometimes overlooked segment of the diaspora have to offer from their vastly diverse experiences from all over the world (Yorke, 2012).

While this may be true, this study focuses on contemporary diasporans due to their existing relationships and familiarity with their sending cultures. York (2012) suggests that with the recent call by the AU welcomes participation by all members of the African diaspora thus giving members of the historical diaspora and opportunity to reconnect with their culture of origin. This implies a lack of active engagement by members of this population, which is a vital part of the transnational characteristics of the recent diaspora. In addition, the opportunities and challenges of engaging the historical diaspora may differ significantly from those of engaging the modern diaspora. Similarly, historical diasporans may make valuable contributions to nonprofit development teams working in African nations; they may also need to rely on the transnational skills of modern diasporans such as with communication and language. York (2012) cites language acquisition as one potential positive outcome of granting the historic diaspora greater access to Africa via the amended constitution of the AU.

As others scholars of the African diaspora have mentioned, Mwagiru (2012) addresses the challenges of defining diaspora due to its frequent use for an undefined population of migrants. In an attempt to define this population further three criteria are proposed. The first is dispersion from one's homeland. Second, loyalty to that homeland,

be it real or imagined, as a place that provides identity or value is the second criteria. Finally, distinctiveness from the host culture, be it purposeful or as a result of exclusion (Mwagiru, 2012). That said, Mwagiru (2012) suggests that because individual African states are actively seeking to engage their contemporary diaspora for development purposes, the AU should avoid targeting this population to support their policies and projects. Rather, the AU is encouraged to engage the historical diaspora as a means to diversify the types of partners engaged in Africa's development.

While it may be worth seeking the participation of the historical African diaspora, as well as any other interested population in efforts to invest in Africa's development, not all aspects of the criteria set forth by Mwagiru (2012) for defining diaspora are fulfilled in the African diaspora. The historical diaspora may not readily find their identity or value from Africa. However, the AU could embark on efforts to change this. In this way the historical African diaspora may one day become a population invested in Africa's development to the extent the contemporary African diaspora already is. In the current research we will seek to enhance existing efforts to invest in Africa hence a focus on the contemporary African diaspora.

Diaspora as Africans

The African Union has documented their recognition of AiD as a potential source of growth and development for the African continent. The AU declared that the African diaspora is the sixth region of Africa. However, in order to provide a fertile environment to members of the African diaspora to invest their resources, time, talent, knowledge and skills, this same body needs to actively work towards providing a conducive setting for

diaspora involvement and investment (Bolaji, 2015). Beyond simply building upon the foundation and initial efforts of African leaders such as Nkrumah, Rawlings and Kufour, there are more complex issues that need to be addressed. Some of these include dual citizenship, assessment of the character of diasporans who seek to return, and the realization that relationships need to be forged (Bolaji, 2015).

A focus on relationship building is inline with the notion of global partnership development supported by the Leon Sullivan Foundation which has sponsored the AU Summits at which the AU first proposed and later adopted the idea that diasporans be courted and motivated to participate in the development of African.

After presenting a list of issues contributing to the demise of Africa such as poverty, unemployment, brain drain, poor government and low civil engagement, Bolaji (2015) points out transnational advantages of the African diaspora. The advanced knowledge, technology, science, and even philanthropic opportunities available in the global north are resources that diaspora populations can access for the benefit of their sending continent. However the need for major changes that can restructure institutions and reorganize governments are a hindrance to diaspora efforts. In addition, fragmented economies within the continent and the limitations placed on diasporans in terms of their political and even civil rights within their sending countries sometimes make it all but impossible for diasporans to engage in meaning efforts to support the development of their sending nations.

Contemporary Pan-Africanism

The African Union has embarked on a mission to rebrand itself by focusing on culture as a way to unite Africans on the continent and those abroad. By presenting a revised perspective of pan-Africanism to change the way Africans the world over view themselves and the continent but adhering to the definition of Pan-Africanism that presents Africa, Africans, and Africans in diaspora as one socio-cultural entity in politics and culture (Edozie, 2012). Efforts to include the diaspora as the sixth region of the AU in 2006 was a major step in embracing, or at least inviting members of the African diaspora to add their voices to those of the other five AU regions on the African continent so as to gain leverage in global matters. Edozie (2012) recognizes the challenges this poses as the multiple factors that make each transnational story unique only adds to the existing challenges of uniting all African Nations under one voice when diversity abounds as in the example of the multiple languages spoken on the African continent.

Despite the identified challenges involved in uniting Africans, the efforts of the AU indicate the potential of cultural identify as a unifying factor in spite of variable geographical locations. Home town associations, which were the focus of early transnational studies (Faist 2010), and similar social groups which are common not only among African immigrants but also those from other regions of the world such as China, Mexico, and Nepal exist due to a shared culture that binds immigrants to one another and to their homeland through transnational spaces. It may be that there are additional opportunities to draw upon the value and strength of cultural bonds for nonprofit development efforts on the African continent.

Contributions of the Historical Diaspora

A focus on the contemporary African diaspora does not negate the role the historical African diaspora has played in Africa's development. Ethiopia and Ghana in particular benefitted from the historical diaspora who moved to these countries in response to a call from their historical leaders seeking their help in building these young nations (Alex-Assensoh, 2010b). Historically black colleges have also played a part by educating a significant number of African leaders notably leaders from Nigeria, Ghana, and Liberia as examples, and by facilitated transfer of ideas through exchange programs (Alex-Assensoh, 2010b). Although the historical diaspora members who participated in these development endeavors may not have had prior experience on the African continent, many considered Africa an imagined homeland, expressed their loyalty by volunteering their time and talents, and of course had been dispersed from Africa. One could thus argue that the three criteria for defining diaspora set forth by Mwangi (2012) were met.

Alex-Assensoh (2010) further argues that many scholars focus primarily on economic contributions to development by diaspora populations, which precludes a true appreciation of the contributions made by the African diaspora such as those mentioned above. Examples of the diversity in diaspora contribution to sending country include Jewish interest groups promoting favorable relations and funding to Israel, foreign aid supported by South Korean diasporans many of whom have small businesses and human capital contributions as with Indian and Mexican diasporans affecting influencing domestic policies that favor immigration and trade relations with their sending countries

(Alex-Assensoh, 2010b). Although each of these examples included targeted involvement of sending country governments, the U.S based diaspora play a key role in enabling these development avenues. It may be that African diaspora collaborations even without the involvement of their sending governments could initiate or promote development efforts which could later win the support of larger stakeholders such as sending and host governments and other funding entities that could support large scale projects.

Co-Development

Pros and Cons

In light of contemporary transnational activities of migrants who are engaged in development projects in their sending communities while participating in their receiving community activities, the formal, legal definitions of citizenship are being questioned by some anthropologists who suggest citizenship be viewed as a fluid social experience (Riccio, 2011). Using the example of the Senegalese migrant community in Italy Riccio (2011) uncovers the multi-layered nature of migrant engagement in development projects in their sending communities. Traditional hometown association activities are differentiated from co-development in that while the former are carried out as independent projects by hometown associations, co-development projects engage multiple actors in both sending and receiving communities with migrant communities serving as an important catalyst for the collaborations ((Marabello, 2013; Riccio, 2011). While this may appear to be a positive endeavor, Riccio (2011) challenges scholars to examine not only the what and how of such projects, but also the why, suggesting that sometimes the intentions of various actors may contradict the apparent good will

commonly expected of development projects. This is similar to the case of sending country governments that put on a show of their efforts to engage diaspora populations in development projects without a genuine commitment to diaspora desires and well-being.

Despite the concerns that Riccio (2011) raises about co-development projects, the author expresses the potential for co-development projects to serve a dual purpose namely development of sending communities and incorporation of migrants into the fabric of their receiving communities which can have positive outcomes in the area of migrant integration and citizenship. Despite the multiple actors and diverse challenges that characterize co-development projects, these also offer opportunities for migrants to benefit both their sending and receiving contexts with the accompanying individual and group benefits such as favorable status and acceptance. The issues raised in this article provide relevant context, factors to consider, and themes to be aware of for the present research of opportunities and challenges of African diaspora engagement with local NPOs in development projects in Florida

Co-Development Examples

The concept of co-development first proposed by Nair in 1997 and later referred to and modified by key development actors such as former UN Secretary Koffi Annan (2006) and the United Nations Development Programme (UNDP) (2009) have to some extent been implemented by in development projects involving Mexican migrants to the U.S and migrants to Spain (Hazán, 2013). At the center of such efforts is the idea that migrants, who have shown a tendency to participate in the development of their sending communities, possess "privileged knowledge of the social and political realities of their

countries and places of origin" (p. 57). This knowledge can play a critical role in development of sending countries as well as immigrant integration goals of countries of settlement. Hazan (2013) notes that while the example of Mexican migrant efforts makes good use of Mexican government involvement at the federal, regional and municipal levels, U.S government participation is lacking. On the other hand, Spanish efforts which have grown out of local government engagement to state guidelines and support is often void of government participation on the part of sending countries. In order to maximize the potential benefits of co-development endeavors, both sending and receiving governments at federal, regional, and municipal levels need to work together with migrant associations or NPOs in order to realize long term benefits for all stakeholders (Hazán, 2013).

Such an idealized proposal is one that would be difficult to realize, however short term goals could focus on the involvement of local governments (Hazán, 2013). However, as noted by scholars who have studied African migrant engagement in the development of their sending nations, there is often mistrust between African government actors and the African diaspora even in efforts to develop sending African communities (Riccio, 2011). For this reason the present study focuses on African diaspora engagement with local NPOs for sending country development projects, at least as a necessary initial step to establishing relationships and projects that could potential engaging other actors.

Contemporary Development Studies

Due in part to the significant amount of remittances sent by members of diaspora populations to their sending countries in the early twenty-first century, the study of

diaspora populations has gained popularity in the last decade. While there continues to be debate over the definitions of diaspora, sending country governments, NPOs, and donors actively seek to engage the diaspora as a resource for development (Turner & Kleist, 2013). This portrays the diaspora in a positive light unlike historical perceptions of diaspora as outcasts as with the historical Jewish Diaspora and descendants of the transatlantic slave trade (Zelezah, 2005). Contemporary diaspora are seen to have a cultural affiliation, either real or perceived, to a homeland with the addition of experience in Western lands giving them the ability, and some argue the responsibility, of contributing to their sending countries (Turner & Kleist, 2013). While many studies seek to define the diaspora or recount their experiences, Turner & Kleist (2013) provide an introduction to a series of articles by addressing some common themes in diaspora scholarship and questioning popular perspectives.

For example, some efforts to engage diaspora populations promote the diaspora as being valuable because they have both exposure to Western experiences and the cultural connections to African societies. However, the question is raised as to whether this belittles the position of indigenous people and their ability to speak for themselves and command the rights so hard fought for by entities such as the United Nations. In fact Turner and Kleist (2013) question the assumption that straddling two or more may be a drawback because diasporans are not always fully accepted by their receiving countries yet are no longer viewed as genuine members of the societies they left behind in Africa. In general, diaspora are considered a political entity and the authors seek to determine if their involvement in development re-politicizes or de-politicizes development issues. In

the course of conducting the present research, note will be taken of responses that may shed additional light to these perspectives.

Study of International Nongovernmental Organizations

Atouba & Shumate (2010) conducted a longitudinal study focused on past alliances and collaborations of International Nongovernmental Organizations (INGOs). Their findings indicated that IGOs, which are established by international agreements between governments, prefer to work with other IGOs. However, where common dependencies existed, there was the possibility for IGO – INGO partnerships. Furthermore, both IGO –INGO and INGO-NGO collaborations were found to be useful in meeting development goals. This was particularly true in cases where partnering organizations found common ground on which to build partnerships (Homophily). Mutuality, transitivity, and centralization were also found to influence the networks of organizations involved in international work. In the presence of these factors, networks were found to extend to partners of partners. Within organizational networks, those with the most influence were found to have important central positions due to their ability to link a diverse set of stakeholders to one another.

Although all organizations involved in this study were INGOs focused on infrastructure development, Atouba & Shumate (2010) recognized the local and national NGOs also play a role in international development. They went further to suggest that future studies should include such organizations. Bottom up approaches were suggested as worthwhile avenues for addressing development challenges with organizational leaders and policy makers identified as key players in facilitating collaborations.

The present research will involve the leaders of organizations as study participants to whom study findings will be disseminated. The local dynamics of organizational networks in Florida with respect to African diaspora involvement will be studied. By identifying opportunities and challenges to diaspora involvement with Florida nonprofits, opportunities for more centralized positions within organizational networks make result for participating organizations. This could have the added advantage of favor with funding agencies that consider network position in their funding decisions (Atouba & Shumate, 2010).

Service Motivation

Reforms in the 1990s led to new public management modules involving contracts with other agencies such as private and nonprofit entities to provide public services. Word & Carpenter (2013) suggest that by gaining a better understanding of what makes nonprofit workers unique, strategies and policies that support this sector can be developed. Using a convenience sample in their quantitative study they found that although there were many part time employees in the nonprofit sector, this population was highly educated. Mission and motivation were found to have a positive relationship. Few minorities were found to be in the nonprofit workforce, however this did not seem to affect their motivation. On the contrary, they reported higher levels of nonprofit service motivation The reason for this finding remains unclear (Word & Carpenter, 2013). However, they proposed that additional research into minority issues might provide a better understanding for their involvement in nonprofit work.

Africans in the diaspora are a minority population that is actively engaged in nonprofit development work in their sending countries. Based on the findings of Word & Carpenter (2013) they may possess high levels of nonprofit service motivation that would be an asset to organizations with development projects in Africa. This study will add new knowledge that may contribute to a deeper understanding of minority involvement in nonprofit work, a gap identified by Word and Carpenter (2013).

Public and Nonprofit Service

A study of public service motivation found that intrinsic factors are more important than external for many public service workers (Sung Min & Word, 2012). This may be particularly true for nonprofit sector where mission is often a greater driving force than money. This quantitative study used an inductive approach with empirical analysis of public and nonprofit managers in Illinois and Georgia. 790 Public and 430 nonprofit professionals were involved in the study. Nonprofit managers were found to work longer hours and to be more involved than public managers. While both public and nonprofit managers were found to favor by intrinsic factors, public service managers sought a balance between intrinsic motivators and external factors such as job security and advancement. Nonprofit managers on the other hand were found to favor a balance between intrinsic factors and work life balance such as family concerns.

Diaspora populations are set apart from other immigrant populations by their active pursuit of engagement with their sending populations. Family ties have been identified as a significant part of this attachment. These similarities may contribute to

favorable partnerships between AiD and members of the nonprofit sector by providing some shared values.

Faith-Based Service

One group of NPOs often engaged in development projects overseas is faith-based entities such as churches and faith based organizations. Both often engage in service projects, which are in essence development projects overseas as a means of sharing their faith and serving others. In a 2012 publication Rev Jonathan Weaver states that his call to ministry was intricately tied into call to global service. As a result of interactions with others who had been on service projects to Africa an initial volunteer experience with Operation Crossroads Africa (OCA) initiated an interest and call to service in Africa (Weaver, 2012). Over a period of over forty years Weaver shares that in various roles and responsibilities including working for local government, NPOs, and in a leadership position in a church, he continued to seek out and remain engaged in projects and programs that involved engaging others in service projects to Africa as well as facilitating visits from and service opportunities for Africans to the United States (Weaver, 2012)

The article does not comment on the ethnic or cultural background of Rev Weaver, although it does mention that while growing up in Maryland he had limited opportunities to travel even to nearby states. What started his involvement with development work in Africa was hearing the personal experience of someone, a fellow college student, who had been on service project to Africa. Although Weaver (2012) alludes to the fact that not everyone to whom the OCA service opportunity was presented

signed up for such an experience, his experience is an example of the influence personal experiences can have in engaging others to service. It could be that there are opportunities for African immigrants, by sharing their stories with their friends, colleagues, neighbors and others both in the United States and in their sending countries, could initiate and/or encourage engagement by others in projects that serve the other. As Faist (2010) emphasizes, transnationalism should be a two way street. While many African immigrants naturally contribute to the welfare of their host communities, there are opportunities to engage their host communities in development projects in their sending countries as well.

Politics and Migration

NGOs are typically seen as apolitical entities focused on meeting needs with impartiality. In discussions of diaspora engagement in development this seems to be the assumption, that they be neutral when it comes to politics. However, for Diasporas, particularly refugees from the Horn of Africa, politics played a significant part in their migration. As such, those who choose to be engaged in transnational activities are often engaged in social change efforts (Horst, 2013). Rather than viewing this a challenge, Horst (2013) suggests that this is a strength to be embraced in light of the fact that good public policies result from healthy debates from stakeholders with different viewpoints, experiences, and visions for the future. Likewise, by engaging diasporans, particularly refugees from the Horn of Africa in Europe, in development efforts, this can fosters healthy foreign policy, which is part of public policy. Although a number of examples cited by Horst (2013) are from the Horn of Africa including Eritrea, Ethiopia, Somalia,

and Central and south Sudan, the idea of diaspora engagement as a contribution to foreign policy could be applied to non-conflict areas as well. In addition, Horst (2013) points out that as the population of Europe becomes more diverse, the significance of the role of migrants in public policy will grow.

The United States has already seen a steady increase in migrant population in recent years with the numbers from Africa projected to double every 10 years (Gambino et al., 2014). This may also mean the role of diaspora in U.S foreign policy may be seen more significant making a study of the opportunities and challenges of diaspora engagement in development projects both important and timely.

Political Restrictions to Social Change

NPOs are sometimes misunderstood to neither influence governments nor be influenced by them. This is far from true. Although NPOs by definition may not use income for the profit of individuals, many are directly involved in policy issues such as democracy, gender equality, and human rights. It is for such reasons that between 1990 and 2012 39 out of 153 developing country governments have placed restrictions on NPOs in their countries, particularly on their ability to receive funding from foreign sources. (Dupuy, Ron, & Prakash, 2016). For example, in 2009 the Ethiopian government declared that not more than 10% of funding for organizations working in human rights or any issues deemed to be politically sensitive may originate from foreign sources (Dupuy et al., 2016). Such a ruling attracted negative media attention internationally. However, Dupuy et al (2015) conclude that such backlash did not compare to the potential threat the ruling government would face should such organizations be sufficiently funded to

carry out their activities. This research was conducted as a quantitative study with logged overseas development aid and competitive elections as the independent variables. Findings showed that where a contested political election occurred, restrictive regulation of foreign aid to NPOs increased.

This example illustrates what has occurred in nearly $\frac{1}{4}$ of low and middle income countries since 1990. This can come at a high cost to the general population of affected countries because it may trigger loss of aid not only from funding bodies concerned with human rights and political issues, but also those who may reconsider providing other forms of aid as a way of disapproving with government restrictions.

Diaspora and Social Change

There is literature portraying the African diaspora as playing a significant role in Africa's development, including in social issues such as gender equality, independent of the strings often attached to working with African governments, Lampert (2012) challenges this notion. In a study of Nigerian diaspora in London some cultural commonalities found in Africa such as women serving as the primary caretakers of homes and children were observed (Lampert, 2012). Additionally, issues of internal politics, observations of hierarchy, and support for local and transitional leaders in Nigeria were common practice. In spite of these occurrences, diaspora groups were found to provide assistance to poor populations in Nigeria albeit not necessarily to the degree often inferred. Lambert concludes that it is necessary for any government or nonprofit entities working with diaspora groups to be aware of the existence of hierarchies and internal division and include all relevant parties in policy discussions and decisions. That

said, it is also important to note that many diasporans genuinely seek to support projects that benefit the poor in Africa as many have had first hand experiences of poverty growing up in Africa. This genuine desire to support development and poverty alleviation is a significant motivating factor that characterizes many members of the African diaspora. Coupling this commitment with organizational and structural strengths of NPOs could multiply the positive impact of development efforts on the African Continent.

Adversity Prompts Social Change

Individuals affected by adverse happenings have been found to participate in finding solutions for adverse experiences whether they were experienced first hand, or not. The example of the student volunteer army that sprang up following the 2010 and 2011 Christchurch earthquakes in New Zealand. There are practical and emotional benefits to participating in recovery efforts for people affected by a disaster such as a devastating earthquake (Lewis, 2013). In this way those affected are not merely passive victims, but are active participants in the rebuilding of their communities.

Africans in diaspora may relate to this experience in that many have experienced poverty and adverse conditions as Lampert (2012) mentions. Their desire and commitment to giving back to their sending country thus has less to do with simple benevolence than with a means of identifying with the challenges and finding a means to move beyond feeling like a victim to becoming part of the solution. On their own their efforts may have limited impact. However through partnerships such as with NPOs, acts of kindness and donations could become part of a sustained effort not only to solve one immediate problem, but an investment in social change.

Three Social Change Factors

Successful Transnational Nongovernmental Organizations (TNGO) are able to set forth admirable global policies and projects and secure national support. However, local implementation is often a challenge (Balboa, 2014). By studying the case of Conservation International's efforts in Papua New Guinea areas where bridging capacities were not optimized are identified. Interviews, local documents and project reports are used for this case study. These resources revealed some examples of failed implementation. For example, project reports were presented to local officials in electronic format. This was not well received by local officials who would have preferred individual, oral briefings (Balboa, 2014). The globally applauded method of reporting was not well received by local official. Another example relates to the replacement of the project leader. Initially a well integrated local resident had that role. To replace him an 18 month process favored requirements such as a PhD over local experience and influence. International experience in other geographical regions did not translate to local acceptance and effectiveness.

Balboa (2014) suggests that there are three major spheres of influence. Political influence is concerned with the ability to make decisions, communicate, collaborate, and sell your ideas to others, Technical influence refers to the ability to access information needed in multiple areas including legal, technical, science and resources. Finally internal management skills such as strategic planning and financial reporting fall under the administrative sphere of influence. (Balboa, 2014). In addition to being able to succeed in these spheres of influence, there is the need for "bridging capacity" – not only the understanding of difference in culture, but also the ability to communicate and coordinate

cooperation between different cultures. In order for individuals to succeed in the role of bridging cultural differences, they must have sufficient influence within the organization to institute changes, and they must be willing, and committed to the project (Balboa, 2014).

The African Union definition for diaspora is adopted for the current research because commitment to the development efforts on the African continent is a requirement. Involvement collaborations between local diaspora and NGOs is recommended such that there are opportunities for mutually beneficial interactions.

Three Candidates for Collaboration

It is worth noting that not all literature that supports the work of NGOs and other non-state actors involved in development agrees that national governments should be sidestepped. Rather, governments interested in investing in the development of their nations would do well to partner with NGOs and social entrepreneurs such as members of the diaspora interested in developing their nations (Nega & Schneider, 2014). While NGOs are commended for bringing about innovative ideas and approaches to addressing societal problems, they are often unable to sustain interventions long term, often limited in their managerial capabilities, especially in the area of financial management, and can even be seen as undermining state efforts by undertaking government responsibilities and / or pulling resources such as human capital from government services by offering higher pay (Nega & Schneider, 2014). That said, NGOs lead efforts that are able to gain the support of other NGOs and the international community can have significant success. The African diaspora could serve as valuable partner working with NGOs to address

specific challenges in a given location. Where partnerships with non-corrupt, effective governments can be forged this would be a plus.

The Africa Challenge

Identifying the Source

Policy makers, donors, and scholars continue to be puzzled over Africa's continued reliance on foreign aid. There is an ongoing call for more aid to the least developed countries of the world, a majority of which are in Africa, but many of these are among the most debt plagued nations of the world (Wamboye et al., 2014). Some Scholars have argued that rather than being the solution, dependence on foreign aid is part of the cause of Africa's ongoing development struggles (Moyo, 2009). However, Wamboye et al (2014) conducted a study to investigate the role of both quantity and quality of aid with respect to legal origin of African nations. Their findings indicate that while both quantity and quality of aid play a part, there is increased opportunity for effectiveness when foreign aid is directed towards former British colonies than for former French Colonies on the African continent. However, the role of government in enhancing market opportunities is important.

These study findings may be useful for discussions on foreign aid policy. However, development efforts involving the African diaspora may be more successful through smaller projects in partnership with NPOs with limited government intervention based on literature indicating elements of distrust between diasporans and their sending governments.

Sharing Responsibility

Reflecting on migration particularly from sub-Saharan Africa, some authors go as far as suggesting that developed nations have an obligation to support programs that allow skilled migrants to participate in development projects in their sending countries (Adepoju, 2011). While dismissing co-development discussions as ineffective, Adepoju (2011) calls for a sense of co-responsibility to address the primary causes of mass emigration, especially of skilled workers, from sub-Saharan Africa, identified as poverty, rapid population growth, and unstable politics. Despite acknowledging that much of the migration that occurs in SSA is intraregional, Adepoju (2011) identifies the problem of brain drain caused by uncurbed migration of highly skilled professionals as an acute problem not only for the current generation of Africans but also for future generations who lack the unique mentorship, knowledge and skills transfer opportunities that are lost through emigration. In addition, high levels of emigration from the region undermine international development efforts such as the Millennium Development Goals (MDGs). However Adepoju (2011) states the SSA migrants do not cut off ties from home, but rather participate regularly

International Development Efforts

Millennium Development Goals (MDGs)

MDGs were focused on economic development with lofty, general goals. As these expired, some progress was seen, but much remained to be done, especially in Africa. For example, in terms of extreme poverty, Africa was over 20% away from the MDG target while Asia missed the target by just over 4%. However, due to the rapid population

growth on the African continent there are actually over 120 million more people living in extreme poverty despite the apparent drop in percentage. Munang & Andrew (2014) suggest a focus on sustainability of natural resources over economic goals for Sustainable Development Goals (SDGs) with more targeted goals that take into consideration the strengths and weaknesses of each target region.

This study focuses on social development and opportunities and challenges to sustaining efforts in this area. However, as Munang & Andrews point out, it will take the concerted efforts of governments, NPOs, civil communities, and the private sector working in consideration of the limited nature of natural resources to succeed in diverse development endeavors. While investigating the potential for collaborations between diaspora civil communities and NGOs it will be important to note areas of common interest and opportunities to share knowledge that can strengthen collaborations and support development goals as suggested by Munang & Andrews (2014)

Sustainable Development Goals (SDGs)

On September 25 2015 under the coordination of the United Nations countries adopted global Sustainable Development Goals (SDGs) with a 15 year mandate to achieve seventeen goals each with specific targets (UN, 2016) The SDGs replace the Millennium Development Goals that had a 25 year mandate and eight goals. Although some gains were realized as a result of MDGs particularly in the areas of alleviating poverty, education of girls, and environmental issues, progress was uneven and the poor remain concentrated in some parts of the world (Kumar, Kumar, and Vivekadhish, 2016) The first seven SDGs build on MDGs with a continued focus on such topics as poverty,

health and wellness, and education. The next three SDGs address inclusion, equity and human rights, something the MDGs did not specifically address. The final seven SDGs are concerned with environmental and community sustainability. Worthy of note is the fact that while MDGs were created by “experts” with universal expectations, the conception of SDGs involved input from more stakeholders including citizens, civil society organizations, and the private sector in addition to UN agency representatives with individual governments given the responsibility to adapt targets as appropriate for their countries (Kumar et al, 2016). This is summarized in the seventeenth goal termed “Partnership for Goals” which encourages collaboration between governments, civil society organizations, and the private sector at all levels ranging from global, through regional and national, to local levels (UN, 2016b)

The themes of collaboration and inclusion reflected in the newly adopted SDGs illustrate a shift in approach when it comes to address major problems affecting large populations. There is no longer the expectation that rich nations bear the responsibility of solving the problems resource – poor nations (Kumar et al, 2016). Rather, multiple parties are involved in the conception and implementation of SDGs with target populations expected to participate in ensuring success. In the case of Africa, which continues to struggle with large populations living in extreme poverty, it would appear that the participation of all identified stakeholders should be encouraged. The African diaspora population, which has repeatedly been shown to maintain ties to their sending nations, is one such stakeholder. This research explores opportunities and challenges to

their involvement in development efforts on the African continent using the example of the African diaspora in Florida.

Global Partnerships

According to the 1978 Alma-Ata Declaration, health is a human right. However, disparities in health, wealth, and opportunities continue to grow, particularly in areas of the world with high population growth such as sub Saharan Africa. Communicable diseases continue to spread, but a high number of health related deaths are linked to social factors that affect health (WHO, 1978). The MDGs prioritized addressing extreme poverty and hunger followed by a focus on education (Kumar, Kumar, & Vivekadhish, 2016). The final broad goal was developing global partnerships. Laaser and Epstein (2010) suggest that a refocus on primary healthcare, which includes addressing community wide factors affecting health, should be undertaken with an emphasis on partnerships between donors and governments. Lack of proper coordination and fragmented aid often given at a high cost without regard for national priorities of the receiving countries is problematic. To address these challenges Laaser & Epstein (2010) recommend partnerships between donors and governments who jointly determine health policies and strategies in a System Wide Approach (SWAp). Despite a requirement that all financial contributions be made through governments, the need for greater responsibility and improved governance is mentioned.

While the idea of partnerships to address health disparities may be good, some would argue that giving primary financial responsibility to African governments may be problematic due to lack of trust (Ngomba, 2012). Rather than working with governments

or even large agencies such as the World Bank or the United Nations, NPOs are becoming the preferred agents of aid. In 1990 only 13% of global health was address by NPOs but the amount rose to 24.1 % in the last decade while aid through the World Bank fell more than three times and through the UN more than half in the same time period (Bodomo, 2013b; Ebeke, 2012; Ngomba, 2012). This trend suggests the growing role of NPOs in international development work. Exploring ways to enhance the work of NGO such as through collaborations with the African diaspora would further the emphasis on partnerships echoed by key development agencies such as the UN, the World Bank, and USAID. For those who agree with Laaser & Epstein (2010) that receiving nations should acknowledge the role of sending nations in raising and educating the skilled immigrant professionals that now make significant contributions to their receiving, communities, support for diaspora efforts to give back to the African continents should be considered.

Diaspora Initiatives

The potential benefits of African diaspora involvement in African development can be seen beyond the traditional understanding of development work. In response to identified challenges in radiation oncology in resource-poor countries, Ngwa, Moreau and Asana (2014) conducted a study of over 50 existing collaborations and opportunities involving resource poor countries in the area of radiation oncology. In addition to reviewing literature on these collaborations, participants were surveyed. One of the resulting recommendations was an increase in collaborations involving cross-cultural experiences.

The African diaspora, like other transnational populations are characterized by their cross-cultural experiences. In addition, this particular diaspora population has been identified as a highly educated diaspora group in the United States (Gambino et al., 2014). This makes the African diaspora a potential prime resource for an array of roles with organizations on diverse projects in Africa.

Adverse Implications for the United States

African Healthcare Threats Threaten Americans

Engaging in development on the African continent can directly benefit not only Africans but also U.S military and diplomatic personnel working on the African continent. Historically there have been a history of adverse outcomes due to trauma or disease (Cline, Obuseh, & Butler, 2016). This is often due to poor medical infrastructure and lack of high quality training and regular opportunities to practice for medical personnel particularly in rural areas (Cline et al., 2016). Key to the success of such a project would be to identify the goals of each collaborator in order to ensure that goals and outcomes further the mission and goals of each. Cline et al (2016) do so by identify ways in which the DoD, USAID, and the host nation could benefit from such a partnership, including a consideration of broader health goals for the region identified in Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs). In addition, the proposed approach recognizes the importance of engaging local medical personnel in order that positive impact and outcomes are sustainable.

Among the primary areas of development need on the African continent, healthcare related needs are among the most critical. Meanwhile a significant percentage

of Africans in the diaspora are employed in the healthcare sector (Goldkind, Pardasani, & Marmo, 2013). In exploring opportunities for collaboration it may be that health personnel in the U.S could partner with NPOs for short-term service projects that entail not only service delivery but also training of medical staff to better equip them to meet the day to day needs of their community such that subsequent service project go to primarily augment skills of local caregivers.

The Ebola Example

Adverse outcomes that result from underdevelopment in Africa are often felt beyond the continent. One area where this is easily seen is in healthcare. Although advancements in knowledge and technology make it easier than ever to track and address disease, advances in global mobility also make it easier for disease to spread. A glaring example of this is the 2014 Ebola outbreak in West Africa that resulted in a response from the Centers for Disease Control and Prevention (CDC) at a scale never before witnessed by the agency (Frieden & Damon, 2015). Once again the importance of partnership was seen in the manner in which the CDC worked together with other agencies such as the World Health Organization (WHO), Doctors Without Borders, governments and NGOs. Areas of collaboration included Healthcare provision, data entry and disease tracking, health education and community engagement. Friedman & Damon (2015) point out that in contrast to the many casualties and high cost of the Ebola outbreak in countries where the CDC had limited activities and no offices, other public health threats such as Polio in Nigeria and even Ebola in Uganda had far greater success due in part to a history of involvement by the CDC.

Some of the greatest challenges to the Ebola response included limited ICT capabilities, limited trained staff, untrained and unpaid medical workers, and weak medical systems in terms of equipment and infrastructure. Some non-medical areas that were critical to the Ebola response were effective communication and community engagement. For example, in order to introduce safer mourning and burial practices, communication required sensitivity to the local culture, language, religions of the local people to facilitate buy-in by the community (Frieden & Damon, 2015). As exemplified by Dr. Mosoka Fallah during the Ebola crisis, (Onishi, 2014) community engagement is an area where the African diaspora could be instrumental in gaining the trust of the local African community in order to implement life-saving practices and facilitate the type of community engagement needed for sustainable development.

Multiple Development Needs, Diverse Development Approaches

Many Needs, Limited Resources

Despite the signing of a new Presidential Policy Directive (PPD) in 2012, president did not stray far from his 2008 PPD, or even from that of the Bush and Clinton administrations by opting to focus on the broad areas of making democratic institutions stronger, encouraging economic growth, trade and investment, fostering peace and security, and enabling development and opportunities (McDonald, 2015). While these are all worthy pursuits, they do not clearly outline what the priorities are in terms of U.S strategic priorities for SSA. Judging from increased participation of foreign parties on the African continent such as China, it would appear there is potential for win-win situations in economic matters. Although President Obama pledge U.S. \$15 million towards

economic growth during the US-Africa Leader's Summit in 2015 (White House, 2015) it is the U.S. \$50 Million committed by businesses that was of great significance signaling greater confidence in the economic growth of Africa (McDonald, 2015). Conversely, President Obama committed U.S. \$110 per year for 3-5 years to 6 African countries participating in the African Peacekeeping Rapid Response Partnership (A-Prep) to enable the timely deployment of peacekeepers to offer life saving services in the event of a crisis (White House, August 6, 2014). Another investment in security pledges U.S. \$65 million in year one to six African nations in a Security Governance Initiative to foster democratic governance and capacity towards security both civil and military (White House, August 6, 2014). The amount of funding committed to economic development and to security indicated that supporting capacity building in security was a priority for the Obama administration (McDonald, 2015). The Trump administration has published its 'America First' agenda reflected in the 2018 Congressional Budget Justification for 2018, which highlights focusing resources towards benefits for Americans. This indicates funding for foreign assistance, including to Africa has been reduced or eliminated in some areas (U.S. Government 2017).

McDonald (2015) points out that the government is limited in its ability to address all the development needs of Africa, or the world in general. As such in focusing a majority of its resources towards security, a limited amount remains for other development needs. This provided opportunity for other stakeholders such as NPOs and the African diaspora to seek effective ways to have a lasting positive impact, including through new partnership avenues such as is the focus of this present study.

Soft Power as a Development Tool

The US government exercises soft power as part of its foreign policy. The 2004 rebranding of USAID laid greater emphasis on the good America is doing in the world. The tagline “From the American People” was added to highlight the value of U.S. foreign assistance as well as its visibility (USAID, n.d). Both President Obama and Secretary Kerry have made multiple references to the importance of doing good in the world and its role in national security (United States Government, 2015; White House, 2013, 2014, 2015).

Soft power such as philanthropy and hard power such as military force are not necessarily dichotomous. Rather there is a continuum with some forms being more or less soft (or hard) compared to others (Rothman, 2011). Rothman goes on to say that although soft power may not be the only factor that can influence behavior of foreign entities. However, if a policy or culture is successful, it is more likely to be successful and attractive abroad. Such policies and cultural elements can be disseminated in a normative manner by presenting it as a moral issue. Alternatively they can be framed analytically identifying the consequences of certain policy or cultural issues in such a way as to solicit a particular response (Rothman, 2011).

Diasporans have been identified as sending not only financial remittances to their sending countries, but also social remittances that can influence the perceptions and actions of their sending communities (Clemens et al., 2014). In a sense this is a means of exercising soft power where U.S. values such as gender equality, democracy, and education as a fundamental right can be channeled. There are NPOs that work in such

areas and there are Africans in diaspora who desire to see such changes in their sending communities. This current research will explore opportunities as well as challenges to collaborations between such parties.

Investing in Management

Despite billions of dollars in Aid to the African continent, development on the continent continues to lag behind. Well-meaning visions for the development of the continent set by multinational agencies such as the UN and the World Bank accompanied by large-scale programs such as the MDGs with broad goals such as reducing poverty have only seen limited amounts of success. Well-funded projects do not necessarily lead to long- term positive development outcomes. For example, the Chad – Cameroon Pipeline Project funded by the World Bank was successfully completed in record time. However, the projected development benefits of the project, which were to include social services to the poor, were not realized as the Chadian government chose to purchase arms instead (Ika, 2012). While recognizing that the long standing problem of sustainable development in Africa can not be solved by perfecting one approach, but rather through concerted efforts, Ika (2012) suggests that developments in project management hold great promise because of the more specific focus of projects and the opportunities for more direct involvement through the concept, design, planning, implementation, monitoring, and evaluation stages.

Ika (2012) identifies four areas where project management efforts become entangled and suggests that addressing these could significantly address three primary problem areas in international development. These problems are structural and

contextual, institutional and sustainability, as well as managerial and organizational problems. According to Ika (2012) solutions lie in tailoring projects to the context where they will be implemented rather than a one size fits all approach. Avoiding a focus on quick results as a means of illustrating accountability, Ika suggests a focus on long-term impact. Addressing pitfalls in project management capacity and being aware and respectful of African culture are also areas that could contribute to successful project management leading to improved outcomes for international development.

Involvement by AiD in development projects could prove beneficial as their transnational characteristics may contribute to avoiding cultural traps and proposing modifications to project concepts that would be more appropriate for an African context. In addition, social remittances by the diaspora could include project management capacity building as well as identifying nontraditional indicators of success and catalyzing buy-in from local participants as part of the accountability and reporting required by funders and project management entities. Ika (2012) also identifies the important role of NPOs in executing projects and suggests that more research is needed to further investigate the role that NGOs can play in international development. The current research aims to contribute to this area of knowledge.

Collaboration for Security, Stability, Development

In suggesting that it is in the best interest of the U.S. to invest in security and development in Africa, Anderson (2014) presents the potential, challenges, and methods by which USAID can collaborate with the Department of Defense (DoD). By maintaining peace, stability and sustaining social and economic growth in Africa, national security

objectives in the U.S can be met (Anderson, 2014). The author then lists examples of challenges to collaboration between these two major agencies as well as proposals for promoting collaborations. For example by providing incentives for career development for staff to promote communication and collaboration at multiple levels of programs and projects with common goals collaborations could be fostered.

The DoD and USAID are major stakeholders in security and development on the African continent in terms of U.S government agencies. Similarly, NPOs working in Africa, and African diaspora groups, are major stakeholders when it comes to social security and development in Africa. It may be that by facilitating communication between these two groups similar benefits to those laid out by Anderson (2014) may be realized. For example, if an NPO has staff on the ground in a given country, diaspora supported projects would have long term staff on the ground to provide monitoring and reporting that is often lacking in diaspora stand alone projects.

Transnationality in Non-Scholarly Publications

Aid as a Deterrent to Development

In 2009 Dambisa Moyo was listed as one of TIME Magazines top 100 influential people. This Harvard and Oxford educated macroeconomist who has worked for the World Bank as well as Goldman Sachs challenged the idea that foreign aid given through African governments has resulted in development gains for Africa. Moyo (2009) identifies three types of aid namely humanitarian or emergency aid, charitable aid, and systemic aid. While she mentions that her arguments are not primarily directed towards humanitarian aid and charitable efforts, Moyo (2009) argues that the billions of dollars

directed to African governments has contributed to, rather than alleviated Africa's development. The author states that both government – to- government (bilateral systemic) as well as funds given through intermediary institutions such as the World Bank (or government – to institutions such as the World Bank (multilateral aid) is often mismanaged.

In 2009 Moyo stated that one potential benefit of the international economic crisis was that possibility that foreign aid to Africa would reduce forging African governments to take more responsibility for the true needs of their countries (Moyo 2009b).

Moyo (2009) concludes her book by re-stating that aid to Africa has not been a successful model for African development. Rather, Moyo calls for innovative approaches to address the development needs of the African continent, emphasizing the need for the ability to identify approaches that hold promise, and those that do not. Literature has identified transnational migrants as a potential bridge between their sending and receiving countries. This population may thus be able to identify and communicate intentions from donors to the real needs of target populations in Africa based on their experiences of both cultures. This study seeks to identify potential ways in which this can be done through NPOs in the U.S, specifically Florida, with development projects in Africa.

Effective Development Aid

Much of the money given by Americans, who are known for their generosity, is often wasted or worse, harms those who are supposed to benefit from the funds ((Lupton, 2011) Robert Lupton is the Founder and President of Focused Community Strategies

(FCS) Urban Ministry, an organization that forms partnerships with under-served communities using strategies that focus on inclusiveness and doing for others only what they can not do for themselves. While Lupton (2011) acknowledges that Moyo (2009) proposes economic recommendations for the development of African nations, Lupton (2011) makes recommendations for nongovernmental and religious entities involved in charitable work that are comparable to those of Moyo. Among his suggestions are the investments in projects that create producers rather than beggars. He goes further to suggest that building relationships based on trust is at the heart of true philanthropy.

If NPOs are to implement such recommendations and establish relationships that can pave the way to sustainable development, it is imperative that communication between foreign-based NPOs and African communities be clear, and culturally relevant. Some organizations may be able to practice this with the help of foreign staff who have lived a significant number of years within the communities they strive to serve. Unlike the case FCS Urban Ministries, it is often not possible for members of the organization to live within the communities served. However, as has been documented in the case of the Save Darfur Coalition, diasporans can aptly represent target populations (Budabin, 2014) often saving costs and time due to their availability within the local communities where organizations are based. When the need for onsite representation from organizational headquarters arises, a team that includes a diaspora member of the target population can be an asset as well.

Diaspora and Development Policy

The Organization for Economic Co-operation and Development in partnership with the French Ministry of Foreign Affairs published a report in 2012 proposing policy options for utilizing the skills of diasporans and migrants to support development.

Multiple stakeholders in both sending and receiving countries of migrants are cited as needed participants in these efforts. Due in part to increased competition in attaining and retaining highly skilled migrants, there is an increase in the number of highly trained immigrants to OECD countries (OECD, 2012). These migrants and their offspring make up a key part of the diaspora population, which, due to their connections with a specific country in their histories, can play key roles in development of sending countries. These roles are not limited to financial and material transfers. By bridging sending and receiving countries diaspora can transfer benefits such as skills and knowledge as well as positive standards between nations. When properly recognized and channeled their often underestimated and under-used skills can effect positive social, environmental, and political changes in the countries they are active in (OECD 2012).

One of the challenges in realizing such changes is the lack of sufficient data that can enable compatible matching and meaningful engagement. This report encourages the use of web-based platforms that aim to inform and engage the diaspora without placing conditions such as the need to return. OECD (2012) recognizes the challenges the re-integration may pose for diaspora returning to sending countries. In addition, return to sending countries may not prove beneficial, as some acquired skills are not transferable to the existing conditions in sending countries. Over time diaspora are known to feel

removed from their sending nations particularly as they focus in integration in their new lands. However, once settled there comes a time of renewed commitment to involvement with their places of origin (OECD, 2012). Although an increase in sending country ministerial and local government as well as independent agencies meant to attend to diaspora engagement opportunities, not all diaspora welcome these agencies. Some are cautious due to their personal past experiences, others would rather wait to see the true commitment and effectiveness of such agencies. Without claiming that diaspora associations hold the key to realizing development successes, the report recognizes that homeland associations, particularly professional groups can play a positive part (OECD, 2012). The report mentions complications that may arise due to ethnic, religious, and cultural representation. However, by virtue of being professionals, members of such groups may have overcome integration challenges in their places of settlement, are part of the highly skilled diaspora, and may be more open to focusing on identifying and address top areas of need in their nation rather than a bias towards a particular institution, location, or ethnic/cultural cause as noted by Ngomba (2012).

The report concludes with a number of recommendations relevant to the goal of this present study. These include a call for increased access to information, additional support for initiatives of the diaspora, and greater involvement of local authorities and local members of the workforce. Understanding factors that can facilitate collaborations between African diaspora and local NPOs can pave the way for mutual exchange of information. Diaspora may provide information such as on culture, communication, and gatekeepers in project target communities in their sending nations. In exchange diaspora

can learn about resources, processes, and strategies that can support long term projects of their diaspora groups. In the course of this exchange diaspora initiatives may be highlighted leading to support. Finally, and perhaps most significant is the recommendation for local involvement of authorities and employees. The choice of NPO over government entities may reduce the amount of red tape involved in realizing collaborative goals. Reservations regarding government involvement that may linger among some diaspora may also be avoided. As noted by Wilson (2013) NPOs may be better able to gain the trust of migrant populations. The mission driven focus of NPOs may also resonate with diaspora who may also be driven more by an identified mission than policies. Finally, the lack of specific mention of partnership local NPOs constitutes an identified gap in literature that this study seeks to fill.

Diaspora, Transnationality, and Development: An Ebola Example

The 2014 Ebola outbreak illustrated once again the limitations faced by the African continent when it comes to social services for the general public. At the same time this overwhelming challenge provided examples of the vital role that international relief agencies play in responding to large-scale emergency situations. Hidden among the headlines regarding such responses are a handful of articles that focus on the efforts of individuals. Among these is the story of an epidemiologist and immunologist named Dr. Mosoka Fallah who was born in Liberia. After obtaining a masters in public health from Harvard University in 2012, he returned to Liberia to open a maternal care clinic (Onishi, 2014). The clinic closed one month after opening as a result of the Ebola outbreak in West Africa. Liberia, still recovering from years of civil war was severely hit. In addition

to a crippling shortage of treatment centers, burial teams, ambulances and even basic materials such as gloves, tensions rose and trust eroded as residents of quarantined communities such as West Point received little or no assistance. Dr. Fallah, who spent two years of his childhood in this neighborhood, returned with a small team meeting with residents, gaining their trust, and thus receiving cooperation from residents in efforts to find and dispose of dead bodies and identify potential Ebola cases within the community. Onishi (2014) cites Dr. Fallah's international experiences and the ability to "straddle vastly different worlds" (p. 4) as a key component to his success in serving as a voluntary mediator between community leaders and the Liberian health ministry. He is also reported to have had a paid position to coordinate efforts between the Liberian government and INGOs (Onishi, 2014).

Dr. Fallah, who holds a PHD in microbiology and immunology, is one of many Africans who have acquired knowledge, and skills in the United States while maintaining ties with those from his country of origin. These transnational skills have proven to be instrumental in his service not only to devastated communities hit by Ebola, but also the Liberian government, and international organizations.

Challenges to addressing social needs in Africa are magnified in the face of natural disasters, health emergencies, and other large-scale difficulties. However, these challenges are an everyday part of the lives of many poor communities. Diaspora Africans have the opportunity to step up and support life saving efforts not only with the skills they have acquired, but also their unique ability to understand the cultures and needs of both those served and those providing services.

African Underdevelopment Costs Americans

Nigeria was far more successful in responding to the Ebola outbreak than other countries such as Liberia and Sierra Leone. Perhaps because Nigeria is significantly more developed, their health and communication systems in particular have played a significant role in keeping the spread of Ebola beyond the first case that caused a number of other cases. No new cases have been reported and the country is now simply on alert and observation. This supports the argument that development in African countries that that is sustained has potential global benefits. The already grim Ebola situation would have been even worse if Nigeria, the most populous African nation, were unable to contain the outbreak. More global resources would have gone to Nigeria making even less available to Liberia and Sierra Leone, Assimilation, acculturation, & integration which are hardest hit.

The first set of U.S. troops deployed to Liberia were involved in the construction of labs and health units. In addition, they were tasked with putting health, logistic, and accommodation needs in place (Swails & Elberg, 2014). This is an example of global resources expended in Liberia that are not needed (at least not to the same extent) in more developed Nigeria.

This exemplifies the costs not only to African Nations, but also to the United States that can result from under-developed social systems in Africa. In addition to assisting and equipping African communities to address crises, investments in finding more effective ways to invest in African development, including the active engagement of AiD with development organizations in the U.S. will be a worthwhile endeavor.

Findings from Literature

As identified in the preceding review of literature, there are a number of themes and trends linking the African diaspora and nonprofit development endeavors on the African continent. Among the themes identified are motivation, opportunity, and transnational skills including simultaneous relationships between sending and receiving countries, knowledge of both cultures and skills that valuable in each culture. Both NGOs and diasporans are driven by intrinsic values in their involvement with development work in Africa. NGOs strive to live out their philanthropic missions while diasporans have been found to have a tendency to give back to their sending countries where family and friends still reside. By establishing programs in Africa NPOs create opportunities for the projects they carry out. Diasporans have natural opportunities due to the ties they maintain with their sending communities. When it comes to transnational skills, there are significant differences. While diasporans by virtue of their experiences in both sending and receiving countries have developed transnational skills naturally, NGOs must consciously invest in the development of cultural awareness and competencies that can facilitate the implementation of their projects.

Both NGOs and African diaspora groups identify social needs on the African continent, develop projects to address these needs, and seek resources to implement the projects. While NGOs can create structurally and financially sound project plans, implementation is sometimes hindered or envisioned impact is delayed due to cultural and communication barriers. Diaspora groups understand the target culture and are able to communicate with ease gaining buy-in and support on the ground. However, there are

limitations to the viability of the project plans, sometimes due to the nature of the group's leadership structure and membership guidelines, or lack thereof. In addition securing funding for such projects is often a challenge.

Transnationality has thus been identified as the primary theme that both unifies and separates NGOs and AiD. It unifies in the sense that both parties need these skills for the success of their development programs. Yet it separates them because NGOs often need to invest in the development of such skills in individuals as well as in the culture of the organization. On the other hand, diasporans have developed these skills through their life experiences. Potential benefits can be envisioned for collaborations between these two groups. However, there is a limited understanding of the opportunities and challenges to such collaborations. By using opportunities and challenges to involvement of African diaspora with local NPOs in Florida, insights can be gained that will support collaborative efforts to strengthen the development impact in Africa desired by both parties.

Transnationality: What is Known, What is Questioned, What is Lacking.

Transnationality, the phenomenon whereby individuals maintain meaningful, regular communication and interactions across at least two national borders, is the primary focus theoretical basis of this study. The opportunities presented by transnationals and the transnational spaces within which they operate will be investigated particularly in regards to development efforts on the African continent.

There is general consensus that transnationality affords immigrants the benefits of understanding more than one culture which can be beneficial in conducting business, or

carrying our charitable projects in either culture (Faist, 2010). However, how to do so effectively and in a sustained manner remain grounds for differing viewpoints. While some scholars tout the power of remittances to have a positive effect on development of sending countries when sent via formal channels others consider entrepreneurial activities to be most helpful (Kshetri, 2013). Still others point out the shortcomings of immigrant groups that do not have staff members committed solely to the implementation of agreed upon projects. While some suggest that established NPOs are better suited to successfully sustaining projects, others recommend the participation of stable responsible African governments (Nega & Schneider, 2014)

In the midst of the aforementioned debates there is the questions of whether migration truly results in development, or where development is a pre-requisite to migration (Portes, 2009) . Does migration result in brain drain, or do social remittances and human capital directed at sending countries support progress in sending countries? In addition, is development only directed towards sending countries or do receiving countries also benefit from the admittance of skilled, educated individuals?

Lacking in the literature on transnationality and development, particularly for African development, are studies that build on strengths already identified that could make development projects sustainable. Opportunities for partnerships between Africans in diaspora and organizations in their local communities that carry out development projects in their sending countries are a prime example. More so, a study that looks at this through the lens of transnationality, which Faist (2009, 2010) repeatedly notes should be a bi-directional phenomenon. Where opportunities exist, challenges are also expected. It

is these two aspects within the context of local mutually beneficial partnerships that the current research aims to investigate.

Relevance of Research Approach to Research Questions

A number of studies are available that relate to the opportunities and challenges of diaspora engagement in development projects on the African continent. Some focus on remittances (Bodomo, 2013b; Ebeke, 2012; Ngomba, 2012) and others on hometown associations (McGregor, 2009; Mercer et al., 2009; Reynolds, 2009). Some acknowledge the positive engagement of host governments (Clark Wilson & Curtis Ellis, 2014; Wilson, 2013) while others discourage governmental involvement (Dupuy et al., 2016; Ngomba, 2012). While most studies point out the advantages members of the African diaspora may have in dealing with stakeholders due to inherent cultural competencies (Triandafyllidou, 2009) others caution that the potential for the African diaspora to support development on the continent is over-rated (Lampert, 2014b).

Among the opportunities identified for diaspora involvement in development, some of the most commonly cited include a tendency to participate in development (Ngomba, 2012) cultural competence (Kuschminder, 2014; Riddle & Brinkerhoff, 2011; Triandafyllidou, 2009) and a sense of duty (Lampert, 2009). Conversely, challenges to engagement cited in literature include responsibilities in their country of settlement, discouragement due to uncooperative sending governments and lack of resources to sustain well intentioned, initiated projects.

While there is great diversity in the ways in which diaspora may be involved in African development, and differing views regarding how they should be involved, most

literature identifies the benefits of partnerships in development projects with government, local African communities, or large development agencies. However, literature exploring African diaspora partnerships with local NPOs is lacking. Literature recognizes the important role of NPOs in global development including their ability to build meaningful relationships with the communities they serve. It thus seems fitting that a study be conducted that builds upon the available literature while exploring new approaches to development, partnerships and diaspora involvement in ways that are mutually beneficial to both local sending communities in Africa and local receiving communities in the U.S, particularly Florida as an example.

Research Design: Identifying The Best Approach

Data Fuels Decisions

In order for sustainable development projects to succeed it is important that stakeholder voices are considered. This is as true for a wide range of environmental issues as it is for social development issues. The role of a good management team includes providing information necessary for consideration in decision making (Epstein & Widener, 2011) For this to happen exploratory studies including interviews, observations, and document reviews could be a first step to understand the context in which development work is done. Once this is understood, identified factors may then be incorporated in a quantitative study. This is the approach taken by Epstein & Widener (2011) to understand the issues, and solicit feedback from both local and national stakeholders on whether or not energy development in Wyoming should be expanded.

650 local and 1,000 national online surveys were conducted for this study, a significant amount of data from diverse respondents for consideration in decision making.

Government and NPOs are also challenged with the lack of meaningful information for consideration in decision making (Epstein & Widener, 2011). The current research would be compared to the initial phase of the study conducted by Epstein & Widener by providing information to describe and better understand the potential for local nonprofit and diaspora interactions in the United States for African Development

Choosing Between Qualitative and Quantitative Research

Social phenomena can be investigated by both qualitative and quantitative methods, with the goal of understanding, predicting, and even controlling social occurrences. While quantitative research methods often use surveys or experimental procedure to collect numerical data from measurable variables in a controlled setting, qualitative methods used observation to interpret information collected in a natural setting through such methods as ethnography or case studies. The purpose of a research project determines the most appropriate investigative approach. Where the goal is to better understand a phenomenon in order to provide a rich description qualitative research methods are advisable and valid in so far as findings are described in full (Park & Park, 2016). Finally, information gathered should be shared with peers according to Park & Park (2016).

Because the current study is explorative in nature, a qualitative method of investigation is appropriate. While spending up to a year observing and collecting data about a given population could yield comprehensive results about a given population as

recommended by Park & Park (2016), it is not a feasible method as collaborations between diaspora and local nonprofits are not a common occurrence. However, by using a case study approach to identify patterns, repeated themes, outcomes could lead to recommendations for mutually beneficial collaborations. Not only would such outcomes and recommendation be shared with other scholars of social sciences as recommended by Parker & Parker (2016), diaspora groups and NPOs would also be informed of study findings for the purpose of furthering social change efforts by these two groups and other interested parties.

A Quantitative Example

Although the majority of the available literature on diaspora records qualitative research, there is limited literature available on quantitative studies. An example is a study using twenty years worth of data from the Commission on Filipinos Overseas (CFO) and its facilitation of the *Linkod sa Kapwa Pilipino* or *Link for Philippine Development Program* (LINKAPIL) indicates that such initiatives can be both sincere and successful. Using data from 1990 – 2010 a study on the relationship between host country factors and donations to the Philippines as well as home country factors to donations from permanent Philippine migrants to the United States provides useful information for consideration by policy makers in sending nations interested in harnessing diaspora donations for development (Licuanan et al., 2015). The study analyzed only donations made via CFO channels for use in LINKAPIL programs in the Philippines, small-scale programs guided by MDGs.

Addressing a need for more research on collective remittances (money sent by groups as opposed to individual remittances by individuals) Licuanan et al. (2015) argued that by combining knowledge on private remittances which highly favor families of migrants (and donations motives drawn from studies on philanthropy in general (which do not factor in existing relationships between donors and target locations), theoretical drivers of collective remittances can be determined. Study findings concluded that there are both altruistic and exchange based motivating factors for diaspora donations. When conditions in the U.S were analyzed findings indicated that donations increased with increased income of diasporans, which indicated altruistic tendencies. Increased levels of insecurity for the diaspora were found to correspond with increased giving to sending nations. Exchange motives understood as an unspoken understanding that by developing their sending communities, conditions for eventual return (by temporary migrants) or during visits (by permanent migrants) would be more favorable for the diaspora donor. Additionally higher levels of donations to regions with high emigration rates were understood as being from both altruistic and exchange motives. However high levels of donations were not identified in areas of low development nor for areas with high levels of government engagement in public affairs (Licuanan et al., 2015). One recommendation resulting from the study includes the need for policy makers to ensure donations reach less developed poorer regions not just regions from which diaspora hail. Policymakers are also advised to focus on geographical areas with high concentrations of diaspora especially those with high earning. Finally when seeking support to address natural disasters policy makers were encouraged to approach members of their diaspora for

support since study findings showed a history of significant diaspora support during natural disasters.

Such qualitative research is limited, partly because of unavailable data, particularly for African diaspora. However, the findings and recommendations are worth considering for research on African diaspora due to similarities in diaspora characteristics in light of transnational theory.

A Qualitative Example–Ethnography

Another example of a qualitative method used in efforts to understand international migrations, particularly of African migrants, is ethnography. This method was used in a study of Africa born health professionals in Florida. Initially, the study was meant to provide themes that could be further investigated in future studies (Sullivan, Dilger, & Garcia, 2010). With a small sample size of 6 participants who were later reduced to four, interviews were conducted to collect information on personal and professional background, as well as thoughts on brain drain and the current state of the healthcare systems in African countries. The study concludes that the simple push-pull theory used to explain reasons for migration in the past is not sufficient in this case. Multiple personal, and professional factors including the influence of family, networks, desire to fully practice medicine due to well equipped facilities, and a sense of responsibility to their sending countries are some of the complex factors identified in this study (Sullivan et al., 2010).

The Association of Nigerian Physicians in the Americas (ANPA) was cited as an online network providing opportunities not only for networking, but also to give back to

Africa through such activities as medical missions. A membership of over 4,000 healthcare professional in the U.S, Canada, and the Caribbean with ties to Nigeria (ANPA, n.d.) is an indication that despite living and working in the West, many healthcare professionals actively seek out communities of fellow Africans with similar professional experience with whom to explore and participate in giving back to the African continent. This provides yet another example of AiD with a common heritage, and in this case common professional sector, voluntarily working together to support one another and their sending country. In the proposed study diasporans with diverse professional backgrounds, but with a common national heritage will participate in a qualitative study also to gain a greater understanding of opportunities and challenges to collaborating with NPOs working in their sending countries. However will not dwell on detailed cultural background of participants but more on philanthropic tendencies towards their sending country. As such a case study method as opposed to ethnography is proposed.

A Qualitative Example–Case Study

The current research uses a qualitative approach in order to provide detailed descriptive findings that provide information on the opportunities and challenges of African diaspora NPO collaborations. Qualitative studies have been successfully conducted for studies of projects where cultural factors were significant in local collaborations between distinct public groups. Wilson (2013) used a qualitative approach in a twenty month study of NPO – local government collaborations in Philadelphia where cultural considerations were a significant factor. 40 NPO and local government leaders

were interviewed. Two interview questions focused on NPO –government collaborations while six were related to cultural competence. In some cases more than one individual was interviewed from a participating organization. Wilson (2013) used open-ended interview questions and note taking to collect data from NP and government leaders as well as print and virtual sources. Iterative coding was used for thematic categorization with some pre-determined and some emerging themes used. Data source triangulation was implemented for the sake of reliability. In this process findings were compared to data sources for consistency. Data that could be verified was used while data with no clear connection to original sources of data was eliminated. Direct quotes were also used.

The current research will use a similar research methodology including the use of interviews as well as print and virtual resources. Note taking, transcription, coding, and triangulation are also planned. Unlike the case with the Wilson study, NVivo, a computer software program will be used for data storage and analysis. A snowball sampling method is planned with the goal of 10 participants.

Diaspora Research Recommendations

Studies focused on the relationship between diaspora and the governments of their COO have become more prevalent as sending governments recognize that they too can benefit from the emigration of their nationals (Délano & Gamlen, 2014). The majority of studies have been qualitative, particularly single case studies that resulted in proposed theories. Now there is a need for studies that are both qualitative and quantitative, particularly comparative and theory-based studies (Délano & Gamlen, 2014). Délano & Gamlen (2014) make a number of recommendations for future studies on

transnationalism stating that state diaspora relations involve nation states acting beyond their borders to engage their diaspora thus enacting transnationalism. These recommendations include the need for exploring not only sending nation motivations for engagement but also influences of receiving nations in motivating diasporans to support their sending nations. Recommendations also include the need to study diverse diaspora groups in one setting as well as investigations on the types of development projects diasporans are engaged in.

It would be challenging to conduct a quantitative study at this time involving diaspora engagement with NPOs in Florida simply because there is insufficient data for such a study. However, it is possible to include comparative studies that start with a theory to guide the research. In this present research a guiding theory, namely transnational theory of migration has been identified as the lens through which a qualitative study involving multiple case studies will be employed. By studying multiple cases there will be opportunities to compare data with the possibility of collecting data about different diaspora groups.

Bases for Methodology Choice

Exploratory studies tend to be qualitative due to the characteristics of qualitative research. There is a focus on finding in depth perspectives from participants involved with the phenomenon of study. The vast majority of studies on diaspora populations focus on sharing the experiences of diasporans. More recent studies on the involvement of diasporans in development efforts continue to either analyze literature or carry out new qualitative studies utilizing semistructured interviews to gain a better understanding not

only of their general experiences as diasporans, but also their experiences with development projects in their sending countries. Where there may now be sufficient scholarship on remittances and perhaps even hometown associations to make quantitative studies feasible, much remains to be explored in the area of nonprofit partnerships with the African diaspora

Literature-Informed Variables

Findings have indicated that the large sums provided by governments as aid to low resource countries often do not result in the desired development outcomes due to corruption, mismanagement, and conditions that do not support the full participation of nationals in a manner that results in transfer of responsibility to sustain projects for long term benefits (Gubser, 2011; Moyo, 2009). The nonprofit sector is an effective force in addressing social needs that governments cannot, or will not address for reasons ranging from political stands to the inability to cater to the vast social needs that exist. Nonprofits are often credited with the ability to directly impact the communities they serve by working within these communities and partnering with key stakeholders in these communities. In the case of international NGOs, particularly small ones, resources often limit the number of staff and length of stay possible amid the communities that are served.

Significant literature can be found that suggests that members of the African diaspora can make significant contributions to the development of the African continent through hometown, professional, and NPOs made up of members of diaspora

populations. However limitations to the structure of such organizations, and limited resources often result in the inability to sustain initiated projects.

By focusing on challenges and opportunities for collaborations between these two groups as identified by executives of NPOs with projects in Africa, opportunities for initiating or enhancing collaborations between these two parties can be identified. By combining the structural stability, steady resources, and credibility of NPOs with the transnational skills and tendency towards development projects in their sending countries that have been documented for diaspora Africans, great gains in African development can be realized. The lack of literature on such collaborations in Florida suggests the need to begin with an investigation that can identify potential areas of mutual benefits that can lead to implementation. For this reason opportunities and challenges have been selected as the most appropriate variables for this study.

Literature Review Summary

Multiple studies have identified the lack of successful sustainability mechanisms as a significant contributing factor to the problem of unsustainable development programs. Nega and Schneider (2014) suggested that involving individuals with a vested interest in the target population may give room for social entrepreneurship qualities to contribute to innovative, relational, effective implementation methods. For international projects, transnational skills are an added advantage.

Business models have identified transnational leadership skills as a favorable addition to the toolkit of successful business ventures(Lunheim, 2011) . However, comparable studies linked to nonprofit work were not identified.

In exploring the theory of transnationality, one primary characteristic of those with such skills is international experiences. These skills may be acquired and developed through study and involvement with diverse populations; those with transnational skills have lived experiences and parallel active ties with more than one culture. This suggests that immigrants may be a relevant population amongst which to explore the use of such skills for the sake of enhancing development efforts.

Finally, there have been calls for innovative approaches to addressing age-old problems around the world involving the African diaspora. USAID in partnership with Western Union launched the African Diaspora Marketplace in 2009 (African Diaspora Marketplace, 2016). In June 2015 the World Bank held a forum focused on engaging and providing incentives to the African diaspora in trade and investment opportunities (World Bank, 2015). These examples indicate a current interest by large development agencies that seek innovative, solutions for Africa involving the African diaspora. Seeking opportunities and challenges to engaging members of the African diaspora in existing efforts of NPOs in their communities of settlement hold the potential for new avenues for realizing improved solutions to ongoing social burdens on the African Continent.

Knowns and Unknowns

Efforts to contribute to the development of the African continent by parties outside the continent have gone on for decades. In spite of this, Africa continues to exhibit instability and unsustainability in terms of development. Meanwhile, the number of African immigrants in the United States has increased approximately two folds every decade since 1970. Among this population numerous home associations have been

formed which cater to the needs of this sub-population. Sometimes these groups also contribute to development projects in their sending nations. However, there is little evidence that such efforts are sustained on a long-term basis. It is also known that these immigrants generally represent a well educated population (Gambino et al., 2014). What is not well understood is whether this educated population with first hand experience on the African continent is making their knowledge and skills available to organizations in their local communities with development projects in their sending nations.

NPOs have been identified as effective mechanisms for addressing community based social challenges due in part to the ability of nonprofit staff and volunteers to build relationships within the communities they serve. Fueled by the organizational mission of the organization members are often motivated more by intrinsic values such as commitment than by external motives such as the size of their paycheck or (Sung Min & Word, 2012). Similarly, it has been noted that members of the African diaspora have an inclination to support development efforts in Africa. The sheer amount of remittances sent to Africa annually illustrates both a desire and an ability to give back to sending communities. However, little is known regarding interactions between NPOs working in Africa and the African immigrant population in their local U.S. communities where these organizations are based.

Within the past decade there has been a growing interest in diaspora populations in regards to their involvement with development (Clemens et al., 2014). Scholarly literature on the African diaspora in particular is readily available as seen in the review presented in this chapter. However, little is known regarding the involvement of this

population with NPOs in their communities with similar interests in African development.

Research Gap

Collaboration has been identified as a worthwhile undertaking for NPOs that are unable to effectively cover all the areas important to addressing identified needs that are in line with the mission of the organization. Diaspora Africans have been credited with contributing to development in their countries of origin. However, the establishment of long-term projects remains a challenge due to shortcomings in terms of the organization of diaspora groups, of the financial and logistical capabilities of individual or family projects. Although there is evidence of interactions between diaspora groups and local organizations, and businesses for events, joint long-term efforts geared towards African development have not been identified.

In this study I explored the possibilities of collaborations between members of the African diaspora and local NPOs. The challenges that may hinder the active participation of diasporans with local NPOs will also be investigated. The results of this study are expected to shed light on the potential role of the diaspora population in supporting nonprofit projects in Africa. It will provide an understanding of the barriers that have limited such interactions in the past and highlight benefits that may be realized by purposeful involvement of diasporans with NPOs in their local communities. Findings from this study may also extend knowledge of existing or potential contributions of both individual and group effort by diasporans in African development. It will also provide new information on concrete ways in which transnational theory can be used including a

deeper understanding of the role of transnational skill in ways that benefit both sending communities and communities of settlement.

Filling the Research Gap

The primary gap identified in literature is the lack of information on local collaboration between African diasporans and local NPOs working in Africa. Florida has historically been identified as a gateway state welcoming immigrants from around the world. Although African born immigrants make up less than 2% of the foreign-born population in this state at an estimated 60,000, they are among the top ten states in terms of the size of its African-born population according to 2008-2012 estimates (Gambino et al., 2014). Florida is the third most populous state outnumbering New York after registering the third highest numeric increase in population between July 2013 and July 2014 (United States Census Bureau, 2014). U.S. population projections indicate a trend that could result in an increase of over 80% in foreign born populations despite a small decrease in net international migrations between 2014 and 2060 resulting in increase ethnic and racial diversity in the nation in the foreseeable future (Colby & Ortman, 2015). Such statistics could mean an increase in the pool of individuals with transnational skills that could be channeled towards international development efforts in partnership with local organizations.

Florida is widely known as a tourist magnet with numerous theme parks, beaches, and resorts. The state is also home a number of African diaspora groups as well as international organizations serving in many parts of the world including Africa. In addition there are numerous local churches with projects in Africa that focus on aspects

of development such as education, healthcare, and infrastructure development. The Florida Department of Corporation lists an extensive number of organizations, corporations, and business entities with *Africa*, *African* or related words in the name of the organizations. However, identifying which of these corporations have current, nonprofit development programs in Africa would require a detailed analysis and verification process that could significantly draw limited resources from the primary focus of this study. As such a snowball sampling method is deemed suitable. Due to the exploratory nature of the study, a qualitative study is planned in an effort to provide key individuals working with NPOs the opportunity to provide rich data through descriptions, and detailed accounts based on their experiences. Such information is best collected through semistructured interviews. By identifying a number of Florida based organizations and conducting interviews with leaders of such organizations, data can be compared and contrasted providing multiple perspectives, potential patterns, and possible anomalies that could lead to research based conclusions that could support the efforts of both African diaspora and nonprofit development efforts. Each organization can thus be studied independently to allow for a systematic method of grouping data collected. These conditions and research objectives suggest that the most fitting research method for this study is a qualitative study of multiple NPOs.

Chapter 3 will focus on the components of my qualitative research including descriptions and discussions related to each component such as the researcher, participants, setting, data collection, analysis, and reporting. Ethical considerations will also be addressed as well as the pilot study.

Chapter 3: Research Method

Introduction

The purpose of this research was to explore a nontraditional approach to addressing the problem of unsustainable development efforts on the African continent. This was done by answering the following question: What are barriers to, and opportunities for, including members of the African diaspora in Florida-based NPOs that carry out development programs in Africa? This study was explorative and descriptive in nature. To make the study manageable, the scope of the study was limited to nongovernmental organizations in Florida.

This chapter focuses on methodology. Research design, the rationale for the selected design, and scholarly traditions associated with the selected design are discussed. I explain the role of the researcher and sample collection. In addition I describe the setting, data collection, and data analysis. Any preexisting relationships between the researcher and participants, biases and any other factors that could affect the objectivity of findings are exposed. Attention is given to ethical issues including trustworthiness, protection of participant rights, and validity. Sample selection, data collection and storage, data analysis, and presentation of findings are explained as well as the exit strategy for participants. A commitment is made to making research outcomes available to participants and additional dissemination strategies are shared in the hope that the findings of this research will serve as a resource to support future efforts of NPOs and African diaspora groups in lasting ways. The Institutional Review Board (IRB) approval number for this research is 04-19-17-0056876.

Linking Research Design to the Problem Statement

The problem is unsustainable development efforts on the African continent. In particular, African immigrants who have a tendency to engage in development projects in their countries of origin often fall short of sustaining the impact and benefits of their charitable efforts. Thus, new ways of addressing this problem need to be explored, which led to an exploratory study. The ways in which development efforts involving the African diaspora were conducted needed modification. Exploratory studies are qualitative in nature because there are no predetermined options from which participants can choose. Rather, new ideas are sought from participants. In order to do this, open-ended questions were necessary. A qualitative design lends itself to open-ended, semistructured questions with chances to seek clarification, further detail, and/or background information. Conversely, quantitative designs seek to enumerate responses often grouping responses or responders using numerical calculations for interpretation. If a quantitative design were used, there would be little or no opportunity to discover new ideas and experiences that could provide innovative ways to maximize opportunities and minimize challenges to African diaspora engagement in the development of their sending countries.

Selected Qualitative Design

Within qualitative research there are a number of designs available for exploratory purposes. A collective case study method was selected for this research. One issue, namely African diaspora engagement in African development, was studied through multiple cases in order to gather diverse perspectives as suggested by Creswell (2007). A number of nongovernmental organizations in Florida with programs in Africa were

identified to serve as individual cases. A similar protocol was then be applied to each case with the purpose of gathering multiple experiences and related challenges and opportunities for analysis. By including multiple cases for study data collected could then be analyzed for common traits as well as anomalies. Developments in the way qualitative research is understood and conducted have made it possible for greater acceptance of the qualitative approach among scholars.

The Researcher

Unlike in quantitative research where the researcher must remain neutral serving only as an analyst of data collected, qualitative researchers play an integral role in every stage of a research project. The qualitative researcher is involved in research design, data collection, and data analysis. During data collection the researcher is responsible for striking the balance between providing boundaries for study participants through semistructured questions and allowing free expression without influencing the content of participant responses. The researcher is thus the primary data collection instrument (Creswell, 2009). During data analysis the qualitative researcher not only presents results but also interprets them. It is important to note that in qualitative research the experiences of the researcher are relevant and should be included, particularly those that could introduce bias. However, by acknowledging that the researcher is not void of bias, and that the researcher can influence participants, the researcher can address these elements and channel them into valid components of the research by stating them and indicating ways in which these may affect the data collection, analysis and conclusions. It is not possible to completely eliminate researcher bias of the influence the researcher may have

on the setting or participants, an occurrence known as reactivity, but these can be addressed to contribute to the validity of the study (Maxwell, 2013).

Setting, Sample, and Data Collection

This research was conducted in Florida in 2017. Leaders of nongovernmental organizations with development programs in Africa served as study participants. Data for qualitative studies often comes from multiple sources such as interviews, observations, and the study of documents (Creswell, 2009). For the present research, data was collected in a number of ways. Semistructured interviews served as the primary source of data. An interview protocol with open-ended questions served as a guide for conversations with all study participants. Appendix D provides the list of semistructured interview questions for research participants. In addition, documents from or about participating organizations were examined including annual reports, and brochures. Tax information, which is public information, was obtained from the IRS website.

Data Analysis

Data processing was conducted both manually and with NVivo 11. NVivo was used simply as a tool for sorting, grouping, and identifying common as well as uncommon themes. The interpretation of data and resulting conclusions remained the responsibility of the researcher. In addition color coded themes eased the identification of common themes. The top five themes identified were then further investigated by identifying references to these themes and examples of what was said about themes for use in the presentation of study findings. These then served as the basis of the study conclusion and recommendations resulting from the study.

Trustworthiness

Similar to credibility, trustworthiness is an important characteristic of sound scholarly research. Trustworthiness refers to the validity of a study or the degree to which the study procedures and outcomes can be trusted. A number of elements suggested by Creswell (2009) were included in this study in an effort to establish trustworthiness. This included triangulation whereby themes were established based on similarities in data collected from multiple participants. Once themes were established and analysis conducted, interview summaries were made available to participants for member checking. Detailed descriptions were used, biases declared, and discrepancies included in the study reporting. All these elements contributed to the trustworthiness of this study.

Protection of the Participant's Rights

Study participants are a valuable asset to a study, particularly a qualitative study that relies heavily on a participant's willingness to express facts as well as their opinions, reservations, and ideas for solutions to problems under investigation. By electing to participate in a research project participants should not be exposed to negative consequences due to their participation in a research study. To this end information that could be used to identify participants are not included in study publications. Using codes and pseudo names to refer to participants ensured participant anonymity. These codes corresponded with participant information that was kept secure. Participants were informed of their right to discontinue the study at any time they no longer desired to participate, as well as their right to receive information on the findings of the research.

The Exploratory Study Used

A qualitative study of multiple organizations was determined to be the most appropriate exploratory means to answer the research question posed in this study. There was a need to hear from individuals with experience relevant to the study. By using the same protocol for each participant, involving two participants per case, and including ten cases in the study, there was enough diversity in responses that themes could be identified based on data collected. In addition to opportunities to hear from twenty-one participants, documents were also reviewed. This was in keeping with the characteristic use of multiple data collection methods in qualitative research. Interviews and document reviews were the primary data collection methods used. Using more than one data collection method added to the trustworthiness of the study.

Presentation of the Results

It is important to present results in a manner that is clear and relatively easy to understand. This can be done by avoiding excessive use of text and including illustrations. For this study results were presented in tabular form. Annotated graphs and figures were also used followed by short descriptions. The full range of data collected was presented to provide a context for any interpretations put forth and all conclusions that were drawn. Quotes from participants that both support and refute the conclusion were included. A clear distinction was made between data being presented and the interpretations and conclusions drawn by the researcher as recommended by Lee (2014).

Rational for Selected Research Design

The question under investigation for this research was: What opportunities and barriers exist for African diaspora members in Florida-based organizations that carry out development programs in Africa? It is important to note that social scientists do not necessarily pose questions that directly divulge what information they are after (Lucas, 2014). Such an open-ended question demanded a qualitative research approach. Scholarly literature cites the potential of Africans in diaspora to make meaningful contributions to their sending countries (OECD, 2012) and the identification of nongovernmental organizations as making significant contributions in this area. However little is known about the possibilities and barriers to these groups working together despite literature indicating that the two could compliment one another. By treating each organization as a case, descriptions and experiences particular to each organization provided context for responses collected. Interviewing leaders of nongovernmental organizations provided the opportunity to gather, analyze, compare and contrast responses both within and between organizations. This provided insights that answered the research question.

Central Phenomenon

The central phenomena explored in this this research was transnationality. This refers to the simultaneous involvement of individuals in more than one nation, often a country of origin and a country of settlement, which confers on such individuals intrinsic characteristics that enable them to navigate multiple cultures successfully. Transnationality by definition requires travel across national borders. Despite the current era of globalization with ease of information sharing, each nation still holds intricate,

sometimes inexplicable elements that must be known and observed in order to be successful. When it comes to development, which often requires the buy-in of the populations, communities, and/or regions identified as needing development, understanding the culture and being accepted by the people are import to the success of a development project. At the same time the needs of the development agency and its culture, often tied to reporting, communication, and accountability must be met. The transnational characteristics of the contemporary African diaspora have been cited repeatedly as an asset that is not fully used in development efforts.

Rational for Selected Research Method

Due to the research question that seeks to identify challenges and opportunities, this study is exploratory in nature requiring the use of a qualitative research method. Yin (2014) states that certain “what” questions demand an exploratory study, which can result in a hypothesis that paves the way for further research. By answering the question of what opportunities and barriers exist for African diaspora members in Florida-based organizations that carry out development programs in Africa, a hypothesis can be drawn that leads to additional studies to test the hypothesis in an effort to increase the sustainability of such development programs. This open-ended question could result in a vast number of responses based on the distinct experiences of individuals working in the field of development in Africa. Soliciting responses from members of organizations working in this field gave an opportunity to identify common responses as well as unique responses. It is only after such responses have been collected and analyzed that options can be provided for a quantitative study. In that case the identified challenges and

opportunities could be presented to a vast number of individuals within development organizations in order to determine which challenges and opportunities are most widely observed. While both of these processes could be explored in one mixed study, the scope of the study would be significantly wider demanding significantly more time and resources than are warranted for the purpose of answering the research question posed for this study. A qualitative approach was appropriate and sufficient to answer the research question for this study.

Qualitative Options

Within qualitative research methods there are a number of options each with its characteristic procedures and objectives. Before deciding on conducting a qualitative study of multiple organizations, other qualitative options were explored. Creswell (2009) provides a concise summary of qualitative research methods. Ethnography is not suitable for this study because the focus was not the study of a cultural group in its natural setting. In addition, observation, which is a primary data collection method in ethnography, did not play a prominent role in this study. Unlike the case in grounded theory, the aim of this study was not to repeatedly collect data for the sake of developing a theory based on the input of participants. The work and volunteer experiences of participants were of importance in this study because of the relevant experiences that could be relayed. However, this study did not seek to uncover the essence of these experiences, as is the case with phenomenological research. Rather, these experiences contributed to answering the primary research question. While participants in this study were asked to share their experiences with development programs in Africa, general information about their lives

for the sake of developing a narrative were not pursued, as is the case with narrative research. However, events, activities and processes related to development work in Africa were explored in detail for a number of organizations, which served as cases. This provided opportunities to compare and contrast elements of cases that could shed light on opportunities and barriers of African diaspora engagement in the work done by these organizations in Africa. The processes of identifying the key elements and purpose of multiple qualitative methods led to the conclusion that a qualitative study of multiple organizations was the most appropriate method for answering the primary research question under investigation.

Justification for Chosen Design and Approach

Similar to case studies, this research was characterized by detailed accounts of experiences, processes, or events. The emphasis on details was of great value to this study. As such details could reveal unexpected cues that could be further probed to discover either perspectives shared by other participants, or unique insights. Working with multiple organizations provided greater opportunity for identifying themes that were likely to be valid for other organizations with similar characteristics. Although the aim was not to generalize findings to other organizations or populations, drawing conclusions with respect to all cases studied provided sufficient data to make recommendations about future studies that could involve a greater number of organizations. In addition, recommendations were made that would be relevant to participating organizations. This is not possible with other research methods.

Role of the Researcher

In qualitative studies the researcher is the primary instrument engaged in all aspects of the study. As such the experiences and biases of the researcher could influence the study at any stage of the study. For this reason Creswell (2011) suggests researchers should disclose their experiences to provide the context within which the study was conducted. Because I had been involved with a NPO with development projects in Africa for ten years, and because I am a member of the contemporary African diaspora, I could not claim to be merely an observer. I was also a participant. However, because I worked with organizations I was unfamiliar with, I needed to be observant. I took notes on observations made before, during and after interviews, as well as nonverbal cues during interviews. My personal experiences with the problem under investigation could be an asset, provided I remembered my role as a researcher. Porter (2010) points out that when a researcher has shared experiences with his or her participants, this can lead to the participants sharing more details, which results in better data. As an observer-participant I began interviews and gathered initial data before sharing elements of my own experience as a tool for probing for additional details and explanations.

The Researcher and Data Collection

In qualitative research, the researcher is involved in every aspect of the study from planning through data collection and analysis. When interviews are conducted as part of a study, the researcher has a crucial role with the opportunity, and responsibility, to add value to the study by applying skills acquired for this purpose. In so doing the researcher can enrich not only the approach to the study, but also the analytical process

(Porter, 2010). While the researcher guides the interview in such a way as to obtain relevant data, the researcher needs to balance this with granting the participants the freedom to express themselves freely in order to gather as much detail as possible. The researcher should give opportunity for related, and sometimes unexpected information that could add value to the study. For the sake of transparency the researcher should have a well-planned data collection procedure, which includes systematic preparation, collection, and recording of data.

Disclosure of Preexisting Relationships

A Preexisting relationship with a potential participant does not automatically disqualify the individual from participating in a qualitative study. This is particularly true in a study where snowball sampling is used. Because snowball sampling depends on referrals, it may be that some participants share networks with the researcher. This may be even more likely in a case where the researcher is involved in similar work. The initial two points of contact from which the snowball sampling occurred were chosen because of preexisting relationships. The network of Africans is one I joined within a year of beginning this research. However, I personally knew just two members with whom I volunteer for a NPO. The pilot study was conducted with the participation of two leaders of the organization I belonged to. Because we were all volunteers, I did not hold any supervisory role over my fellow team members. Any relationships with participants resulting from the snowball sampling method were disclosed. Because no supervisory or instructor relationships were anticipated, all willing and eligible participants were likely to be recruited for participation.

Managing Researcher Bias and Influence

No power relationship situations were anticipated because I held no supervisory roles. The potential for bias is however possible owing to my involvement in development work in Africa and my personal views on the role of the contemporary African diaspora in such efforts. However, being aware of this bias was useful. Steps taken to manage researcher bias included the use of the same protocol for each interview, data coding, member checking, and clearly describing the research process so as to illustrate clearly how conclusions drawn originated from data collected as recommended by Thomas (2011). Maxwell (2013) states that researcher bias cannot be completely eliminated. However by identifying bias and determining how this could influence data collection, analysis, or conclusion can result in a plan to use bias beneficially and avoid its negative influences.

Other Ethical Issues

No incentives were offered outside of sharing study findings, recommendations and examples of how these could benefit participating organizations. Power differentials and conflicts of interest were not anticipated because there were no preexisting relationships with organizations that participated in the main study. Care was taken to respect guidelines set forth by the organization regarding any potentially sensitive information about the organization that could lead to legal or social risks. Only documents with information available to the public were accessed.

Setting and Sample

Data was collected from nongovernmental organizations in Florida.

Organizational offices were the location of preference for interviews. Where this was not possible, interviews were conducted at public locations. Central Florida was selected for reasons of proximity and practicality. Organizations needed to be located where the study could feasibly be conducted. Using snowball sampling it was expected that referrals made would be for other organizations within Florida within a reasonable driving distance. As a member of the central Florida community, it was my desire to conduct research that could benefit my community and possibly lead to additional opportunities and benefits for the international nongovernmental community in Florida.

Selected Population

The population of interest for this study was nongovernmental organizations in Florida with development projects in Africa. Within this community there was potential for great diversity as development projects vary greatly in areas such as health, education, culture, governance, economic development to name a few. The diversity within this population in terms of African countries where they work, or area of development in which they work, provided opportunities for a number of different comparisons when it came time for data analysis. The Florida Department of State, Department of Corporations lists hundreds of registered entities with the word “Africa” or “African” in their name. Not all of these entities were active, not all had development programs in Africa, and some organizations with development projects in Africa may not have had the word “Africa” or “African” in the name. But this long list was an indication of at least an

interest in Africa, Africans, or things African. Nongovernmental organizations registered in the state of Florida, which run or support at least one development program in Africa, were identified for this research. Development programs were programs focused on areas identified by USAID as priority areas for sustainable development as seen in the four divisions namely: health; education; conflict, peace building and governance; and economic growth, agriculture, and trade (USAID, 2016).

Sample Determination

In order to collect rich data, which is detailed and descriptive, the number of study participants should be limited. Because of this, the manner in which participants are selected is important. For a case study, each case needs to have the potential to enhance the quality of the study by adding richness, validity, and depth to the study (Fletcher & Plakoyiannaki, 2010). Although the present research was not a traditional case study, these considerations were applied to this study of multiple organizations. While it would have been possible to carry out random sampling procedures that may appear to be more credible, purposeful sampling methods are more valid for qualitative studies. There is no consensus on the number of participants that are ideal for a qualitative study; rather the purpose of the study should determine how many participants are enough. For this research involving multiple organizations, it was difficult to determine the number of organizations needed at the onset of the study, as I could not pre-determine at what point saturation would be reached. However, a tentative goal of ten organizations was determined. Within each organization at least two participants were engaged in the interview process. The purposeful selection of this population from which the study

sample was derived provided opportunity for participants who could provide answers relevant to the study questions and goals (Maxwell, 2013).

Sample Size

In qualitative research the quality of data collected is of greater value than the size of the sample investigated. Therefore qualitative researchers do not strive for a large dataset, but rather one that will provide meaningful data. To this end a small sample size is beneficial as it allows for more in depth research that results in detailed descriptions and specific examples to illustrate themes identified. That said, it is also important to strive for saturation, which refers to the point in the data collection process when study participants do not provide new information. The data collected echoes information that has already been provided by other participants. This is an indication that information attained adequately represents the experiences, and thoughts of others under similar circumstances within the boundaries defined by the research. For the proposed research the targeted sample size was ten nongovernmental organizations with the goal of interviewing two individuals from each organization. Keeping in mind that recruited participants do not always complete the study, twelve organizations were identified for this research. Lee (2014) advises that a suitable sample size depends on the question a researcher seeks to answer. Because this study was exploratory in nature, and because it sought to collect data that could be used to make recommendations as a contribution to development efforts on the African Continent, it was anticipated that a sample size of ten organizations would be sufficient for the purpose of this research.

Participant Eligibility

For this study of multiple organizations it was important to define boundaries within which the study would be conducted. These boundaries were defined in part by the eligibility criteria for study participants. For this research participants were expected to hold a leadership role in a nongovernmental organization in Florida with one or more development programs in Africa. Ideal roles included Chief Executive Officer, Chief Operating Officer, Development Director, Volunteer Director, Program Director, or similar role. The size of the organization was not a determining factor. Organizations of all sizes were eligible for participation. However, a requirement was that the organization be registered with the Florida Department of Corporations. The organization also needed to have at least one dedicated program in Africa for which it provides ongoing support such as funding or personnel, or which it runs or oversees. The program(s) could be conducted in any Country in Sub-Saharan Africa. Acceptable areas of development included any of the development areas recognized by the United Nations or the U.S. Government as areas where development assistance is needed. Examples included health, education, governance, agriculture, infrastructure, and economics.

Sample Characteristics

Due to the snowball sampling method it was possible that the purposeful sampling techniques of providing eligibility criteria would result in cases with similar general characteristics. For the sake of answering the research question and making contributions to addressing the identified problem of unsustainable development in Africa, organizations in Florida with development projects in Africa were eligible for

participation in this study. It was anticipated that each organization would have its own organizational structure and culture, and that there would be an awareness and possibly respect for diversity for other cultures. However, because there were no limitations with respect to the nature of development work or the African countries included in Sub-Saharan Africa, some diversity was expected.

Participant Engagement

Snowball sampling was used to identify and recruit participants for this study. There were two ways to initiate the process. I shared information about the need for participants through local networks like African Leaders Council. E-mail and social media were the avenues used to send out information and announcements were made on weekly networking calls. Individual responses were then pursued to determine eligibility first by responding to interested individuals by e-mail or social media, then by phone. The second avenue was to first e-mail, and then call nongovernmental organizations that the local organization I volunteer with (African Renaissance Ambassador Corp) has had communication with in the past. These organizations were contacted first by e-mail, then by postal mail if needed, before placing a phone call. The purpose of written communication was to introduce myself as a doctoral student, share the purpose of the study, indicate basic requirements for participation eligibility, and extend an invitation to participate (Appendix A). The purpose of the phone call was to confirm receipt of written communication, answer any questions, and seek to secure participation commitments.

Data Collection

Data Collection Instruments

The primary data collection tool for this study was an interview protocol (Appendix D), which was used to guide conversations with each study participant. As the researcher, I developed this protocol. It consists of ten open-ended questions to which additional follow up questions could be added to probe the participant for clarification, details, and additional information. Each open-ended question was followed by a space for taking notes on the participants' responses. A digital audio recorder was used with the consent of participants. Annual reports for each organization were requested from the organizations or obtained via web searches. In addition other publicly available information on the organization from credible sources such as the IRS was used. Notes were taken in a research journal for each additional document reviewed.

Use of Documents

Annual reports were requested from participating organizations. Because these reports are created by the organization, they were often readily available. By requesting the annual report from the organization this created opportunities to discuss relevant aspects of the report with study participants. Tax information for each organization was obtained from the Internal Revenue Service (IRS). The IRS is the government body responsible for ensuring organizations remain in compliance with respect to the purpose for which they were created and the financial dealings of the organization.

Sufficiency of Data Collection Instruments

Interviews provided opportunities to obtain detailed descriptions of experiences, challenges, and perceived opportunities from participants. Through dialogue participants had the opportunity to express themselves freely, providing opportunities for the expression of new ideas and unique insights that may not yet have been recorded in research studies, thus adding to the body of knowledge in this field of study. In addition, common themes and experience also validated information that is currently available in research further strengthening what is known.

Contextual Considerations for Data Collection Instruments

Initial interview questions were posed based on their relevance to the research question and the potential to prompt answers that would give the participant the opportunity not only to respond, but also to explain, provide examples, or otherwise provide rich data. Questions were also developed with the understanding that participants would be experienced members of organizations with a leadership role capable of providing credible, relevant information. To test the clarity and relevance of the proposed interview questions, expert advice was sought from dissertation committee members. Questions were also tested for clarity and relevance through a pilot study.

Basis for Instrument Development

The decision to develop a data collection instrument stemmed primarily from the limited amount of scholarly research that focuses primarily on nongovernmental organization working in Africa and their engagement of the contemporary African diaspora. Information gathered in the literature review process such as identification of

the African diaspora as a potential catalyst for development (Brinkerhoff, 2012; Budabin, 2014; OECD, 2012) and literature suggesting the importance of the cooperation of multiple stakeholders for greater impact and sustained development (Marabello, 2013; Riccio, 2011; Wilson, 2013) were incorporated in the development of an interview protocol. By doing so, data collected could be arranged into themes, some of which could either reflect or contradict existing literature. In addition, lessons learned in the course of conducting a pilot study were incorporated.

Instrument Validity and Sufficiency

Instrument validity refers to the appropriateness of the instrument and its contents for the study, the sample, and the participants. The primary measure of validity was to determine whether the instrument resulted in data that answered the primary research question. The counsel of experienced researchers, primarily my dissertation committee chair and member were sought regarding the proposed interview questions. Following the pilot study, data was collected and analyzed. If no challenges or opportunities had been identified, the interview protocol would have been modified, as this would have been an indication that the interview protocol did not lead to data that answers the primary research question. Data collection instruments for this study were an interview protocol and a notebook for documenting observations. Since these two instruments were found to provide different types of information, similar findings, and diverse perspectives, qualitative data characteristics were met indicating sufficiency of data instruments.

Pilot Study Recruitment, Participation, and Data Collection

Convenience sampling was used to recruit participants for the pilot study. The African Renaissance Ambassador Corp., a Florida-based organization that I am involved with, provided the context for the pilot study. The two individuals chosen for the pilot study held positions of responsibility within the organization. Two individuals with diverse backgrounds and experiences were purposefully selected in order to test the clarity and effectiveness of interview questions. One participant had limited first hand international experience while the other had significant first hand international experience. Participation was voluntary. As with the main study, an informed consent form was completed by each participant prior to his participation. The same data collection tools were used as for the main study namely an interview protocol, which was modified after the pilot study, annual reports, and other informational material that is available to the public. Participant recruitment and data collection for the pilot study and the main study followed similar guidelines. But these two parts of the research had distinct purposes.

Pilot Study-Main Study Relationship

The primary purpose of the pilot study was to test the length of the interview process, clarity of questions, use of digital recorder and note taking skills and strategy. It also provided an opportunity to practice data processing and storage. Data collected during the pilot study was not included in main study analysis or findings. While it was interesting to note similarities and differences for this research component, such observations, these observations were not included as data for main study analysis.

Creswell (2009) suggests the use of pilot studies for testing surveys and encourages the inclusion of pilot participant comments in revisions made to survey questions as a means of adding to the validity of the instrument. This can also apply to an interview protocol pilot study. For the main study recruitment was conducted via snowball sampling. Participation was voluntary, and data collection mimicked the elements of the pilot study.

Information Collected

For the main study three interviews were conducted at offices of the organization since case studies are typically conducted at the site of the program or event under investigation (Creswell 2011, Yin 2014, Maxwell, 2013). However, the majority of interviews were conducted in public locations chosen by participants. I conducted all interviews. Two interviews were planned for each study participant. The first interview face-to-face was expected to last forty minute to one hour guided by the interview protocol. Within one month of the initial interview a ten minute phone follow up conversation was planned to solicit approval of key points gathered from the interview, as well as to seek clarification and additional details where needed. However, after the pilot study I determined that sending transcripts by e-mail for member checking would be more effective. Participants were sent interview transcripts and asked to make corrections, add information or confirm the accuracy of the transcripts. All comments made by participants were incorporated into interview transcripts before transcripts were used as raw data for analysis. Allowing participants to comment on transcripts allowed for more thorough responses. All participants consented to the use of a digital recorder. During interviews, I took notes in the spaces provided after each question on the

interview protocol. Each participant interviewed was asked to name two other members of the organization who may be suitable for the study. In this way a list of potential participants was documented in the event that the first two participants identified did not complete the study.

Annual reports served as the primary documents for review as an additional resource for data collection. These reports were requested from the organizations taking part in the study or access via the Internet. Data collection tables were developed for document review to facilitate the collection of the same or similar date for each organization. This facilitated the analytical process by providing corresponding data points for comparison (Table 1, Table 2). Tax information for each organization was documented independently taken from IRS data, which is public information.

Member Checking and Participant Exit Procedure

Within one month of the initial interview, participants were contacted by e-mail. The primary purpose of the follow up e-mail was member checking. Participants were provided with a transcript of their interviews and were asked to clarify or correct any aspects that they deemed necessary. Participants were then asked to confirm that their experiences, ideas, and opinions were accurately recorded. The informed consent letter that each participant was required to read and sign included information about the follow up communication. Providing participants with a transcript of their interview for member checking was determined to be more effective than attempting to obtain corrections via a phone call.

Following the face-to-face interviews, member checking, research analysis and dissertation defense, study participants will be contacted in writing with a summary of the study findings, recommendations, and a note of thanks. In keeping with the principle of Justice it is important that the individuals and organizations that participated in the study also benefit from the information in its findings. Furthermore, as Demirdirek (2010) points out, study participants are not merely subjects from whom information is solicited. Rather they are a valuable part of the study and they deserve to be given first hand information resulting from the study once the study is completed. In light of this each participant was informed that they would be contacted with research findings and recommendations at the conclusion of this research. This would mark the conclusion of their participation in this research.

Data Analysis

Interview notes and recordings were reviewed for greater understanding of the general perspective of the participant. Summaries were made and a table constructed in an effort to group similar ideas, experiences, and opinions together. A computer software tool called NVivo 11 was used to generate data automatically from interview transcripts to provide a second set of data. Finally, computer generated and the manually generated data were compared and findings noted along with possible reasons for similarities and difference. Information gathered from the review of documents was used to understand the characteristics of participating organizations as well as publicly available information on each organization.

Sorting, Coding, and Software Use

In addition to coding generated by the computer software, colors, tables, and charts were used to illustrate the similarities and differences between respondents, as well as between organizations. NVivo 11 software was used for automated data generation. The primary purpose for this decision was to add credibility to the study by introducing an unbiased method of generating themes from interviews.

Discrepant Cases

For this research primary data was gathered via interviews and document reviews. In qualitative research, the process of data collection and analysis is a fluid one. Both processes took place concurrently and often fed each other. Following analysis of interview data, discrepant cases were further examined and a follow up phone call was placed to gain clarification, confirmation, explanation, and examples to help understand the discrepancies. Annual reports were also studied. Any questions arising from the annual reports were posed during the follow up phone call as well.

Detailed Trustworthiness

Determining Data Trustworthiness

Trustworthiness of data, particularly internal validity can be achieved through detailed descriptions including quotes from participants, and clear relationships drawn between the research question, the method, the data collection tools, conclusions drawn. It will be especially important to show how more than one source of data leads to conclusions drawn. In addition, illustrating the frequency of certain themes in the data

collection process, as the grounds on which the most prominent themes are identified will add validity to the study.

Transferability

According to the American Community Survey for 2008-2012, Florida was among the ten U.S. States with the largest African-born population. An estimated sixty thousand African-born immigrants were found to live in Florida. There are a number of indications that this number will continue to rise. The U.S African-born population tends to double every ten years since 1970 (Gambino et al., 2014). Granted this trend continues, it is likely that the African diaspora population in Florida will continue to grow. Florida's general population is also steadily rising. It is now the third most populous state in the United States after surpassing New York (United States Census Bureau, 2014). These trends represent increasing opportunities for the transferability of this research within relevant context. For this research the goal is to secure twenty interviews, two each from ten organizations.

In order for research to be transferable, a wide range of eligible participants should be involved who adequately represent the diversity of a given population. While some scholars such as Yin (2014) suggests that a limited amount of generalization is possible for a well defined context, Other scholars such as Thomas (2011) contend that qualitative findings, particularly in case study research, should be used to refer back to the primary theory under investigation, not the population from which samples came. Similarly, in the case of qualitative research, investigation should continue until a point of saturation is reached. Saturation refers to the point in the investigation process when

no new information is gathered. Participant responses generally mirror those already collected. When this occurs it is more likely that study findings will be representative of the cases involved in the study, though not necessarily the entire population from which the sample was drawn. Although saturation is a well-accepted indication of sufficiency of data in qualitative studies, some scholars argue that saturation is well suited for grounded study research, but may not be imperative for other forms of qualitative research (O'Reilly & Parker, 2013). It is important to note that caution is necessary when attempting to generalize findings from qualitative studies. Findings provide indications for a particular population under certain conditions. For this reason thick descriptions were used. These are detailed accounts that specify not only who was interviewed and why, but also the relevant information that placed the participant and their responses in context. Thick descriptions also help prevent sweeping generalizations by providing the boundaries of context. These thick descriptions thus provided opportunities to draw conclusions about the cases, and to compare and contrast findings from all cases investigated within a given context. The outcome of the research was then interpreted in light of the transnational theory of migration. This was the theory chosen to serve as the lens through which the problem of un-sustained development in Africa can be viewed with the hope of identifying recommendations that may contribute towards addressing the identified problem.

Dependability

Qualitative studies have sometimes been dismissed because of apparent random processes that raise questions about trustworthiness and objectivity. Significant progress

has been made in the area of developing qualitative processes that provide transparency making it easier for researchers from diverse fields to identify the data responsible for conclusions drawn (Thomas, 2011). In addition to having a clearly documented process for the study, member checking, sometimes referred to as respondent validation, (Maxwell, 2013) was used. During the second round of data collection communication, participants were given the opportunity to confirm researcher summation of their words or provided corrections as needed. Notes were taken at every stage of the research process. Documenting these confirmations and corrections from participants contributed to the transparency of the data collection and analysis process. Showing clearly how conclusions were drawn from collected data added to the dependability of the study.

Confirmability

It is important that data collected clearly confirms conclusions drawn. This is even more meaningful when conclusions drawn are reflective of contributions from multiple study participants. To clearly illustrate this systematic data collection, consistency in coding, and clarity in data collection and recording are critical. Well-documented data themes and observations from one case that are mirrored in other cases can serve as confirmation. In this way the identified themes and conclusions drawn can be shown to have merit rather than leaving doubt as to the reason for the researchers conclusions.

Intra- and Inter-coder Reliability

Because one primary investigator conducted this study, namely myself, the opportunity for inter-coder checking was absent. However, intra-coder reliability can be

ascertained by reviewing the manner in which organizations and participants were coded. Consistency in the coding pattern as well as key identifiers that help readers and reviewers keep track of cases contribute to establishing trustworthiness of data.

Participant Protections

Human Research

As a result of such horrific abuse of human rights and disregard for ethical principles as were found to have occurred during World War II and the Tuskegee syphilis trials, ethical standards have been set for all research involving human participants. While the Belmont Report set the precedence for international standards, the U.S. Department of Health and Human Services has an office dedicated to human research accountability known as the Office of Human Research Protections. This office is charged with protecting the rights and well being of persons involved in research.

Institutional Permissions

Before embarking on data collection, the approval of the Walden University Institutional Review Board (IRB) was required. The primary role of the IRB is to ensure that all research conducted by Walden University Students is both sound and ethical. Particularly in the case of research involving human participants, it is imperative that seasoned researchers review research protocol to determine that there are no potentially offensive, unethical, or downright illegal elements. Furthermore, the researcher is required to have an active certificate indicating their completion of ethical research training. The title and date of the certificate is required. Because I worked with

organizations, I also needed to request permission to work with each organization through a letter of cooperation (Appendix B).

Ethical Recruiting

In the course of recruiting study participants, one of the primary requirements is that participants take part willingly, without coercion (negative influences) or undue influence (deceptive positive influences), or false promises linked to their participation. Any incentives provided should be minimal, not amounting to compensation. Materials used to recruit participants should clearly state the purpose of the study, the name of the researcher conducting the study, the supervisor, and the institution with which the researcher is affiliated. In addition, contact information for my institution should be provided in the event a potential participant would like to verify the legitimacy of the study. Such information is an indication of the credibility of the proposed study. Participants should review and complete an informed consent form, which allows withdrawal from the study should the participant no longer wish to participate. Participants should also be informed of study findings and benefit from the study. For the present study participants were informed that they will be contacted with study findings as well as recommendations resulting from the study that could benefit the work of their organization.

Ethical Data Collection

Without sound and sufficient data, research findings are likely to be flawed. However, the data collection process must occur in a manner that is transparent, and ethical. There are three primary mandates for sound data collection put forth by the

Department of Health and Human Services (2016). These are respect for persons, beneficence, and justice. Respect for persons requires that no participant experience undue risk. No harm or discomfort should come to participants be it physically, emotionally, or socially beyond what is normal for the data collection method uses. All participants should make an independent decision about their participation based on their understanding of participation requirements. After indicating consent to participate in a study, the researcher must honor a participant's wish to discontinue the study if this occurs. It is also important to establish that the anticipated benefits of the study outweigh any risks participant may be exposed to. Finally the study should be just in that no population should be unduly burdened for the sake of a study. Likewise no population should benefit disproportionately from the study. Rather burdens and benefits should be equitably shared.

Participant and Data Agreements

Every eligible individual willing to participate in this study was required to sign a participant informed consent form. Each nongovernmental organization that agreed to participate in the study indicated their approval by signing a letter of cooperation. This letter detailed the purpose of the study, the criteria for eligible organizations, and information on the type of data that would be collected. This data included interviews with organization leaders, and information about the organization such as found in an annual report, informational brochure, or informational video. An individual authorized to represent the organization was required to sign the letter of cooperation which granted

the researcher permission to request participation by members of the organization as well as documents for review.

Treatment of Data

The identity of all participants as well as the names of organizations participating in this study remained confidential. A coding system was determined as part of the planning stage of the study. Letters of the alphabet were used to identify organizations. Numbers were initially used to identify respondents. For example, Organization A had participants A1 and A2; Organization B had participants B1 and B2. Later, pseudo names were given to each participant to facilitate understanding of the presentation of data and findings. The key to the coding was documented and kept separate from raw data. In preparation for each interview the codes were assigned using the coding key document. The reason for coding was two fold. First coding was done in consideration of organizations and the representatives participating in the study in an effort to avoid social risks such as backlash or negative targeting of any kind. Secondly, coding was done in an effort to limit bias during data analysis since the researcher was both the data collector and the data analyst.

Data Handling

All voice-recorded interviews as well as scanned interview transcripts were saved on the researcher's laptop, which was password protected. These interviews were backed up on an external hard drive, which, along with hard copies of interview protocol which were locked in a filing cabinet. The key to the filing cabinet was kept in an undisclosed location to avoid unauthorized access. Access to this data was limited to the researcher as

this was an independent research project and was available to dissertation committee members and any other authorized individuals if necessary. Raw data for this study will be kept for 5 years after which, hard copies will be shredded and electronic documents permanently deleted.

Additional Data Considerations

There are a number of factors to consider when it comes to how data for scholarly research is treated. First of all data must be credible. That means the data source must be reliable, credible, and accessible were someone interested in accessing the source of the data. Because of this, participants were all required to meet the criteria for participation in the study. Documents used were official documents of the organization studies, or public information produced by a credible source. Once data was collected it was stored in a secure location such that the identity of study participants is not compromised. Other data sources, such as documents were cited. As a member of the Contemporary African diaspora population, and one involved in nongovernmental development work in Africa, it was important that I disclose this information and any relationship held with participants in the study. In addition a valid reason for the inclusion of such participants was warranted. No incentive were provided for nongovernmental organization leaders participating in this study in order to avoid any potential conflict of interest, as the purpose was not to favor any organization but rather to seek opportunities to provide resources that could support the sustainability of development work on the African Continent.

Exploratory Study Details

Lessons from Pilot Study

A pilot study was conducted in order to provide interview practice as well as to determine if the interview questions are clear. In addition, by conducting a pilot study I had an opportunity to do a dress rehearsal of all elements of the interview including use of a voice recorder, posing questions and follow up probing questions. Finally a pilot study allowed me to have a realistic feel for the time needed to conduct the interview and provide practice in keeping within the estimated length of time communicated to participants in advance.

Significance of Pilot Study

While the pilot study served as a practice round, it also provided supplemental information and brought to light the need to refine or otherwise modify the study protocol. The setting and eligibility criteria planned for the main study was applied to the pilot study. The data collection process planned for the main study was applied to the pilot study. This included the same informative e-mail, and follow up phone conversation. The letter of cooperation developed for the study was presented to the pilot study organization. The pilot study participants completed informed consent forms as well. The interview protocol used in the pilot study was identical to that prepared for the main study. Based on my pilot study experience and feedback from pilot participants, minor adjustments were made to the data collection steps.

Detailed Presentation of the Results

Thick Description

A significant amount of the results section of this study consisted of rich thick descriptions. These descriptions included painting a picture of the context within which this study was conducted. Background of participants and history of organizations including details regarding the mission and vision of the organizations and description of relevant programs were shared. Quotes from participants were included as evidence of actual experience, perspectives, and ideas provided by study participants. Quotes also provided alternative styles of expression from the writing style of the researcher, which could convey a deeper appreciation for the points made.

Tables and Charts

Tables were used to provide clarity and quick reference options for visualizing. These tables shed light on the challenges and opportunities related to the engagement of diaspora Africans. This also provided a summary that illustrated the difference between participants and organizations as well as the commonalities among them. Colored charts were used to provide a visual summary of study outcomes. Each theme was represented by a unique color in the NVivo hierarchy chart.

Discrepant Cases

It is important to include discrepant cases when discussing study findings. Contrary to taking away from the significance of a study, discrepant cases add value to scholarly research by showing that all possible perspectives were included. This added to the credibility of the study by valuing all perspectives and experiences presented and

included views expressed by study participants. This also made the study more valid because discrepant cases and themes did exist. In almost any life situation, given a sufficiently large sample, there will be views that are inconsistent with the majority. While the primary focus of a study was to identify common themes in order to draw conclusions and recommendations, irregularities could provide opportunities for further research or at least raise awareness of alternate realities for which contingency plans could be developed where needed.

Summary

Qualitative methods can be a valid approach to research provided the purpose of the study is to be explorative in nature. Based on the question under investigation, an appropriate qualitative research design can be adopted. After identifying the problem of unsustainability of many development programs in Africa, and considering the important role of nongovernmental organization and the documented potential of the contemporary African diaspora, this study sought to explore the potential for local collaborations between the African diaspora and nongovernmental organizations with development projects in Africa. In order to explore opportunities and challenges to African diaspora engagement in development programs in Africa, there was the need to identify organizations and seek their experiences and perceptions of successful development work. Employing snowball sampling with clear criteria for eligibility, clearly defining and documenting procedures, a well-planned interview protocol, and obtaining collaboration documents and informed consent forms led to meaningful research. Ensuring that requirements for ethical studies including respect for persons, beneficence

and justice were observed paved the way for acceptable research. Determining details regarding data collection and presentation illustrated a commitment to quality research that can be useful to a wide range of interested parties. This chapter addressed each of these points and also provided the plan that ensured the study was credible.

Conclusion

This chapter addressed research methods including a description of the method chosen, the rationale for the selection of a case study method, and evidence that steps were taken to ensure that validity and reliability were ensured while ethical methods of conducting research were observed. After implementing these elements of sound research in the course of collecting data, study findings are presented in Chapter 4.

Chapter 4: Data Collection, Analysis, and Results

Introduction

This research was undertaken in order to identify, describe, and explore existing opportunities as well as barriers to involve the contemporary African diaspora with local NPOs in Florida, NPOs organize and carry out development projects in Africa either personally or through partnerships with other organizations. The underlying purpose of this research was to investigate alternative ways to achieve sustainable development in Africa. Thus, the research question I sought to answer became: What are barriers to, and opportunities for, including members of the African diaspora in Florida-based NPOs that carry out development programs in Africa? This chapter covers the following topics: (a) chapter overview (b) pilot study (c) setting (d) data collection (e) interview findings (f) results (g) confirmations and discrepancies (h) data analysis (i) evidence of trustworthiness (j) summary and (k) conclusion.

The Process

The research process began by carrying out a pilot study with a NPO with which I was affiliated. The idea was to test the clarity of the interview questions and to test the research process with the main participants. Since the two organizational leaders who took part in the pilot study both had done doctoral research, they could provide especially useful feedback. All steps in the research process were carried out with the pilot organization before embarking on the main study.

Upon receiving IRB approval, the first step was to return to the 12 organizations that had provided letters of cooperation and ask them to recommend candidates from

their leadership team. On receiving their recommendations, I contacted each recommended leader with a request for participation and enclosed copy of the informed consent. Follow-up via e-mails, phone calls, text messages, and Facebook messages were necessary before participants were secured; a completed informed consent form was required before an interview could be conducted. Recruiting and scheduling of interviews were done simultaneously. Interviews took place in public places, such as coffee shops, with the exception of three interviews, which took place at the national headquarters of a participating organization. The pilot study interviews were conducted on April 23, 2017. The main study face-to-face interviews took place between May 7, 2017 and August 31, 2017. For the two participants who were unavailable for interviews initially—one had moved out of state and the other was travelling internationally during the interview period—a face-to-face interview via Skype took place on June 5, 2017 and a phone interview took place on August 31, 2017.

Overview

Pilot Study Summary

A pilot study was conducted with a NPO with which I served. Two leaders, both seasoned professionals with doctorate degrees, were recruited and presented with the same participation request and informed consent form as the main study participants. Interviews were conducted on the same day (April 23, 2017) at different locations in Florida. Following each interview feedback was solicited with respect to the clarity of research questions.

Study Setting Summary

This study took place in the state of Florida. All participants were leaders within Florida –based NPOs that worked on the African Continent. Interviews were conducted from May to August 2017 in seven cities and towns in Florida. Two organizations hosted interviews at their national headquarters in Orlando while participants from the other eight organizations were interviewed at public at locations of their choice. Two final interviews were conducted via Skype in June and by phone in August 2017.

Study Demographics Summary

All study participants were at least eighteen years of age. Fourteen participants were male and seven were female. Thirteen were volunteers and eight were staff members within their organizations. Six were African Immigrants while fifteen were not. A majority of participants had international experience, with most of these experiences being on the African Continent. Diaspora Africans founded six of the ten organizations represented in this research. The ten organizations represented by research participants have served in twenty-five African Countries. In summary, the main study involved a diverse group of participants from ten organizations with various areas of service that have served communities in almost half of all African Countries.

Data Collection Summary

The primary means of data collection was through face-to-face oral interviews using semistructured interview questions to guide conversations. All participants were asked the same set of ten questions with follow up questions posed as needed. During the

interviews, I took notes in spaces provided on the interview protocol. An audio recorder was also used to record the interviews. Interviews lasted between 20 and 50 minutes.

A secondary form of data collection was publicly available documents and resources including websites, social media sites, annual reports, as well as print and electronic material provided by study participants.

Data Analysis Summary

Data analysis occurred both manually and with the assistance of analytical software known as NVivo 11. Manual analysis was done through observations, note taking, and by listening to recorded interviews. Web-based resources were read and notes taken following pre-determined topics. Once approved by participants through the process of member checking, typed interview notes were analyzed manually using matrixes. Automatic thematic coding was generated using NVivo 11. Themes identified by both methods were then compared and related themes were used to determine study results. Information from recorded interviews provided accurately documented quotes.

Evidence of Trustworthiness Summary

Confirmation techniques, member checking, use of eligible participants, and use of computer-generated data were all used in an effort to enhance the trustworthiness of this research. During interviews, I repeated responses that included multiple details in order to have the participant confirm that my notes were correct. Follow up questions were asked when clarification was needed. Notes were taken during the interview process and a recording was also made. Within a month of conducting an interview, summary notes based on interview responses were sent to each participant with a request to make

any needed corrections and add any additional information and return to me with approval of the content of the notes. Clarification calls were then made where needed. This process of member checking provided participants with an opportunity to review and correct or approve the content of my notes, which then served as research data for analysis. All study participants were either founding members or seasoned members of participating organizations with leadership roles. With the exception of pilot study participants, there were no preexisting relationships between the researcher and study participants. Following manual analysis NVivo 11 was used for automated data analysis to confirm or disconfirm manual findings. Manually developed themes were compared to automatically generated themes. Related themes were confirmed and conflicting themes were further considered and explained. These factors strengthened the trustworthiness of this study by limiting opportunities for the researcher bias to influence findings.

Study Results Summary

This study resulted in findings that support what is found in existing literature, in that diaspora Africans were found to support development in Africa. It provided new information namely that diaspora Africans engage in structured, nonprofit development efforts in Africa, not just individual and hometown association efforts. In addition, non-Africans were also found to initiate nonprofit efforts on the African Continent.

Opportunities as well as challenges to contemporary AiD involvement with Florida-based nonprofit were identified. Overall, this research resulted in valuable information used to develop recommendations to support the efforts of Florida-based NPOs in engaging African diaspora in their communities. In this way, collaborative

development endeavors on the African continent that increase the sustainability of positive impact can be fostered.

Pilot Study

The primary purpose of the pilot study was to test the clarity of interview questions, gauge the length of an interview, and otherwise serve as a preparatory tool for the main study. All aspects of participant recruitment, and the interview process were conducted in the same manner as for the main study. Two leaders of a Florida-based NPO, Organization A (OA) with programs in Africa, were recruited via an e-mail of invitation. This was an organization with which I volunteer. Both interviews were conducted on April 23, 2017. One interview took place in Orlando, Florida and the other in Oviedo, Florida. After receiving a completed informed consent from the first participant, Adam (a pseudonym, as are all the other names below), I proceeded to read the introductory statement found on the interview protocol (Appendix C). After indicating he had no question, I used the interview protocol as a guide throughout my conversation with Adam. I took notes during the interview. After completing the interview and thanking Adam for his participation, I asked for feedback. The same process was followed with the second participant Anthony 3 hours later. The interview protocols were then reviewed within one week. I then attempted to conduct member checking via phone call but found that sending an electronic summary resulted in more detailed feedback. Interview notes were reviewed manually with attention given to similarities and differences in responses.

Impact of Pilot Study on Main Study

Adam recommended that I pose more follow up questions in order to encourage more detailed responses from my participants. Anthony cautioned me against using acronyms, and recommended I avoid them in order to avoid confusing participants. In the course of interviewing my pilot participants, I also noted that the spacing between my interview questions was too small. I reformatted the interview protocol to increase the spacing between questions before embarking on main study interviews. This proved beneficial during the main interview process. Based on the pilot study experience, main study member checking was done through an electronic interview summary allowing participants to provide detailed corrections and edits before clarification phone calls where needed. Finally, I modified question ten to “Which other NPOs in Florida with development projects in Africa do you know of?” This encouraged participants to name all relevant organizations rather than limiting responses to recommended organizations. Manual analysis was conducted for the pilot data.

Detailed Setting

Organizational Characteristics

Because there were no preexisting relationships with study participants, I was not aware of any personal conditions that may have affected participant experience. Participants chose the location for their interviews and interviews were conducted in multiple cities and towns of Florida at locations convenient for participants. A majority of the organizations that participated in this research (six out of ten) were small, volunteer-run organizations typically with small budgets of \$10,000 or less. Participants were eager

to share about their organizations and expressed their desire to learn from the findings of this research. In addition all participants were casual and conversational in their presentation and manner. Both the enthusiasm and conversational nature of all participants may influence data interpretation in that overall the data collection process was a pleasant one that may lead to painting the organizations in a positive light.

Demographics

All research participants indicated that they were at least eighteen years of age by completing an informed consent form. Of the twenty-one research participants of the main study, all were adults with leadership roles within their organization. Of the twenty-one main study participants seven were female (33%) and fourteen were male (67%). Six participants (29%) were first generation diaspora Africans while fifteen (71%) were not. Thirteen participants (62%) served as volunteers with their organizations while eight (38%) were staff members within their organizations (Table 4.1). Roles held by participants included founder, executive director, chief operating officer, director, manager, and board member. All had international experience while fifteen participants indicated they have visited or lived in an at least one African Country. With the exception of eight participants from four organizations who held paid positions within their organizations, the remaining thirteen participants served as volunteers.

Data Collection

For this research, letters of cooperation were collected from twelve Florida-based NPOs with development projects in Africa. Of these twelve, interviews were conducted with members of 11 of these organizations. Multiple attempts to contact and schedule

interview with Organization L (OL) were unsuccessful. One of the eleven organizations from which a letter of cooperation was obtained, (OA), participated in the pilot study, serving only as an opportunity to test the clarity of interview questions, gauge the length of the complete interview, and provide opportunity for any needed modifications to the interview protocol. Responses from OA participants were not included in data for analysis.

Representatives from the remaining ten organizations (OB, OC, OD, OE, OF, OG, OH, OI, OJ, & OK) participated in research interviews. Of these 10 organizations, OB provided three participants, and all the organizations provided two participants each. Participants were interviewed once with interviews ranging from twenty minutes to fifty minutes. OC, OE, OJ, and OK provided printed material, which was reviewed. OI provided electronic material and OB recommended a web-based resource. With the exception of OH, which did not have a website, the websites of all other organizations were studied for a minimum of 60 minutes each. Facebook pages for of all organizations were also reviewed for a minimum of 30 minutes each. The exception to this was OJ, the organizations with no Facebook page.

Data Collection Details

Interviews, the primary method of data collection, were conducted in public places or places of business during normal office hours. Four interviews were conducted at business offices, fifteen were conducted at coffee shops, one was conducted via Skype video call and one was conducted by phone. Each interview was completed within 50 minutes. The shortest interview lasted twenty minutes and the longest lasting 50 minutes.

Interviews were conducted once per participant. One organization provided three participants. Two participants represented each of the other nine organizations. A total of 21 interviews were completed. The review of publicly available information including websites, social media sites, annual reports, and printed material were reviewed for an average of 2 hours per organization. These reviews were conducted at a home office.

Data Recording

Data collected via interviews was recorded via notes taken during each interview using an approved interview protocol printed with space for notes following each question. A digital recorder was also used to record interviews. Notes from the review of documents, web and print based resources were recorded using a data-recording tables and notes in a notebook. This information was then used for electronic data recording. Tables were created which included the code for each organization and observations under a number of topics. For recording observations about websites, Facebook pages, annual reports, a separate table was created. Each table created contained the codes for each organization or each participant for ease in analyzing and comparing data. Electronic tables and notes were saved with other research data and secured when not in use.

Data Collection Variations

The only variation in data collection was that one interview was conducted via a Skype video call and another by phone rather than face-to-face in a public setting as proposed. These two exceptions were made for participants from two different organizations. This was necessary because these participants were the only other

members of leadership recommended for the organization. Both of these participants could not be interviewed face-to-face due to their distant geographical location during the interview period. The other 19 participants were interviewed face-to-face at a place of business. No unusual circumstances were encountered in the course of data collection. All interviews were scheduled, confirmed, and conducted without incidence.

Detailed Interview Findings

Interview 1

Participant B1 Ben from OB was interviewed in his office. Ben is a veteran member of OB having served with this organization for over forty years. He lived on the African continent in multiple countries for 30 of these years. He currently holds an organizational leadership role within OB.

1. When asked how he became involved with his organization, Ben mentioned he had had an interest in church missions while in college. He joined his organization in 1976 and is now the Chief Operating Officer for the United States.
2. In response to being asked to describe the culture of his organization he responded with a number of descriptions including a specific focus on Bible translation into minor languages, goal oriented, conscientious, not directive, spirit driven, egalitarian. "Nobody calls me "Mr. Ben", I'm "Ben" to everyone from the V.P to the custodian."
3. Asked how his organization is involved in development work in Africa, he responded that their focus is on Bible Translation. However, as there is no

point in producing Bibles without readers, education and literacy are central to their work. He added that “You can’t ignore the rest” referring to other needs. They also produce health information for HIV/ AIDS for example, in local languages following the increase in incidence.

4. When asked for factors that make their work successful in Africa, Ben cited the rapid growth of the church as a significant factor. He shared the example of the Toposa Church in South Sudan. He first visited this church in 1978 when there were 125,000 Toposa speakers with just four to five believers. They had three primary schools with only one functioning, and no secondary schools. Through literacy, education and church planting, a church service can now have up to two hundred people in attendance. He also gave credit to African leadership for growth in numbers and depth.
5. Challenges in implementing programs in Africa per B1 include civil unrest in areas such as northern Cameroon and northern Nigeria where Boko Haram is active. Poor health conditions have also been a challenge in places like Uganda. Finally the costs associated with implementing a multilingual education are costly due to cost of creating translating materials.
6. The most valuable qualities and experiences to his organization include resilience, self-starters, and teachability. He added that team members should know “you don’t have to be the leader,” but will serve as team members and partners with African directors and teams.

7. Ways in which OB engages their local African community in Florida are “very little, almost none.” This is because the primary work done in the U. S. is resourcing: prayer, recruitment, advocating, and fundraising.
8. Ways in which OB engages their local community in Africa is different from in the past when they would dictate projects. Now the “Community has to own it” – projects have to be desired by the community. As impact partners these communities have the loudest voice determining when, what, and how projects are carried out.
9. When asked about additional comments, Ben stated that when he went to Africa he thought he had something to give. When he left after twenty-one years, he had received so much. He counts it an honor to have served in Africa.
10. When asked which other Florida based organization he knew of with development projects in Africa he responded: “yeah...hmmm,” and paused to think before listing Pioneers, New Tribes in Sanford, and cru.

Interview 2

Participant B2 from OB, Bob was interviewed in his office a few doors down from Ben. He lived in Asia for several years and now serves at OB headquarters in a leadership role.

1. When asked how he became involved with his organization, Bob responded that both he and his wife had been interested in missions before they were married. They left the pastorate in 2001 to join OB. They lived for nine years

in Asia and have a diverse family with 3 biological children and 4 children adopted from Asia. B1 is now the chief development and partnership officer working with global alliances and partners.

2. In response to being asked to describe the culture of his organization Bob emphasized the importance of relationships stating that they work hard at being relational and stating “We are a ministry doing business as a family.”
3. He mentioned that e-mail is an important tool in their work and that in the field there is great diversity because they work with multiple organizations. However those sent to the field from their organizations are primarily “upper class Anglos.”
4. Asked how his organization is involved in development work in Africa, Bob’s first response was that Bible translation is key to their work. In addition, he mentioned that language development; literacy and multi-lingual education is also a significant part of their work adding that they also translate health materials. Their involvement in healthcare includes work in HIV/AIDS and working with children. He added, “We encourage small, marginalized, displaced communities that their language is a culture of value – that they are made in the image of God.”
5. When asked for factors that make their work successful in Africa Bob responded that encouraging communities to own the projects leads to success so they work with communities to plan out projects in such a way that local communities will take over “...so that there is no long term dependency.”

6. Challenges in implementing programs in Africa per Bob are not unique to Africa but have also been encountered in Asia. B1 went on to say “People have been on the receiving end for so long that local resources are not acknowledged.” He went on to say they encourage communities they serve to contribute because they have “contribution value” and as a way to preserve their dignity because “their identity is valuable to God.” He went on to note that sometimes those who go to serve African communities rather perpetuate dependency.
7. The most valuable qualities and experiences to OB according to Bob have changed. “Before we looked for leaders, doers, to be a direct resource. Now we would like to have those who find success in the success of others” Bob further explained that the organization has undergone a paradigm shift and that rather than looking for self starters and pioneers, now they work in teams not individually, so they are looking for those who will be part of team.
8. In response to a question on ways in which OB engages their local African community, Bob responded “In Florida? Good question. Not well” He went on to explain that although they would like to have African American and Caribbean Churches as strategic partners, they have a long way to go in Florida and across the United States in terms of engaging Africans in the local U.S. Communities.
9. Ways in which OB engages their local community in Africa include working with different levels of government, formal local governments, and

counselors. He added that, “most of our projects are carried out at a local level addressing language, socioeconomic, linguistic issues.” In summary Bob stated, “We can not do our work without being connected with the local community.”

10. In terms of additional comments about the work of OB, Bob said he responded that he was excited by the high value placed on literacy and translation in Africa. He added that OB works with government, church and other leaders for the physical and spiritual health of their communities. “There is a holistic approach to development and I hope to see more,” he said, adding that the growth of local leadership is good.
11. When asked which other Florida based organization he knew of with development projects in Africa he mentioned the Jesus Film, a project of cru, and Pioneers who had worked in tent building in Chad. He however pointed out that the information he provided was dated.

Interview 3

Participant B3 from OB, Brian became engaged with OB as a teacher in a remote jungle and currently has a senior director position with OB. Like his colleagues, he was interviewed at his office in Orlando on the same floor as his colleagues.

1. When asked how he became involved with his organization, he responded that as a teacher on the West Coast he had attended a conference organized by OB. He joined and began working as a third, fourth, and fifth grade teacher in a remote area overseas. He added that he met his wife there, a fellow teacher.

2. In response to being asked to describe the culture of his organization, Brian described OB as a collegial, egalitarian organization. He said while a hierarchy exists, there is opportunity for staff to be involved and hear. He added that good ideas and experience are valued above a formal education. He illustrated this with his own example sharing that he has a graduate degree in linguistics and has lived in Asia and has worked in various roles within the organization including typesetting, organizing children's programs, and working in Human Resources, areas in which he has no formal training. Brian highlighted the ability for individuals within OB to advance if they are willing to try new things
3. Asked how his organization is involved in development work in Africa, Brian replied that the work of OB is focused on making spiritual truths practical in the lives of people, primarily through training and skills development. They provide funding for degree granting programs and informal workshops and fund Christian education for children in basic literature. OB funds literacy projects in reading, writing, and orthography development (the development of alphabet). As an example Brian cited a case in Asia where it was said developing a language was impossible. However, OB provided an alphabet in that language as the building blocks for literacy development.
4. When asked for factors that make their work successful in Africa, Brian pointed out that the definition of success is fluid. From the seventies to beyond the nineties OB focused on hidden people groups that were isolated. OB sent workers to Amazonia, Asia, and Africa to provide services that had not necessarily been

asked for. Sometimes the people among whom they worked asked for an alphabet and literacy training in their language, sometimes they did not. OB has a passion to have the Bible read, listened to, and understood. Because culture is changing and access to communities is available through the explosion of cell phones “We have changed our passion in the past two to three years. Now we define success as service,” Brian stated. He added that OB now provides scripture to meet needs expressed by local language communities in areas such as AIDS awareness and having their daughters taken as house helps. This is done through story format.

5. Challenges in implementing programs in Africa cited by Brian include the fact that some communities have been overly dependent on external resources. In some places, because of past funding, people want to be paid to participate in projects. There is the need to see an increase in tangible local participation in funding translations. Brian added that being culturally and contextually appropriate can be a challenge.
6. The most valuable qualities and experiences to OB according to Brian include a willingness to “not necessarily be the one in charge”. He added that they look for an increased sense of service. They value multiplication where local communities are increasingly participating in the work, which differs from the past where expatriates learned the language and did translation. Finally they are looking for people to accelerate, to engage the local church, train and raise mother – tongue translators, and grow the local church. “ We want to provide resource – appropriate service to local churches and denominations,” Brian said.

7. When asked for ways in which OB engages their local African community in Florida Brian's responded, "In Florida... (silence)...hmmm." Finally he responded that for those at headquarters they do not engage much with Africans in Florida. He mentioned that OB is on a journey to engage the African American Church that struggle with issues of social justice and rights, but that it is an uphill battle in which they have not been overly successful.
8. Ways in which OB engages their local community in Africa include ways in which to make alphabets, dictionaries, and scripture available. For example, a community may want a dictionary. OB would like to meet spiritual needs. So they may create a dictionary with key words from scripture. They translate both scriptural and cultural songs striving to fulfill the mission of OB while meeting the needs of the people groups they work with. Brian added that Ben, Bob, and himself are pleased to have a network of relationships and staff available to help.
9. Asked for addition comments about the work of OB, Brian responded that he did not have any.
10. When asked which other Florida based organization he knew of with development projects in Africa he responded: " Only like-minded organizations like Campus Crusade for Christ, Pioneers, I think."

Interview 4

Interviews for representatives of Organization C (OC) were held at a café. Participant C1, Caleb, heads the organizations United States efforts and is a founding member of OC.

1. When asked how he became involved with his organization Caleb explained that he was invited to take part in an international missions trip in 2005. After prayer, research, including talking to others, and watching *Hotel Rwanda*, which he found to be “extremely helpful preparation,” Caleb decided to go on the trip. At Bujumbura airport, members of a local church met Caleb and the missionary team. “It was the warmest welcome I think I have ever experienced,” he recalls. After asking what help was needed, he was told that they needed to propose a social change project to become recognized by the government and they felt called to serve orphans resulting from AIDS and civil war. Upon his return to the United States Caleb formed and registered OC and has since visited Burundi three times and OC sends \$4,000 annually to support the work OC does in partnership with local partners and ministries in Burundi.
2. In response to being asked to describe the culture of his organization Caleb described their organizational culture as one that is “casual”, “A culture of humor, practicality, enjoying life.” He added that he made an immediate connection with humor and bonded well with Burundians. As a result of the strong relationship with their primary partner in Burundi, this partner has visited Caleb in the United States
3. Asked how his organization is involved in development work in Africa, Caleb shared information about a new initiative called The Graduation Project, created to address the problem they are facing with young adults, ages eighteen to twenty who are aging out of their primary program. This idea was proposed by their local

partner as a way for kids in their current program to graduate and learn to support themselves. Young adults are trained in income-generating activities, which prepares them to care for themselves OC staff interview families and match skills of children with the income producing activities of families. They then provide coaching and mentoring fortnightly. OC plans to launch this program in 2018, provided it receives enough funding. They plan to start with 15 families; this is a scalable project that can be applied to families outside their organization as well. Caleb mentioned that they have applied to a few grants and to micro-granting agencies with some success. “I hope to increase our level of funding from granting agencies once we have our new program finalized with a detailed budget for all activities,” he concluded

4. When asked for factors that make their work successful in Africa, Caleb stated “100% dealing with the right African partner, “Dr. D”! I think it is extremely important to have a local person in charge of what happens locally.”
5. Caleb cited several challenges in implementing programs in Africa. Always a need for resources. He observed that it is difficult to work on the ground with no expertise adding that Dr. D brings in well-qualified people. He credited most of the people OC works with in Burundi with being educated and driven including someone with a PhD, another with thirty-seven years of experience with the ministry of education as a teacher, and other degree holding staff and volunteers. Finally, Caleb listed the lack of capital as a challenge saying, “It is hard to make something out of nothing.”

6. The most valuable qualities and experiences to his organization include sincerely interested people who catch the vision, people willing to be helpful and not be the star, willingness to work behind the scenes, knowledge of the countries and cultures, as well as humility. Caleb ended by noting that there are significant differences between life in the United States and life in Burundi
7. Caleb admitted that unfortunately, there are no ways in which OC engages their local African community in Florida because “We have no good way of doing that, but we are open to it.”
8. Ways in which OC engages their local community in Africa revolve around the competent local individuals who are well connected and partner organizations they work with. These individuals take care of things like dealing with government officials and getting permits. Ministry partners air religious broadcasts through which people learn of their services and can contact them. Ministry partners are experts at placing at risk children with safe families.
9. Caleb had no addition comments about the work of OC
10. When asked which other Florida based organization he knew of with development projects in Africa he responded: “None.”

Interview 5

Participant C2, Cathy, joined OC as a founding member and works as a volunteer in the United States She has travelled to Burundi twice.

1. When asked how she became involved with her organization, Cathy recounted that she did not know much about Burundi until her husband went on a missions

trip and returned excited about helping orphans. She was helped to establish OC and raise funds. Cathy made her first trip to Burundi one and a half years after the organization was registered in the United States.

2. In response to being asked to describe the culture of his organization Cathy used the words “Friends” because their support base began among their friends who were receptive and have been faithful in giving. She mentioned that the OC website is a platform for passing on information. OC is a small organization run by volunteers. She mentioned that they volunteers share the same faith, which is helpful. Finally, Cathy illustrated the multicultural nature of the organization by sharing that they work with people who speak Kirundi, Swahili, and / or French
3. Asked how OC organization is involved in development work in Africa, Cathy shared that their primary local partner Dr. D and his team work to find families who can host orphans. OC then provides uniforms and school fees for these orphans within their program, half of whom are girls. This contrasts with their communities where most females would normally not go to school. She mentioned that during one of their trips they went to the mountains and coast of Tanzania. In Gatumba they found children making bricks for two cents a day. Although they saw weapons carried openly, they never felt unsafe in the company of their local partners. In explaining why OC does what it does, Cathy said, “Education is so important, so we invest in the education of children providing basic help so they can grow and get a job. We are investing in peace.”

4. When asked for factors that make their work successful in Africa Cathy immediately responded “The Locals!” She added that is important to learn about the country and what people there have gone through.
5. Cathy cited civil unrest as a challenge to implementing programs in Africa. “It starts to get better then elections occur and things get worse again.” She also cited limited donations as a challenge. However Cathy was quick to add that people (in their target communities) really care about their people, which is good.
6. The most valuable qualities and experiences to OC according to Cathy include: people who can empathize with the poor; Unbigoted people, who do not care about skin color; people who see the vision here (United States) and there (Burundi); people who can work independently; Local university students in Florida; and someone with website expertise
7. In terms of engaging their local African community in Florida Cathy mentioned a Local Florida group helping build schools in Kenya that OC is aware of. She mentioned a man from Burundi on the West Coast of the U. S. who has family in Tanzania and is a pilot. They have discussed joint projects with him. “We looked online for groups of people from Burundi who are now living elsewhere but they are hard to find,” Cathy shared.
8. Ways in which OC engages their local community in Africa include helping kids (orphans) go to school and supporting volunteers from a partner church to volunteer with the kids. In addition, some OC partners in Burundi work with other

organizations, such as World Vision, which has donated sewing machines to help people learn a trade and make a living.

9. In terms of additional comments about the work of OC, Cathy shared that they would like to find ways to introduce their work to more people around the world. “We would like to engage Burundi nationals to help their fellow nationals,” she shared. Finally she mentioned that OC has a brochure, though it was produced a few years ago.
10. When asked which other Florida based organization she knew of with development projects in Africa, Cathy listed Kijana Educational Empowerment Initiative, a local Kenyan group that has built schools in Kenya and Missionary Ventures in Orlando.

Interview 6

Two male leaders from organization D (OD) participated in interviews held at a café affiliated with their organization. Participant D1, David, is the founder of OD who was born in South Africa.

1. When asked how he became involved with his organization, David recounted that he moved from the West Coast of the U. S. to Florida with his wife and started OD in 2003 “This was the realization of a dream, a calling to respond to the unique needs of young adults,” David shared. He went on to share that young people are daring at first, but later arrive at a “redemptive reality.”
2. In response to being asked to describe the culture of his organization “The word that comes to mind is mission,” David responded. He added that this was not the

case from day 1 of OD. He went on to say that the work of OD is missional, both locally and globally; emphasizing that to serve is a privilege and a calling. “Our members want to be part of something bigger than themselves,” David shared. He added that OD provided a platform to realize this desire. In addition, OD tailors its culture to meet the needs of the culture at one of their sites. By operating two locations, OD is able to deal with the realities of logistics like growth, diversity, and expenses of large facilities. In addition OD strives to meet the cultural needs of the local, economic, ethnic and other needs of their immediate local surroundings at each location.

3. Asked how his organization is involved in development work in Africa, David replied that OD is actively involved in their global environment, especially in the 3rd world. He explained that “We (Western Culture) have an idea of what people need, we enter a community and assume we know what they need and how to help them. Since we are a resource, people don’t argue with us.” OD is engaged in many mercy and justice projects – but they have learned that it takes time to know the real need. “Many of the people live in a survival space, what is often referred to corruption, resulting from people looking for a means of survival,” David explained. David shared that there is a lot of human politics involved, so we work with long term partners who have been in the area for a long time and can help us navigate the multiple challenges. He shared the desire of OD to diminish the social spaces that enable corruption, acknowledging that it takes a long time to get the real story (of real needs) such as water, education, medical care and the

importance of the spiritual message. OD limits its activities at this time to three areas in Africa: Ethiopia where they started in Axum then moved to Northern Adua; Kenya- where they have partners who have been there for three generations; and North Africa including Liberia, Libya where they are involved in teaching English

4. When asked for factors that make their work successful in Africa, David explained that OD goes into missions and projects understanding it will take a long time. “We do not assume we will see fruit for many years, maybe not even in our life time – it takes patience and longevity, noted David. OD seeks to listen well because they are aware that our assumptions are often wrong. When we first went to Axum we thought the need was for new medical equipment, but we later learned that the real problem was that there were many street children. You need to listen well to be heard. We thought they needed healthcare; government informed us they needed concrete at the school to keep kids off the streets and in school to keep them healthy. David concluded by stressing the importance of finding people on the ground which he referred to as “men and women of peace” who can facilitate understanding of the needs and areas where we can affect change. He added that OD works to hand over indigenous spaces over to indigenous leaders.
5. Challenges in implementing programs in Africa per David explained that is challenging to find trustworthy people. He said, “No one has ever taught some of them to take care and use resources in an efficient manner. So because we are a

resource sometime it is hard to know if we are viewed simply as a resource, or as partners. Its hard to find the right partners on the ground to go to.” David added that human resources are lacking, other resources are not readily available, and it is difficult to discern real needs until after a long time on the ground.

6. The most valuable qualities and experiences to OD according to David include: People with a calling, not just people wanting a “romantic experience”. People who grew there (Africa), came here (America), and have a desire to give back; people who understand what they are getting into; people who have been tested and are healthy spiritually & emotionally; people who are willing to put in the time to be trained; and people who can understand the deep culture, ideally people who are from there (target communities in Africa).
7. David shared that OD does not intentionally engage Africans, or people from any other culture. “We (by that I mean I) assumed that we may unintentionally offend some people so we do not intentionally target any specific ethnic group. (Now) I think we need to be more intentional,” David observed. He went on to share that they are in the process of engaging Latin Americans but access can be hard for a number of reasons such as culture, language and immigration related factors. David shared that OD recently hired a Venezuelan pastor and are developing an African- American member for teaching and elder training as ways of being more intentional. “We do not have the luxury to be unintentional,” David concluded
8. Ways in which OB engages their local community in Africa include engaging indigenous leaders in the communities where they serve such as in South Africa,

Ethiopia & Kenya. OD funds, encourages, and trains indigenous organizations.

“We fund, encourage, and train and they are expected to play a role in the projects OD participates in.” David shared. He then cited a water well building project in Kenya. “We informed the community that as soon as they dug the trenches, we would lay pipes,” explained David. He went on to say, “Poverty is not so much a lack of reason as a lack of dignity.”

9. Additional comments about the work of OD provided by David included saying, “The key to working in the 3rd world, especially Africa, is understanding that they are not necessarily bad people, rather, they have to survive.” He went on to explain that the problems are layered so bandage solutions do not help in the long run. David emphasized the importance of engaging local partners and treating them with dignity, which leads to long-term partnerships. “We should stop measuring their poverty against our prosperity,” David concluded. David shared that the first time OD members visited an orphanage/boarding school there were no mattresses. Neither the TV nor VCR worked. They documented what they saw with pictures and shared with donors. OD received donations and bought mattresses, documented with pictures. The next time OD members went to that same orphanage there were no mattresses once again. “We showed our pictures of new mattresses we had bought and demanded they supply the new mattresses to the students or risk no further support from us and others,” David explained. They complied. “When we perpetuate corruption, the children loose. We should not produce spaces for corruption,” David concluded.

10. When asked which other Florida based organization he knew of with development projects in Africa David mentioned Hope Africa Collective, a Florida-based organization that works in South Africa. He added that he is aware of other United States – based organizations that are not based in Florida.

Interview 7

Dan, Participant D2 from OD, joined the organization as a college student and now holds leadership responsibilities.

1. When asked how he became involved with his organization, Dan recalled moving to Central Florida in 2007 and using website searched along with other young adults to find a church to attend. He volunteered in various roles and has been on staff for eight years. He now oversees missions. Dan added that his parents were missionaries in South America.
2. In response to being asked to describe the culture of his organization Dan described OD as “A place where an authentic experience with God is found.” He went on to say OD is welcoming to all, is a place to learn and experience community and family and to be connected to others. He added that despite growth, systems and processes, relationships are central and the setting is casual.
3. Asked how his organization is involved in development work in Africa, Dan identified partnerships with people as their primary method of service. OD supports orphans and vulnerable children in Ethiopia such as in supporting 100 children cared for by an Ethiopian team in Ethiopia. When OD proposed to develop the program further rather than just provide financial support, the partners

declined. OD learned of another group that had written a proposal for a program and needed a donor so they stepped in as primary supports of a community center with 100 children. The center provides access to computers, tutoring, healthcare, uniforms and school supplies. There is an Ethiopian social worker on site, who identifies families for single or double orphans. Dan also mentioned a partnership in Kenya and a program in South Africa through which young adults have access to leadership and job training. There is also a program that supports women with microloans and transforms shipping containers into hair salons. Finally, a family from OD moved to South Africa to work in the area of health and nutrition

4. When asked for factors that make their work successful in Africa Dan replied “Partnerships!” He went on to explain that OD engages “People with a calling” to help people do better than they would do on their own. “We learn a lot from them,” said Dan referring to OD’s local partners in areas where they serve. Dan added they exercise Prayer and patience viewing their projects as long-term investments. “For example, when we started in AXUM we knew this was not a one-year project but a twenty to thirty year projects. We also carry our justice and mercy projects in Latin America Guatemala, Brazil, Cambodia,” Dan shared.
5. Challenges in implementing programs in Africa per Dan include the distance which make staying connected a challenge. He compared this to projects they have in Latin America where he can take a weekend trip if needed in contrast to projects in Africa where this is not possible. Overall Dan stated that

communication with partners in Africa is a challenge and that they sometimes go weeks or months without communication.

6. The most valuable qualities and experiences to OD include “Understanding the why” – the gospel faith, the motivation behind programs, and what makes OD different from others. Dan went on to explain, “We are reflecting what was done for us – that is the gospel why”. In the addition team members must understand that they are participants not the “savior’ but a resource. They must understand what it means to work with the poor before embarking on a mission trip. Dan explained that OD provides basic training for one or two-week trips, but those interested in longer projects need formal education. Dan mentioned that the book “Generous Justice” by Tim Keller is a good resource.
7. OD engages their local African communities in Florida in ways that are not always intentional. For example some South Africans attend one campus, perhaps because the pastor is from South Africa. Another campus has some Africans as part of a program of a nearby company. Some members of their community have adopted children from Ethiopia and some Ethiopians have visited their campuses. Dan also mentioned that they are aware that Catholic Charities serves some African refugees and OD is interested in becoming involved with them.
8. Ways in which OD engages their local community in Africa include partnerships in Kenya, South Africa; engaging Africans on their teams and staff; employing indigenous staff and leaders in Ethiopia, and remaining in communication and engaged through friends in Africa.

9. As additional comments about the work of OD, Dan mentioned that they are still learning and have a long way to go. We stated that they are passionate and OD goes where God leads and goes for long-term projects, twenty to thirty years, serving as a resource by working alongside “other sisters and brothers.” Dan added that OD has first hand experience and they have no plans to give up. He added that they would change their approach as needed to “be of meaningful service”. Finally Dan noted that members of their community, such as he and his wife, have adopted or are fostering African children.
10. When asked which other Florida based organization he knew of with development projects in Africa he responded: “none.” He did mention Love 146 and organization that fights to abolish child trafficking working in the many parts of the world including West Africa.

Interview 8

OE is a NPO that receives the majority of its income through the sale of hand made products from artisans in poor communities around the world. Participant E1, Ellen, serves as a board member for OE. Interviews for both participants of OE were conducted at their place of business.

1. When asked how he became involved with her organization, Ellen shared that a friend of hers who was on the board told her about the opportunity to join. She had travelled to Peru with this friend in the past and they both have a passion for this type of work. Ellen has served on the board for four years. She said although

not all board members volunteer in the store, she believes it is important to do so in order to understand the business, the challenges, and their customers.

2. In response to being asked to describe the culture of his organization, Ellen emphasized that the culture of OE is to support artisans in developing countries by telling their stories and selling their products. To this end volunteers are trained to do research on the artisans so they can share their stories. Secondly OE has a culture of service, to give back because “we are far more prosperous.” As such they strive to give their artisans dignity and an opportunity to educate and feed their children by providing a steady stream of income to honor those less fortunate. When it comes to their volunteers, there is a checklist with nine or ten rules, things like greeting with a smile, engaging in conversation, asking if customers know about their store, telling the stories of the artisans. People have the opportunity to purchase a personal gift, and their purchase is a gift that keeps on giving. Finally, Ellen mentioned that OE encourages a clean, tidy store and a culture of service and helping.
3. Asked how his organization is involved in development work in Africa Ellen explained that OE works with artisan guilds (in developing countries) supporting sales, design, and advising. 80% of their merchandise comes from their national store. “We have stories of change from all over the world. For example we have worked with a lady in India who was part of a leper colony, which made it difficult for her to care for her son. Through our work with her she now has a stable source of income as a supplier for our stores,” Ellen narrated. Ellen

continued sharing that OE works in over thirty developing countries including African Countries such as Tanzania, Zimbabwe, South Africa, Cameroon, Kenya, Niger, and Ghana. Often recycled materials are used to produce crafts, for example, Galimoto toys from Kenya

4. When asked for factors that make their work successful in Africa Ellen responded, “We have to sell their products to be successful. We are a non-profit store, however we need to make enough of a profit to continue to keep our doors open. We are a fair trade organization.” Ellen further explained that a woman named Edna who visited Puerto Rico founded OE. In response to the poverty she saw she purchased crafts for sale in the U.S to raise money. “We pay 50% up front to our artisans, and 50% when items are shipped. We work with co-ops or individuals and agree on product, quantities, and prices.” Ellen shared.
5. Challenges in implementing programs in Africa per Ellen include Civil wars, women’s issues / gender equality, and finding material a sustainable supply of materials to make the items.
6. Asked for the most valuable qualities and experiences to her organization Ellen replied, “It really helps if they’ve travelled or have studied global issues so they understand the challenges.” Ellen added that OE looks for people who are friendly, helpful, and diverse in thought.
7. When asked which ways OE engages their local African community in Florida Ellen replied, “ We don’t, I would love to.” She explained that the reason for this is that they don’t know how to engage African in their local community.

8. OB engages their local community in Africa indirectly through the artisans.
9. Additional comments about the work of OE from Ellen were that “It’s been a gift, and a leadership challenge.” She reiterated that telling the stories is important, adding that finding volunteers is a challenge, and engaging the community in events is a challenge.
10. When asked which other Florida based organization she knew of with development projects in Africa, Ellen mentioned Water for Everybody, some organizations working in solar, internet etc., NPR, Frontier, and an organization working in Somalia

Interview 9

Participant E2, from OE, was Evelyn, the store manager. She was interviewed at their place of business while Ellen oversaw the store.

1. When asked how she became involved with her organization, Evelyn said she learned about OE and her position from a local newspaper at a time when she was working for a Museum of Art. When she started in 2006 she did not know about fair trade.
2. In response to being asked to describe the culture of his organization, Evelyn explained that OE has 1 paid manager, 1 part time assistant manager, about 30 volunteers – many of whom have served since the beginning. “Its like a big family here, we are the voice of the artisans. We share how this shop serves the artisans, we talk about the product, the materials, and their stories,” Evelyn shared.

3. Asked how his organization is involved in development work in Africa, Evelyn explained that buyers are assigned to different regions. The buyer for Africa meets one-on-one with the artisans, people who have been doing cultural art. OE has an artisan special needs fund for when disaster strikes throughout the world. “For example in Kenya we rebuilt 2 buildings destroyed where our artisans used to work,” Evelyn explained.
4. When asked for factors that make their work successful in Africa. Evelyn explained that they “...respect the culture and ideas, the knowledge and expertise of the artisans. We respect our artisans.” She further explained that although OE is a Christian organization run by the Mennonites, the purpose is not to convert anyone. They are peacemakers. OE has items from diverse religions such as Judaism, Hinduism, Buddhism and others.
5. In terms of challenges in implementing programs in Africa, Evelyn shared that in some instances it is hard to start the program because there is no sustainable source of material. Some areas are very remote requiring second hand information from other individuals, which sometimes gives room for corruption and bribes. The list of African countries where OE works includes Ethiopia, Tanzania, Zimbabwe, Burkina Faso, Cameroon, Ghana, Uganda, Niger, South Africa, Congo, and Nigeria
6. The most valuable qualities and experiences to his organization include Passion for the mission; being well travelled and knowledgeable about the world; the

physical ability to stand, unpack, have energy, and being friendly and able to interact with customers

7. In response to a question on ways in which OE engages their local African community in Florida Evelyn replied, “This is something we need to do a much better job of.” She listed some efforts including working with a local church’s mission team and having a talk about Kenya. OE has hosted drum circles and other events. Evelyn concluded that they need to do a better job and could use more volunteers.
8. When asked about ways in which OB engages their local community in Africa, Evelyn initially stated that she was not sure beyond engaging artisans. However, she added that OE practices the principles of fair trade, using recycled and natural materials such as recycled bullet casing and soapstone. She added that OE buyers investigate things like the safety and cleanliness of workshops and types of materials used out of concern for the well being of those they work with.
9. By way of additional comments Evelyn stated, “I’m proud to be associated with something I know and care about deeply.” She added that relationships are maintained that have existed for 40 years or more. In addition, buyers are advocates, just as those in stores are. “I love my job, the people we work with – it feels like family,” she concluded.
10. When asked which other Florida based organization he knew of with development projects in Africa Evelyn listed Dining for Women and Trades of Hope.

Interview 10

OF is a volunteer run organization working to educate and care for children in Ethiopia. Participant F1, Fred, serves as part of the leadership team for this organization.

1. When asked how he became involved with his organization, Fred replied that OF is an education based organization. He teaches at the same school as the founder. “I heard her talking about the organization and I got interested. I started by sponsoring a child. I made my first trip to Ethiopia in 2015 I am now the assistant director,” Fred explained. Fred is a part time volunteer who “does what needs to be done” including finding sponsors, meeting with others, learning the culture. He mentioned that another organization that digs wells has been helpful to OF. “We are building a quality organization,” Fred concluded
2. In response to being asked to describe the culture of his organization, Fred responded that OF is very non-formal. They are loving and caring. “ We are that way with our students here and in Ethiopia,” Fred declared. He added that he and the founder are the two main leaders of the organization.
3. Asked how his organization is involved in development work in Africa Fred stated, “We are often seeking advice from others with knowledge” adding that they partner with a nonprofit from which they seek advice. At the time of the interview OF members planned to hire an employee in Ethiopia during their planned trip one month later. He added that in Ethiopian communities OF communicates with those in the community, find children, communicate with sponsors, create life-long relationships, share their prayer requests with sponsors.

He added that they “hang out with the children when we are there, play soccer together.”

4. When asked for factors that make their work successful in Africa, Fred’s first response was “Communication!” He added that they know a qualified Ethiopian who knows the culture, the kids, and the community. When an OF team from the United States goes to Ethiopia they work with “an Ethiopian who speaks the language and gets us to where we need to go,” Fred explained. He added that the OF team travels with members of another organization. Fred observed that flexibility is helpful on the part of the OF team and that they need more permanent staff
5. Challenges in implementing programs in Africa per Fred including being far away when education is often changing, communication and “Making sure we do everything right by the country and government.” Fred added that they provide teacher trainings to the entire community and are adding offerings such as sewing, plants and animal care and farming – to train the children in skills that will help them to sustain themselves. In addition they would like to open another school
6. The most valuable qualities and experiences in Americans is committed people “which is huge choice,” Fred noted. He added that they are looking for partners, people with social media skills, people who know the culture, are flexible, and who will invest in and mentor the kids.
7. In terms of engaging their local African community in Florida Fred shared that “There is a decent sized Ethiopian representation” in their city. He added that one

of OF's leaders is a leader in the community who links OF to gatherings and functions downtown. "These are opportunities to share the culture that (OF) participates in," Fred noted. He added that there is an Ethiopian restaurant that provides them with gifts cards, which they use at their events.

8. Ways in which OB engages their local community in Africa include mass feedings at prisons, taking food and gifts to kids and families in their programs. To illustrate, Fred shared, "I visit my kid in his neighborhood. When I was there I took a bag of food for my kid, we had to ask around for where he lives. Someone offered to take us to where he lives, but it was the wrong kid. We met his grandmother and gave them the bag of food anyway. It was a blessing to them. We then left and bought more food for my kid and his family – it was all good."
9. In addition, Fred commented that, "This has been a huge learning experience for me, it is not a business. I've learned about Ethiopian food, culture, background and much more. It is humbling – I have had to learn from who I can, when I can, even this is important."
10. When asked which other Florida based organization he knew of with development projects in Africa Fred listed the following: OG in their city, An organization in Orlando that digs wells from whom OF has sought advice as partners. Finally, they have developed a new partnership.

Interview 11

"Francine" Participant F2 with OF is the founder of the organization. She is teacher who volunteers her time with OF.

1. When asked how she became involved with her organization, with a smile she responded, “In the process of adopting our youngest, God put on my heart to create a NPO. I applied for nonprofit status from the government and got it in September 2009.” She then stated that she is the executive director of OF.
2. In response to being asked to describe the culture of OF, Francine responded that OF is a completely voluntary organization. She noted that several people with specific roles are adoptive parents. She pointed out that Fred “is our full time staff” and that he finds his sponsorship for this role. “One word I would use to describe our organization is serving,” Francine declared. She added that different families and children are sponsored through their programs
3. Asked how her organization is involved in development work in Africa, Francine identified bringing up youth and helping children to become leaders for their community. In describing the program, Francine shared that they sponsor single or double orphans whose caretakers earn less than a dollar a day. Children apply to be part of the program and their needs are verified by OF staff. OF provides uniforms, exercise books, provide monthly tuition. The learning center initially had grades one through six but now goes through grade eight. “Some of our kids have gone on beyond these grades, but are still part of our program,” Francine concluded.
4. When asked for factors that make their work successful in Africa, Francine replied, “I think a big part of it is the determination of the families to have their kids in school. This is key. Good relationships between our staff and families

ensure that children get to school.” Francine added that the ability of OF to resource the learning center is also a success factor.

5. Challenges in implementing programs in Africa per Francine include limited human resources. “When I started I was the one doing the majority of the work, having people to grow the organization is a huge challenge,” observed Francine. She added that they planned to hire a full time staff person in Ethiopia on their trip the following month. “Culture is the challenge. The mindset of our culture in the United States is different from that of Ethiopia,” Francine stated. She added that some people in Ethiopia were so used to receiving that some “just want to see how much they can get.” Political unrest and upheaval was another challenge cited by Francine
6. Asked for the most valuable qualities and experiences to OF Francine responded, “Africa is so unique, I think a passion for it can be developed. God has to speak Africa into your heart.” She shared that that one should have an understanding of poverty, and a willingness to accept it. In addition, when in Ethiopia people have to turn off a switch in their mind and focus on identifying the needs, not other distractions. “Its not about the money, what’s most important is having a servant’s heart,” summed up Francine.
7. Ways in which OF engages their local African community in Florida include being involved with the Ethiopian Orthodox community in their city and having some Ethiopian sponsors. She however noted that it is difficult to get Ethiopians involved because they are already involved in helping family and friends.

Francine credited OG with helping OF build the learning center in Ethiopia, noting that an Ethiopian pastor leads OG. She added that OF participates in events held by this partner organization.

8. OF engages their local community in Africa by employing only Ethiopians as teachers and directors at the learning center. They also plan to hire an Ethiopian to serve as a liaison, someone to translate and who can navigate the culture. Francine mentioned that they have reached out to other international organizations and a Rotary Club in the capital, but are yet to establish relationships with these organizations. “We want to empower the children so that they can grow up to run their country, community, households, its not for us to dictate,” concluded Francine.
9. As an addition comments about the work of OF, Francine commented, “Its an honor to do this kind of work, building relationships with the children and families.” She shared that they would like to go to Ethiopia more often, but they are limited financially. She mentioned that the children are happy to have sponsors and know the world is getting smaller. “We are trusting God that we will grow. We are already building up a reputation, we have been invited to go to Kenya,” Francine shared.
10. When asked which other Florida based organization he knew of with development projects in Africa, Francine listed OG, UNESCO / USAID in Florida, and mentioned that there is an organization with a well project.

Interview 12

Both representatives of Organization G (OG) were interviewed at a coffee shop. Participant G1 was Gabe. He has a background in social work and ministry and plays a leading role within the organization.

1. When asked how he became involved with his organization, Gabe shared that the founder of the organization is from Ethiopia and used to collect food from restaurants in Ethiopia to give to the poor. When this Ethiopian moved to the U. S. he was concerned about the work he had left behind. Having a Masters Degree in social work, Gabe worked with him to start OG. “We put together my expertise with his expertise and in 2005/2006 started this work.” Gabe explained.
2. In response to being asked to describe the culture of his organization, Gabe responded, “In the United States we are completely volunteer based.” He added a list of characteristics of OG including small, vision –based, catalytic, perseverant, and passionate, due to the founder’s vision and familiarity with Ethiopia. “We are a network of friends,” Gabe declared adding “We started with volunteers, now we have some paid staff in Ethiopia like a lady with no kids who is now a mother to all.” Gabe went on to say that OG team members who are “U.S.- based are faith-based Christians who are believers in Christ.” He stated that altruism is intrinsic in the faith of all volunteers, and that for those in Ethiopia, God called them to see their country grow, see kids grow to change their country. “We are blessed with volunteers who give of their time,” Gabe concluded.

3. Asked how his organization is involved in development work in Africa Gabe shared, “Our primary role is the feeding centers, which are like boys and girls clubs. We provide three meals a day, seven days a week” He added that they also have other areas of work including providing private education, healthcare through a clinic for things like the flu, typhoid and malaria, and support for hospital care for more serious cases. In addition, OG serves single and double orphans and provides encouragement. Finally, OG has a program for at risk girls to protect them from prostitution.
4. When asked for factors that make their work successful in Africa Gabe replies, “The workers, we have wonderful people. We have a clear focus on education; if the kids don’t graduate they will not have skilled jobs. George is native-born; he knows how the country works. There are other organizations that fall away. We do not just pump money; we know how to navigate the corruption.” Gabe added that integrity and approaching the work as a God-given mission are also factors to success. Gabe explained that although OG works with missionary pastors and Christian humanitarian organization, they do not serve only Christians, but reach out to help the entire community. He then added that OG has had some isolated programs like building rest rooms and digging a well, and providing sustainable transportation
5. Challenges in implementing programs in Africa per Gabe include instability in local government. “With every government change comes new rules, one week they ask for this, next week they ask for something else.” Gabe also shared that

OG has a tight budget. “We are a small organization, 90% of our resource go to Africa. We have very low administrative costs,” Gabe explained. He went further to say OG has not had success with grants and lacks someone with expertise in this area. Funds are raised from their local community.

6. The most valuable qualities and experiences to OG include: a desire to support the vision to bring hope to orphans and widows, academic skills, skills sets different from those of current members, fiscal responsibility, and long term commitment. “When we visit, kids expect to see the same faces because we are like family to them.” Gabe explained.
7. OG engages their local African community in a number of ways because of the founder’s heart for the needy. OG has partnered with Lutheran Relief Services and World Relief to serve refugee communities in Florida. OG provides resources, connections, and counseling for people who adopt Ethiopian children. They partner with two local churches, Parkwood Baptist Church and the Ethiopian Evangelical Church, to serve foreign populations including people from Cambodia, and African countries.
8. Ways in which OB engages its local community in Africa include: creating jobs at their school to employ local people as teachers, administrators and workers; education through a private school with reduced fees for poor families which serves the entire community not just children in their program. OG has a food store where widows make bread; provides training and resources to pastors and evangelists; and a water project provides long-term support for the community.

9. In terms of additional comments about the work of OG, Gabe shared that OG had one hundred forty kids and that they are struggling to purchase land, which is difficult to develop in Ethiopia. “It’s been great, I am glad to be part of this. There are challenges ahead, how to grow without capsizing,” Gabe concluded.
10. When asked which other Florida based organization he knew of with development projects in Africa, Gabe responded that a license is required to work in Ethiopia “We have a summer intern, a girl working on a sewing project, who would like to start her own nonprofit, she plans to launch it next year,” Gabe shared. He also said some churches with feeding programs have closed down because they were not well established. Gabe went on to list Compassion International and World Vision as other organizations he is aware of.

Interview 13

Participant G2 from OG, George, is the founder of the OG. He founded OG to continue serving poor populations as he had done in Ethiopia.

1. When asked how he became involved with his organization, George replied, “It’s all about a vision. It has been in my heart to do this mission. I believe in giving hope to the hopeless.”
2. In response to being asked to describe the culture of OG George said it was all about “Offering hope to the hopeless.” He shared that he believes in the mission and vision, as do all members, adding that they have casual interactions. “I grew there (Ethiopia). I saw widows begging because of poverty. There are many desperate kids (in Ethiopia), I’ve seen them, and the civil war.”

3. Asked how his organization is involved in development work in Africa, George responded that OG does development work in communities where needs are identified. “By digging wells for water, people can see the hope we are offering is real,” explained George by way of example. Additional projects listed included: digging a well in a rural area, two feeding centers serving one hundred twenty children and widows three meals a day, medical care with a doctor to provide treatment; a school in the southern part with 250 children; and a program mainly for university students who are at risk for prostitution due to poverty.
4. When asked for factors that make their work successful in Africa George cited trust within team members, belief in the values and services of OG, and reliable team members in Ethiopia. George concluded by saying, “There is fruit, what we see, life changing situations in the community.”
5. Challenges in implementing programs in Africa per George include having a small budget, but he added that with that OG does a lot of work unlike some organizations with larger budgets that accomplish little. “The way we see things, people can’t see,” George explained, adding that OG spends all its money in Ethiopia and that most team members are volunteers.
6. Asked about the most valuable qualities and experiences to his organization George listed qualities of the organization which they would like new members to have such as experience, good reputation, gifted, organized, and a heart for the vision for work in the U.S. and Ethiopia.

7. Ways in which OG engages their local African community includes work with refugees. “We work with volunteers and partners to connect with the immigrant community to assist with settlement when they come,” said George. He explained that neither refugees nor green card lottery winners receive resources for their resettlement. OG helps with the transition, finding jobs, adjusting to a new culture, and other services. This help keeps immigrants off the street and some join OG in serving others.
8. OG engages its local community in Africa through holistic work affecting families and children. “We serve kids so that they won’t be homeless,” shared George.
9. As additional comments about the work of OG, George explained that they deal with heart issues and work with all their hearts. “Why do we do it? It’s a passion God put in our hearts. When we give hope to the hopeless, it makes me feel good. Giving hope in times of darkness and tribulation gives us joy,” he declared. George then shared the example of an encounter he had with a man on the streets of Florida who was suicidal and had no place to go. After talking with him for two hours the man regained hope. He now sees his potential and has joined in the work of giving hope to others.
10. When asked which other Florida based organization he knew of with development projects in Africa he responded that he did not know of any.

Interview 14

Participant H1 of OH is an established medical doctor. Harold, founded OH as an avenue through which to give back to his country of origin.

1. When asked how he became involved with his organization, Harold explained that he was born in Cameroon and moved to the U.S. at age nineteen to study medicine and pharmacy. He was aware of the need for medical professionals. “I visited Cameroon as a medical professional and took note of the prevailing needs in rural areas such as lack of roads, and limited access to healthcare,” Harold explained. Starting his organization in 2011 was his way of helping from the U.S. After organizing mission strips, Harold believes OH is now ready to grow.
2. In response to being asked to describe the culture of his organization Harold stated that while members are professional when it comes to meetings, the budget and similar items, OH generally functions in a family type environment made up of tightly knit people and friends. “Some members have had the dream to travel, some have an emotional component to their involvement,” commented Harold. He also mentioned that OH has a relationship with a fraternity at a local University.
3. Asked how his organization is involved in development work in Africa Harold identified a community center and church OH has built in Taylor, a rural area in Cameroon where there was no church within fifty miles. In addition OH has built a clinic and plans to build a hospital in Douala, a large city in Cameroon. “I believe in spiritual awareness, it is an important component of our work, to

increase the spiritual aspect of the lives of those we serve,” Harold shared. He concluded that OH caters to the social, spiritual, and physical needs of those they serve. “I am a board certified OBGYN with training in surgery, pharmacy, and wound treatment, on our mission trips I treat all who come,” Harold said about the missions trips with diverse cases.

4. When asked for factors that make their work successful in Africa, Harold responded that it helps to know people locally. “It is a harsh business environment, there is a lot of fraud and bribery, we pay fees but sometimes don’t know what the fees are for,” he explained. Harold shared that it took three years for OH to be recognized as a nongovernmental organization in Cameroon. OH offers free clinics.
5. Challenges in implementing programs in Africa per Harold are the processes, difficulties working with the government, and logistics. “The roads are bad so we need to go in the dry season. Sometimes it’s a one to two week journey to carry out our projects,” Harold explained. He added that he has Taylor heritage.
6. The most valuable qualities and experiences to his organization include commitment and honesty. While experience is not required, it helps. Harold added that on trips, people they know host OH team members, and they caution team members on what not to eat or drink. “We welcome people with a sense of adventure, but it is better not to be too adventurous. Trying things we advise against can be dangerous to their health or well being.”

7. OH has not engaged their local African community in Florida because there is not a large African community in their county Harold explained. He added that his family including two sons in medical school, nieces and nephews contribute to the work of OH.
8. Ways in which OH engages its local community in Africa include health education and clean water projects. Harold shared that the local chief, schools and teachers are involved in their work. OH members also teach members of the community to make a water filtration system using concrete and other materials to protect them from dysentery and cholera that can lead to death. “There are some wells, but not enough, the tap water is not ok,” declared Harold.
9. In terms of additional comments about the work of OH, Harold said, “ We are very ambitious, we have big plans. We are inviting all to participate with us.” He added that OH is partnering with Love Missions in Sanford, Florida to carry out a mission trip to Guyana and they are planning a trip to Cameroon. “We have big needs and are welcome to partnerships sand collaborations that will move us towards our goals,” Harold said.
10. When asked which other Florida based organization he knew of with development projects in Africa Harold responded that he did not know of any directly, although he is aware of individual physicians who work with communities in Africa.

Interview 15

Participant H2 from OH, Henry, started volunteering with OH as an undergraduate student. He continues to serve with OH remotely while pursuing graduate studies outside of Florida. This was a Skype video call.

1. When asked how he became involved with his organization, Henry replied that as a college student in 2012 his fraternity did a fundraiser for OH and later formed an ongoing relationship. He mentioned that Harold started OH in honor of his late brother.
2. In response to being asked, Henry described the culture of OH as very ambitious, somewhat disorganized, not very structured, and casual. "I'm like a second son" he shared. Henry said there is great communication but some disagreements on resource allocation exist. He added that, "organizational rules are not fully established, that's where I come in."
3. Asked how OH is involved in development work in Africa, Henry explained that the nature of their work has evolved over time. Initially they raised funds to provide some kind of medical services. The first trip to Cameroon was primarily for assessment identifying community issues. The OH team went to the area where Harold's family lived, where his brother had lived. They identified clean water as an approach to sustainable health improvements. During that trip they also provided medical services. "During the trip we had a bandaid approach treating anything we could. We provided hope which in itself is healing." Henry

recalled. He added that preparations for a second trip were delayed leading to reduced momentum and fewer team members as some students had moved away.

4. When asked for factors that make their work successful in Africa, Henry replied, “The first helpful thing is that many people who had been part of the town were with us to help with communication and translation.” He added that this saved time. Henry observed that there was some implicit bias because Harold simply knew some things since he was familiar with the culture. Finally Henry shared that their organization could benefit from having a team member in Cameroon year round.
5. Challenges in implementing programs in Africa per Henry include resources and knowing what is needed. Because OH is a small organization, it needs to start small. Although they have many different ideas, OH will start with the water project, but questions remain about how best to do this. Henry also noted with limited resources trips are not frequent so plans made may only be implemented a year later.
6. The most valuable qualities and experiences to his organization include being in it for the long term; service-mindedness, experience with such projects; and those who work well in areas of diversity. People who have done service and have an understanding of the frustrations and issues that may arise, and how to deal with them, are valuable. “Where we work is very third world– the transition alone can be challenging. We have to be upfront about the nature of the work.” Henry explained. He added that team members have different strengths that leverage

each other such as organization, travel, military experience, public health, administration, and Peace Corps experience.

7. Ways in which OH engages their local African community in Florida include through Harold's contacts with church groups, medical contacts, and his invitations to events. "His contacts are "surgical" in a sense – the right person at the right time," Henry pointed out.
8. Ways in which OH engages their local community in Africa include involving community members in planning programs such as community involvement in interviews to determine needs. Henry added that tribal hierarchy is important and that Harold leveraged his network of friends for access.
9. As additional comments about the work of OB, Henry said, "We had to jump through hoops to be legitimate over there, to do the work resources go to connecting with the right people, paying off some people – unfortunately – this drains resources."
10. When asked which other Florida based organization he knew of with development projects in Africa Henry responded that he could not think of any.

Interview 16

Participant I1 lived and worked in multiple countries in Africa for over a decade before returning to the U.S. to continue working with the same organization in Florida. Irene serves as a member of the leadership team of an organization that focuses on leadership development.

1. When asked how she became involved with her organization, Irene shared that the president of the organization invited her to join the team in 2004. They both worked for a large NPO of which OI is a subsidiary. Irene now serves as the vice president of operations.
2. In response to being asked to describe the culture of her organization, Irene listed a number of characteristics including professionalism, excellence, and collaborative leadership. She mentioned that a virtual team leads OI, with some members based in African Countries. She added that communication is important. “We train leaders within organizations such as the African Union Commission, large churches, and a mixture of business, church, and government leaders,” Irene explained. She also mentioned that two years ago the organization expanded its services beyond Africa to Eastern Europe, Latin America, and South Korea.
3. Asked how her organization is involved in development work in Africa Irene replied, “Our mission is building leaders of integrity for societal transformation.” She went on to explain that OI works in the area of development with organizations, communities, churches, businesses, and educational institutions. OI provides professional training. Participants are involved in transformation projects such as developing the moral vision for a nation as an application of what they have learned in training seminars. In Kenya this was done and the moral vision incorporated in their national plan ‘Vision 2030’.
4. When asked for factors that make their work successful in Africa Irene listed collaborating, coaching, mentoring, quality training, networking, and good

governance. “We continue to improve our presentations and trainings,” explained Irene. As an example, Transforming Leadership Seminars are now Transforming Leadership and Governance Seminars. Participants are invited from conferences and from within transformers networks (TraNet) and the African Alliance for Development (AAD) as well as through recommendations.

5. Challenges in implementing programs in Africa per Irene include busy schedules as people are equipped to volunteer around their home and work schedules. Capacity is a challenge as there is a need for coaches and mentors to provide continued training after seminars. Finally, social media is something OI is trying to use more.
6. The most valuable qualities and experiences to OI include integrity, professional skills, trust, mentorship transformation, and communication. “We challenge persons of influence to be involved, when they are willing and available,” Irene shared.
7. When asked for ways in which OI engages its local African community in Florida Irene replied, “I can’t say that we’ve done that.” She then mentioned that the director of OI is part of the Ghanaian network and that his daughter was involved with African students at her college. Irene concluded that the main focus of their work is not Orlando.
8. Ways in which OI engages their local community in Africa is primarily through transformative projects especially through churches. Irene gave the examples of leaders from Christ Apostolic Church in Ghana who were trained and in turn

trained others. Another example is that of students from a Burundi University who have influenced transformation of their campus and maintain a clean campus.

9. By way of additional comments about the work of OI Irene shared that “One of the things I love to see is leaders coming together and realizing they aren’t the only ones interested and committed to transforming their communities. When they are connected they realize change is not just something with potential, but that can actually happen. Leaders become connected, encouraged, excited about being agents of change.”
10. When asked which other Florida based organization she knew of with development projects in Africa Irene listed African Renaissance Ambassador Corp, Wycliffe, Campus Crusade, and Pioneers.

Interview 17

Ivan, Participant I2 from OI has also lived and worked extensively on the African Continent.

1. When asked how he became involved with his organization, Ivan recounted that he worked as a civil engineer missionary, serving as an engineer in South Africa, Dean of Leadership Academy in Zimbabwe, taught in Lesotho at a government polytechnic and in Zimbabwe at the International Leadership Universities, now called the African Leadership and Management Academy. Ivan and his family returned to the USA in 2005. The founder of OI was aware of his involvement with issues of people and society. Both men worked for the same international organization, which is the umbrella organization under which OI was created.

2. In response to being asked to describe the culture of his organization, Ivan replied, “Our organizational structure and culture is one characterized by high performing leadership roles.” He went on to say that their staff takes initiative, and that over the years they have refined and refocused the organization in terms of the areas of the world in which they work, as well as specialties. Ivan referred to OI as delegative, consulting, and seeking consensus in decisions “something that is traditionally African,” Ivan explained. Ivan also stated that OI does not have a top down culture.
3. Asked how his organization is involved in development work in Africa, Ivan shared that OI has a number of initiatives, for example leadership development and training. OI has staff in Kenya and Ghana for this. He shared that due to political instability some staff have left Burundi where they had significant staff and work. “We provide training to leaders from a number of areas including government, business, and church denominations. We also train community leaders,” Ivan explained. He gave the example of Ethiopia where OI has trained 120 leaders – members of parliament, bank owners, and church leaders – from all sectors.
4. When asked for factors that make their work successful in Africa, Ivan responded, “The real factor is the resulting transformations. That’s how we measure success. Transformation is longitudinal and time consuming so it is hard to measure.” Ivan shared that, groups of leaders work on transformation projects. These groups meet by affinity groups started by African leaders. For example the Kenya Vision 2030

development plan based on moral values. A government official acknowledged this for not being just another development plan. In Western Kenya there was a fishing village where women were victimized and forced into sex for fish. Through one of OI projects an African community leader raised money and bought boats. Now the women own the boats the harassment of women has stopped. “According to Transparency International’s perceptions of corruption index, Kenya ranks pretty high,” Ivan noted. He then shared how OI addresses corruption by working with the water board to institute ethical awards to companies of integrity that are published in the local paper. In Ghana, OI works with a church denomination. In each district where a church is planted, OI invests in Christian education for youth transformation. Ivan then listed the countries in which OI works in Africa from East to West: Ethiopia, Kenya, Zambia, Burundi, Zimbabwe, S Africa, DRC, Cameroon, Ghana, Nigeria, Togo, Chad, Central African Republic, and, Ivory Coast. “In the last couple of years we have used Africa as a model in our work in Latin America, Asia, and Eastern Europe,” Ivan shared.

5. Challenges in implementing programs in Africa per Ivan include structure and documentation such as recording how many hours of coaching, is a challenge. OI uses a template from the International Coaching Foundation. OI is working towards getting accredited in coaching to keep participants motivated. Ivan added that while tracking is in-built into the program, tracking and monitoring beyond OI seminars is not easy to implement, especially when working with

denominations, governments and similar groups. “The business of life (for coaches and protégés) is sometimes a limiting factor – what we provide is more than just counseling, we invest in the creation of change agents,” Ivan said.

6. Ivan listed the following as the most valuable qualities and experiences to his organization: Initiative, leadership experience, learning and growing, transformative paradigm, and social transformation, and integrity. “Not everyone’s perfect, but we look for a proven reputation,” Ivan explained.
7. Asked about ways in which OB engages their local African community in Florida, Ivan shared that OI was in the process of organizing a conference in Ghana focused on engaging African Americans, Africans in the country, and traditional leaders for reconciliation and development.
8. Ways in which OB engages their local community in Africa include working to empower groups of people. For example, an OI member is working in a village with teachers through games and competitions that promote moral values and hope. OI is training facilitators internationally to build their local human resources, especially in Kenya. This will support OI’s efforts towards sustainability. “We are fairly strong in that because we work with local staff, with local leadership working in country,” Ivan said referring to the engagement of local African communities. “When you feel the call, you will get resistance. Not everyone will buy into your vision or mission,” Ivan continued. But he indicated that OI has committed members.

9. By way of additional comments about the work of OB, Ivan shared that OI has a youth development arm for high school students using a character development curriculum called Leadership and Development Studies. They are in 7 schools in Cameroon and 3 schools in Zimbabwe. Next year we will expand into Ghana, Kenya and Zambia. OI works with the African Union Commission in Addis Ababa through inter-faith and character programs. “Our professional trainings focus on moral values irrespective of different faiths represented at the training,” Ivan explained. “We learned that depending on how we advertise, we maintain that in training – professional trainings do not discuss matters of faith, church trainings are Biblical,” Ivan continued. In addition, OI hosts life story events in Burundi and Zimbabwe, which are opportunities for participants to learn from the journey of faith of others. Finally, OI is looking into engaging both the historical and contemporary African diaspora.
10. When asked which other Florida based organization he knew of with development projects in Africa Ivan responded that he was not aware of others in Florida besides cru. He shared that he is aware of Congolese involved in sending back resources and a Kenyan who has green card working on a project in Nairobi.

Interview 18

Participant J1 from OJ is the founder of this organization. “John” is an educator and a diasporan. This interview took place at a restaurant, which serves as a business partner of OJ.

1. When asked how he became involved with his organization, John shared that He was born in Cameroon but has lived in the U.S. for over thirty-five years. He recounted that every time he visits Cameroon he sees the same problems. On his most recent trip in 2015 with his wife, he once again encountered the same problems. This prompted him to speak with colleagues, former students, and professors about starting an organization. “Everyone in Africa has potential, but there is stagnation, maybe even regression,” John said.
2. In response to being asked to describe the culture of his organization, John mentioned collaboration. “I believe you can’t do much by yourself. I collaborate with universities that have African Studies Programs,” John explained. He also mentioned that OJ has committed people and seeking sponsors for events.
3. Asked how his organization is involved in development work in Africa, John responded that OJ has 8 programs. “Education is the key to the future, we work with local secondary, high, and technical schools,” John shared. He also listed the construction of classrooms and scholarships as educational projects. In addition, OJ is involved in cultural preservation by getting elders in communities to tell their stories. Through interviews core values and traditional values are documented and shared via OJ’s website. In rural villages OJ encourages a sense of pride in who they are, preserving a sense of who they are. OJ invests in cultural centers with activities like sewing and childcare. This work is done in the West and South West Regions of Cameroon.

4. When asked for factors that make their work successful in Africa John stated that having people on the ground that help with transportation and where to stay is helpful. He also named committed people as an asset as well as going through the bureaucracy by working through the Cameroonian embassy to obtain a research permit
5. Challenges in implementing programs in Africa per John cited Fundraising for the financial needs of the organization, the need for a website through which people can donate, the need for special events, grants such as through National Geographic, and a grant writer. “We have a goal but it is not easy to get there,” John said.
6. The most valuable qualities and experiences to OJ according to John include dedication, outgoing people who are well connected, and people who will share the vision of the organization and work passionately. “There are a lot of people doing things for Africa, so we need to explain what we do so they can make an informed decision,” John noted.
7. Ways in which OJ engages their local African community in Florida include involvement with African groups such as the Cameroonian Association of South Florida, the Nigerian and Ghanaian communities, and South Florida Black Journalists Association. “We know these groups, we engage with them at events such as Independence Day events,” John stated. However, he noted that OJ is not as actively involved with African groups, as we should be. John added that The

Rotary Club of Pembroke Pines sponsors us by donating use of their building for events to support our work in Africa

8. Ways in which OB engages their local community in Africa include through students, the ministry of research, local chiefs, and field representatives. John added that it is important to be sensitive and humble. John has picked a group he is familiar with to work with. “You don’t come from outside and act as if you know,” he pointed out.
9. By way of additional comments about the work of OJ, John shared that Africa Day is an opportunity to have a seminar, serve food, dance, and have music from Africa. This day is celebrated in Canada, the U. S. and Europe and is an opportunity for partnership with institutions, which benefits OJ, Africans, and Africa as a whole. John works with a student in Czech Republic for example. “I am willing to go anywhere to find partners for this work. I have plans for a 6-member trip including a journalist, a nurse and others,” John shared.
10. When asked which other Florida based organization he knew of with development projects in Africa John mentioned Enterprise Florida, a marketing agency for Florida that he knew of when he was in South Africa. He also listed the Foundation for Democracy in Africa, which provides training for African journalists. It is based in Florida with an office in Washington D.C.

Interview 19

Participant J2 from OJ is a nurse who has been involved with development projects in other countries, but has not yet been to Africa. “Jane” serves on the board of OJ. This was a phone interview.

1. When asked how she became involved with his organization, Jane shared that She does much volunteer work in addition to her full time work as a nurse. She met the president of OJ at the Rotary Club, he talked about the program and she was interested “I am interested in development in third world countries,” Jane shared. She is a board member of OJ and has been involved for almost two years
2. In describing the culture of her organization, Jane responded that their board meetings are professional. “Our meetings can be casual or more professional depending on the purpose of the meeting, like if we are presenting to potential stakeholders,” Jane stated. She shared that all OJ members are volunteers in the U. S. Jane added that the president is searching for collaborators in Africa.
3. Asked how OJ is involved in development work in Africa, Jane cited rural and economic development. “We don’t seek to change the way people do things completely, but to improve, add value, give resources to improve the economic situation of people through things like drinking water and education,” Jane explained. She shared that she has not yet been to Africa but hopes to go on an assessment trip, adding that they are in search of grants.
4. When asked for factors that make their work successful in Africa Jane cited the experience of members. As an example she shared that she has twenty-four years

of experience in humanitarian work. As the president of another organization she has been involved in building two clinics. “ For me it is a mission, a calling. I have the skills, the contacts, and the experience. I can approach others who are familiar with my work about this new project. Everybody has his or her own skills,” she said. Jane noted that one person cannot do it all so they are looking for people who will bring their skills to add to OJ. Jane shared that some students from Africa work with OJ. Their familiarity with Africa is a plus for the organization. “I don’t know the country. It’s a big factor to go with them because they know the culture,” Jane observed.

5. Challenges in implementing programs in Africa per Jane include not knowing the culture. However, she said if members put their skills together they could succeed. Jane has been to Haiti, the Dominican Republic, and Vietnam.
6. The most valuable qualities and experiences to OJ include a heart to help. “You need to love people no matter what. When I train people I tell them: you don’t wait for flowers for people to say thank you,” Jane added. Being ready for whatever happens is important. “Be ready for a different context; mosquitoes; instead of three meals a day you may have one meal a day – be ready for anything,” Jane explained. Other qualities include having a vision, knowing the culture, and strength. “Sometimes we think we are going to help, but we end up helping ourselves because we learn a lot,” Jane concluded.

7. Ways in which OJ engages their local African community in Florida include participating in events of other African groups and hosting events with African components such as food. Jane noted that some members of OJ are from Africa.
8. In terms of ways in which OB engages their local community in Africa, Jane stated that the president has a contact person in Africa. OJ is doing assessment, trying to get a local committee together in Africa.
9. By way of additional comments Jane said, “I think there is a future for the organization. We know that the start will be difficult, but if we are willing, we will succeed. As for myself, I can’t wait. I know the president is very motivated and willing.”
10. When asked which other Florida based organization she knew of with development projects in Africa Jane mentioned Samaritan’s Purse.

Interview 20

Participant K1 of OK was born in Cameroon and is a nurse. She is a relative of the founder of OK and has a leadership role with the organization. The interview with Karen took place in a meeting room of a local business that partners with OK.

1. When asked how she became involved with his organization, Karen shared that she is related to the founder of OK. She shared that she was born in Cameroon and is aware of the needs there and the opportunities in the U. S. She mentioned that the founder of OK likes to give back to Cameroon as a way to share the opportunities they now enjoy. His family was involved in starting the organization.

2. In response to being asked to describe the culture of her organization, Karen explained that board members and volunteers are all interested in giving back to the community. “We are all willing to help and pitch in,” she stated. Karen added that there are no restrictions and everyone has equal say. Board members step up to meet the needs of the organization.
3. Asked how her organization is involved in development work in Africa, Karen stated that OK members collect books, clothes and other items, which they pack and ship to Cameroon. They have shipped items to nursing homes, orphanages, students, and schools. OK organizes essay contests and has opened a library. “We opened a library in a school where kids can actually sign out books, this is uncommon in Cameroon,” Karen shared.
4. When asked for factors that make their work successful in Africa, Karen said people give of their time, with volunteers working hard in the U. S. and in Cameroon. “Finding people with the same values, same vision and mission who believe in giving back is priceless,” said Karen.
5. Challenges in implementing programs in Africa per Karen include financial limitations. “It’s amazing the opportunities here, but when resources are limited our work is limited,” she stated. She also shared that some people wonder if their organization is a scam and added, “I don’t blame them because there are scammers out there.” However, she explained that OK members mention the organization’s tax-exempt status at every opportunity.

6. The most valuable qualities and experiences to her organization include professionalism and amazing ideas. “Be on time, have a common goal, do the work,” Karen listed. She said board members pick roles and chip in different skills. An example is a board member who is a realtor gifted in networking and securing donations of things like gift cards to serve as prizes at events.
7. OK engages their local African community in Florida through events like fundraisers. “Part of the program includes sharing progress from the previous year and showing pictures,” Karen shared. She explained that they have diverse attendees at these events, some of who are Africans in their community. However, she explained that the African community in their county is small unlike in another country further away.
8. Ways in which OK engages their local community in Africa include through youth trainings. Ok sends refurbished computers which team members in Cameroon take to the suburbs giving youth exposure to computers. She added that OK board members in Cameroon have good ideas. Karen shared that OK plans to build a community center. “This is still in the embryonic stage. A chief has given us land; the community helps by cutting the grass. We bring resources but there are still things we need to buy,” she explained.
9. By way of additional comments about the work of OK, Karen responded that though she did not want to sound biased, but she believes that OK has potential because their members are determined. She shared that the founder is hardworking, providing for his family and giving to his community at home

(Cameroon). “Being part of this makes me feel closer to home, melts my heart (because) I know the hardships people face there,” Said Karen.

10. When asked which other Florida based organization she knew of with development projects in Africa she responded, “ Off the top of my head, honestly I don’t know.”

Interview 21

Participant K2 from OK, Kevin is the founder of the organizations. He was born in Cameroon.

1. When asked how he became involved with his organization, Kevin explained that he created Ok spurred by his faith. “I am Baha’i. My faith encourages not just talk, but action in service to the community,” Kevin shared. He explained that the work of OK began through another organization to which they paid 6.5% of donations as administrative charges. However OK obtained tax-exempt status in 2011 and can receive donations on their own. Kevin added that OK provides annual reports to both the IRS and the state of Florida. He added that he is passionate about volunteering and does so with another organization as well.
2. In response to being asked to describe the culture of his organization, Kevin said all members in the U.S. are volunteers who receive no compensation. They are responsible for raising funds. He referred to the team in Cameroon as the ‘Boots on the ground’ who monitor activities in Cameroon. “At the end of the day things boil down to me, I am the captain of the ship responsible for moving the ship

forward. I have to plan, propose and oversee the activities,” Kevin explained. He added that he appreciates all who go out of their way to support the work of OK.

3. Asked how his organization is involved in development work in Africa. Kevin explained that OK has character development programs in Africa including basic computer skills training. Ok collects books from public libraries, institutions and individuals and initiate libraries in schools in Cameroon. Kevin stated that OK has sent over 22,000 books to more than ten schools in Cameroon. “The intention behind initiating school libraries is to provide opportunities for especially poor students to have access to knowledge. I travel to see what is happening on the ground and address concerns,” said Kevin, adding that he wished OK could carry out its activities all over Cameroon. OK has YouTube videos. OK is also supporting the construction of a primary school in Eastern Cameroon, in an area called Kette. The nearest school is ten miles away. Ok raises an average of \$5,000 a year from individuals and fundraising events. Most of these funds are transferred to Cameroon for projects.
4. When asked for factors that make their work successful in Africa, Kevin cited good communication as a tool for success. He explained that OK members consult with community members to explain that the work they do is for the benefit of the community, not for OK. In so doing they engage the community in their development efforts. Local project managers and treasures are appointed and terms of service discussed and agreed upon which do not include pay. These individuals are challenged to avoid waste and provide receipts for all financial

transactions. Avoiding prejudice is another factor for success according to Kevin.

“We strive to avoid all forms of social, tribal or religious prejudices to meet all our objectives. I come from the North West Region (of Cameroon) but also carrying out a project in the East Region,” he explained.

5. Challenges in implementing programs in Africa per Kevin include limited Internet access that can affect communication. To address this there is a contact in Yaoundé, the capital city, who has access to Internet and transmits messages. Kevin cited high port fees imposed by the government of Cameroon on their shipments. “We paid 400,000CFA about \$800 just on port fees for a container filled with mainly books,” Kevin said adding that they are charged taxes on goods for charity. Kevin explained that despite their donations to an orphanage in Limbe and a home for the elderly in Yaoundé, conditions in both places still have many needs. Although they have donated books to ten schools, many more schools need books. OK has not been able to find a major donor to finance their projects.
6. The most valuable qualities and experiences to his organization include accountability, honesty, working in a timely manner, volunteering time, self-motivation, and diligence in sending reports with pictures in a timely manner. These are shared at fundraising events.
7. When asked about ways in which OK engages their local African community, Kevin’s response was that they have tried to invite and educate Cameroonians in their community about their work, but few attend their events. “They may be busy

but are lukewarm to the idea and we would have about three to four attending our events,” Kevin explained.

8. OK engages their local community in Africa by having them involved in projects. Communities commit to being responsible and avoiding waste. Community members decide where to store materials like nails for safekeeping. They contribute sand, stones and manual labor as needed. Through education, they contribute their share. “This is the only way we do have success,” Kevin stated.
9. By way of additional comments about the work of OK, Kevin shared that OK members create flyers and cards, maintain a website, and continue to recruit and maintain committed volunteers. Kevin added that OK has work-in-progress on a youth center, a school, and a book collection project for Cameroon schools. They hold an annual fundraiser and sell tickets for \$25 each. “I reached out to some big donors like Dr. Phil and Oprah, Ellen, Bill Gates – no success yet,” Kevin shared. Kevin then explained that OK is a tax-exempt public charity recognized by the IRS, the state Florida, and the government of Cameroon, information he often shares when talking about OK.
10. When asked which other Florida based organization he knew of with development projects in Africa he responded that he did not know of any.

Detailed Results

Table 1

Organizational Characteristics

Organization	M/F	Diaspora (Y/N)	Staff/ volunteer	Diaspora founder
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B	M, M, M	N, N, N	S, S, S	-
C	M, F	N, N	V, V	-
D	M, M	Y, N	S, S	D
E	F, F	N, N	V, S	-
F	M, F	N, N	V, V	-
G	M, M	N, Y	V, V	D
H	M, M	Y, N	V, V	D
I	F, M	N, N	S, S	D
J	M, F	Y, N	V, V	D
K	F, M	Y, Y	V, V	D

Table 1 summarizes the characteristics of participating organizations. Of the twenty-one participants, fourteen were male (67%). 71% of participants (fifteen) were not members of the Africa diaspora. The majority of participants, 62% served as volunteers within their organizations. Only eight of the twenty-one participants were staff members. This information is further summarized below.

Male: 14 (67%) Female: 7 (33%)

Diaspora: 6 (29%) Non-Diaspora: 15 (71%)

Volunteer: 13 (62%) Staff: 8 (38%)

Table 2

Public Information on Organizations

Organization	Website	Facebook	Annual report
B	3	3	Detailed on website
C	3	1	IRS current e-postcards
D	3	3	Not found, church-filing exempt
E	3	3	Detailed on website
F	1	3	IRS not current, e-postcard history
G	1	3	IRS not current, e-postcard history
H	0	3	IRS not current, e-postcard history
I	3	3	Detailed, print
J	3	0	None found

K	2	2	IRS current e-postcards
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0 – not available 1 – available, not updated (more than one year)

2 – available some updates (within 1 year) 3 – available, up to date (within 3 months)

Table 2 highlights publicly available information on participating organizations. 60% of participating organizations had readily available, updated websites and 70% of participating organizations had readily available and updated Facebook pages. With regards to annual reports, 50% of participating organizations did not have current annual e-postcard filings with the IRS or had no annual report readily available to the public. The remaining 50% of participating organizations had either current e-postcards filed with the IRS or detailed annual reports readily available to the public. This information is reflected below.

3 (updated):	website: 6	Facebook: 7
2 (some updates):	website: 1	Facebook: 1
1 (not updated):	website: 2	Facebook: 1
0 (not available):	website: 1	Facebook: 1

Table 3

List of African Countries Served by Participating Organizations

1. Angola	14. Libya
2. Benin	15. Mozambique
3. Burkina Faso	16. Niger

- | | |
|---------------------------------|------------------|
| 4. Burundi | 17. Nigeria |
| 5. Cameroon | 18. Senegal |
| 6. Central African Republic | 19. South Africa |
| 7. Congo Brazzaville | 20. South Sudan |
| 8. Democratic Republic of Congo | 21. Tanzania |
| 9. Ethiopia | 22. Togo |
| 10. Gambia | 23. Uganda |
| 11. Ghana | 24. Zambia |
| 12. Kenya | 25. Zimbabwe |
| 13. Liberia | |

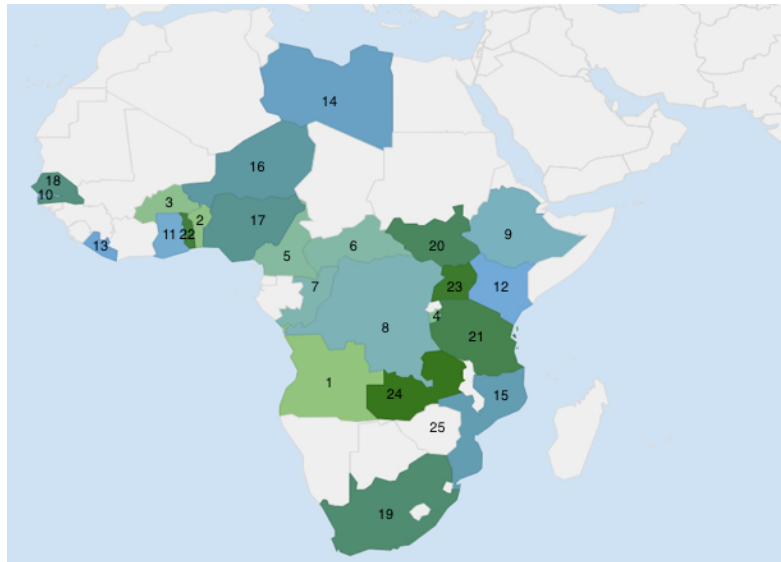


Figure 1. Map of African countries served. This map illustrates the extent of the African continent served by all organizations participating in this research.

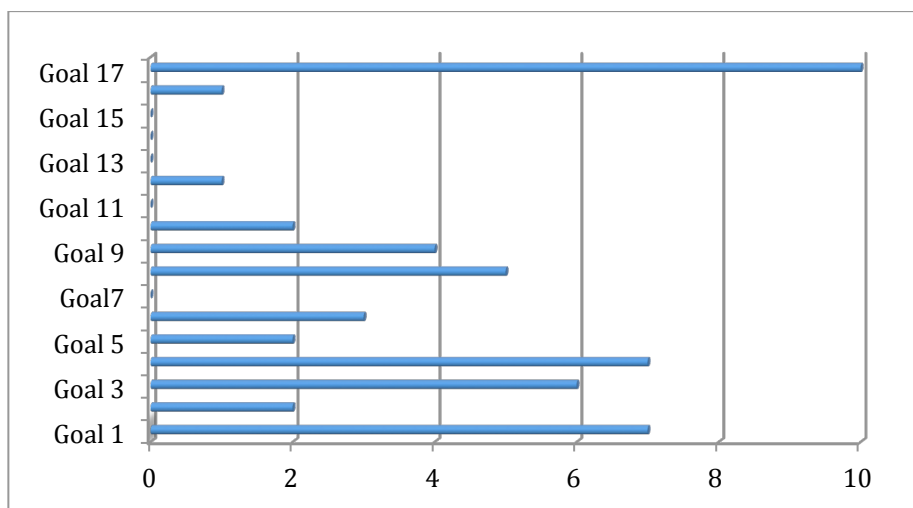


Figure 2. Number of programs aligned with SDGs. This figure illustrates the extent to which, programs of all participating organizations align with SDGs.

Table 4

Diversity of Programs Aligned with SDGs

SDG	Organization	Total
Goal 1: No Poverty	C, D, E, F, G J, K	7
Goal 2: Zero Hunger	F, G	2
Goal 3: Good Health & Well-being	, C, D, F, G, H	6
Goal 4: Quality Education	B, C, D, F, G, J, K	7
Goal 5: Gender Equality	C, G	2
Goal 6: Clean Water and Sanitation	D, H, G	3
Goal 7: Affordable and Clean Energy		0
Goal 8: Decent Work and Economic Growth	C, E, F, I, G	5
Goal 9: Industry, Innovation and Infrastructure	C, E, F, I, G	4
Goal 10: Reduced Inequality	C, E,	2
Goal 11: Sustainable Cities and Communities		0
Goal 12: Responsible Consumption / Production	E	1
Goal 13: Climate Action		0
Goal 14: Life Below Water		0
Goal 15: Life on Land		0
Goal 16: Peace and Justice Strong Institutions	I	1

Goal 17: Partnerships to achieve the Goal	B, C, D, E, F, G, H, I, J, K	10
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Confirmations and Discrepancies from Data Analysis

Data collected for each question posed during interviews was manually analyzed and the information tabulated in an effort to identify common themes. NVivo was used to generate automated themes presented as illustrative tables. (See Appendix D for data). Information from these two avenues were then compared in search of confirmations and contrasted in search discrepancies. Findings are described in the following section.

Q1: How did you become involved with this organization?

Confirmations. Overlapping themes were drawn from comparing manual and automated themes. The top three themes identified by manual analysis were relationships, African experience, and independent reasons. The top five automatically identified themes were work, organization, volunteer, time, missions. Relationships leading to an invitation to participate in the work of an organization was the primary theme identified during manual analysis. Participants listed invitations from co-workers, members of a common organization, family and friends as a reason for joining their organization. Others listed faith related reasons. With this in mind, the automatic identification of work, organization, and missions were found to relate to one another. The words “volunteer” and “time” were often mentioned in relation to how participants became involved with an organization. The majority of participants worked as volunteers on a part time basis. Independent reasons identified during manual analysis could refer to any of the other reasons on the hierarchy chart generated using NVivo 11 such as through

church or as a student (Fig. E1). By identified ways in which manual and automated themes related, confirmation of the key manual themes, relationships, African experience, and independent reasons, was established. However, some discrepancies were identified as well.

Discrepancies. Not all manually identified themes were reflected in the list of automated themes for question one. The data did not identify an African experience as a theme under reasons for involvement. This may be because participants did not use the term “African involvement”. Rather, this theme was identified through other supporting information provided by participants. For example, six diaspora participants referenced their relationship and experiences as a motivation for their involvement. Others such as Caleb and Francine shared experiences related to Africa that triggered their involvement in nonprofit development work in Africa. While a link can be drawn between these accounts and manual analysis, the automatic NVivo process was unable to identify African experience as a theme. By fostering relationships with diaspora members and communities, nonprofit leaders can provide opportunities for members of the African diaspora community to participate in development projects in Africa through Florida-based NPOs. In addition, diasporans may share Africa-related experiences through interactions with nonprofit leaders, contributing to their understanding of Africa and Africans. Even data generated in different ways exhibited some differences, information from both methods was found to be relevant to this research.

Q2: Please describe the culture of your organization?

Confirmation. By comparing manually generated and automatically generated themes for the second interview question, some similarities were found to serve as theme confirmation. Manually developed themes with at least five responses each were casual / relational, structured, small, volunteer driven, and egalitarian. These terms suggest that a majority of participating organizations were made up of volunteer teams. This would explain the finding that the majority of participants, although members of the leadership team of their organizations, were volunteers. The themes “small, volunteer driven”, and “egalitarian” are themes that can be identified in the hierarchy chart resulting from NVivo11 (Fig E2). Literature on diaspora development efforts often refer to the work of hometown associations and other groups with members working voluntarily on development projects. The theme “structured” can be drawn from chart items such as “various roles” and “performing leadership roles”. The chart also contains a family theme, which could be understood as related to a casual culture. Alternate findings were also identified for this research question.

Discrepancies. Despite significant agreement in themes found using manual and automated methods, some differences were identified. Manual analysis did not identify “collaborative” as a prevailing cultural aspect of participating organizations. However, many participants shared information about partners with whom they work. As such this is a relevant theme that manual analysis failed to identify. The casual, family-like culture of participating organizations may be an inviting setting for diaspora involvement. This may be particularly true for organizations with an egalitarian culture where diasporans

would have the opportunity to share their experiences and perspectives for the benefit of the organization. Once again, differences identified themes did not result in conflicting data.

Q3: In what ways is your organization involved in development work in Africa?

Confirmation. In an effort to identify comparable themes regarding areas of service for participating organizations, manual and automated processes were again employed. Manual analysis outcomes can be seen in Fig 2 and Table 3. While SDGs were not mentioned during research interviews, the programs carried out by participating organizations reflect these international goals to a large extent. With the exception of just five goals (goals 7, 11, 13, 14, and 15), all other goals are jointly addressed by participating organizations. With 70% of SDGs reflected in the projects of research organizations, the degree of confirmation between participating organization projects and SDGs is significantly high. Of the twelve service areas extracted through manual analysis, only two were clearly confirmed by NVivo namely, health and education (Fig E3).

Discrepancies. Strong symmetry of themes between SDGs manual analysis tables as well as alignment of automated themes with manual themes left little room or discrepancies. SDGs not addressed by participating organizations were those related to clean energy, sustainable cities and communities, climate action, life below water, and life on land. In terms of discrepancies with automated theme generation, these were largely differences in terms used and the level of detail identified by NVivo rather than differences in themes. For example, the theme development illustrated on the NVivo

hierarchy chart includes sub themes such as skills and literacy, which are areas of education. . Other theme such as training and language may also be referred to as types of education rather than as individual themes. In light of this, no significant discrepancies were identified between manual and automatic service area themes. Because of the sheer diversity of programs and places covered by participating organizations, diasporans are likely to find opportunities for involvement among the multiple service areas identified, service areas that were reflected in manual in manual and automated analysis, as well as in SDGs.

Q4: What factors make your work successful in Africa?

Confirmation. Areas of agreement with respect to success factors were rooted in human resources. The automatically identified themes “reliable team members” relates to the manual theme about team members. Partnerships and collaborations can be related to the NVivo themes “communities” and “groups”. Participants such as Harold and Kevin shared the importance of collaborating with local communities and groups. Others such as Cathy Fred, Gabe, and Ben acknowledged the importance of African and diaspora team members. As a result of the clear agreement of primary themes reflecting factors for success, it is evident that committed team members, diasporans and Africans in articular, are a strength to the success of participating NPOs.

Discrepancies. Some distinct differences were seen between the list of manual themes and that of automated themes. The NVivo hierarchy chart for question four (Fig E4) shows themes such as year and needed, which were not identified as themes through manual analysis. However, both David and Dan emphasized their organizations

commitment to long-term projects lasting several decades as a success factor. It could also be argued that meeting the needs of communities served leads to success provided the needs are accurately identified as Dan explained. If these themes are interpreted in this way, then the apparent discrepancies are not strong enough to discredit the distinct themes. Because the role of diasporans is valued among research participants, this offers opportunity for diasporans to be welcomed as valued team members within Florida nonprofits. Their knowledge of, and experience in African countries can provide meaningful contributions to the development work of these organizations in the various ways identified through both manual and automated themes.

Q5: What challenges does your organization face in implementing programs in Africa?

Confirmation. Challenges identified by both manual and automated generation showed appreciable similarities. Manually identified themes included limited financial and material resources, human resources, and distance. Civil unrest, policies, and dependency were also mentioned on more than one occasion. The NVivo themes; funding, budget, and material; relate directly to the primary challenge manually identified namely, limited resource. The NVivo theme “people” with details such as “well qualified” relates to the manually identified them “human resources”. Political and civil unrest are also identified by NVivo, as was government, which relates to policies.

Discrepancies. In spite of overall similarity in challenges identified by both methods used, spaces, translations, and communities were among the most dominant themes identified from the NVivo hierarchy chart (Fig E5). While David spoke of

survivalist spaces that create challenging circumstances such as corruption, other participants did not use this term. On the contrary other participants clearly identified corruption as a challenge. Details under translations included the words material and funding. Since only one organizations works in the translation, it may be more appropriate to leave “translating material” under material or resources, and ‘funding translation” under financial resources. Finally participant, while describing challenges faced in serving African Communities, may have used the word “communities” repeatedly. However, communities were generally not spoken of as being a challenge.

Africans in diaspora could serve as helpful human resources to Florida-based nonprofits because of their familiarity with African culture and their transnational traits. In addition, established diasporans tend to be accomplished and skilled professionals. Their intellectual and professional contributions would also be beneficial to NPOs. In spite of these opportunities, challenges identified by participating nonprofit leaders may also dissuade diaspora participation in development projects on the African Continent. Civil unrest may pose a challenge to diaspora return to African nations for development work. Diasporans may also be challenged in the areas of financial support to nonprofits because they are often making financial and material remittances on their own or through their hometown associations.

Q6: What qualities and experiences of current or potential team members do you think are most valuable to your organization?

Confirmation. Valuable qualities of team members identified through manual analysis and NVivo hierarchy chart (Appendix D, Fig 6) indicated significant overlap.

Manually identified themes with more than five references included interested /committed, skilled/trained, travel/ multicultural experience, and team member. This would suggest that organizational leaders seek skilled, committed team members who have had cross-cultural experiences. NVivo generated values identified all of the preceding qualities with the exception of travel / multicultural experience. NVivo identified various skills, interested people, and team members as themes. NVivo was used to identify further details in keeping with themes related to desired experiences. These include terms such as interested people outgoing people, academic skills, and leadership skills. These refer to the type of personality and skills organizational leaders are looking for.

Discrepancies. A number of participants including Karen, Henry, Ellen, Fred, and David identified international and cross-cultural experience as a desirable quality in potential members. However, these themes were not identified in NVivo generated data. It may be that because each participant described this quality differently, some using the work travel, others using the term culture, while others were prompted to explain what they meant by wide experiences, there was not enough repetition of similar terms to meet NVivo identification thresholds. With this in mind, many of the traits identified as important to participants are embodied in diasporans. Many are naturally interested in developing their sending communities as a means of supporting their family and friends. International travel and multicultural experience are inherent traits to immigrants. Because diasporans possess these traits there are opportunities for them to make

meaningful contributions to the success of Florida nonprofits working on the African continent.

Q7: In what ways does your organization engage your local African community in Florida?

Confirmation. Both manual and NVivo generated data indicate that local diasporans are engaged as partners. Manual analysis found that diaspora are engaged primarily as members or partners. Alternatively, diaspora are minimally engaged or not engaged at all. The final identified theme identified diaspora as engaged through events. It is worth noting that a number of participants expressed a desire to engage members of the African diaspora in their communities. From NVivo generated data, partners was also identified as a role that diaspora play. Details provided included strategic and organizational partners. Such details may suggest purposeful engagement of diaspora for programming or common goals.

Discrepancies. Themes identified on the NVivo hierarchy chart (Fig E7) also included churches and pastors as themes. Bob mentioned that OB had made efforts to engage African American Churches. David shared that their organization had engaged a pastor who could relate culturally to some of their members. While participants mentioned both of these, participants did not often relate these words to their efforts to engage diaspora Africans. Because some diasporans are already involved in giving back to their sending communities, it may be a challenge to engage them as members. However, there may be opportunities to engage them by partnering with the group, association, or individuals with whom diaspora give back to their sending communities.

Partnerships could result in joint events that draw affiliate of both the NPO and the diaspora groups.

Q8: In what ways does your organization engage the local community in Africa?

Confirmation. Similarities were also found through analysis of manual and NVivo data for engagement of African communities. Through manual analysis, the top three ways in which participating organizations engaged African Communities were as partners, through service, and as members or staff. Through NVivo analysis, partners, members, and staff were also identified as themes. However, these did not appear as dominant themes. More prominent were community, projects, and training, and family. Considering the detail within these themes entire communities and families may be engaged through projects such as training and clean water projects.

Discrepancies. NVivo Hierarchy charts showed community, water, and projects as dominant themes (fig. E8). These do not align with manual analysis beyond and understanding that within communities, projects such as water projects were carried out. This is another example illustrating that when automatic analysis is used, the researcher should think through what is generated before concluding that all proposed themes are the most appropriate. If given the opportunity, diaspora Africans may serve as a bridge between NPOs seeking to carry out projects in their sending communities, and members of those communities.

Q9: Is there anything else you would like to share about the work of your organization?

Confirmation. The extent to which manual and NVivo data resulted in matching themes was limited in response to question nine above. Themes identified through

manual analysis were hope/commitment, needs / problems and excitement / pride. Participants spoke sincerely and thoughtfully; sometimes stopping to reflect on their experiences and the journey they have been on with their organization. With the exception of hope, no direct links were identified between manual and NVivo generated themes. However, major themes such as development, school, and youth shared the common thread of being areas of service.

Discrepancies. Because question nine was very open, participants were given the opportunity to share anything they wanted to add. Diverse topics were shared related to projects which may have resulted in an NVivo hierarchy chart showing themes such as school, training, and youth. The results from analysis of manual and NVivo generated data for additional information shared freely did not provide conclusive data that made a strong case for a conclusive outcome to this question. Rather, some examples of participant interests and experiences were identified.

Q10: Which other organizations in Florida with development programs in Africa do you know of?

Confirmations. In a nutshell, neither manual nor NVivo generated data resulted in a strong case for preexisting networks within Florida based NPOs with programs in Africa. Through manual analysis the predominant finding was that a majority of participants (twelve) were unaware of other Florida-based NPOs with development projects in Africa. Seven participants had a passive awareness, naming one or two organizations. Only two were able to list three or four organizations and no participant was able to name five verifiable Florida based nonprofits working in Africa. The NVivo

hierarchy chart resulting from automatically generated data did not identify consistent themes with manual analysis. Rather than confirming responses, NVivo appeared to confirm the description of the types of organizations participants were asked to provide examples of, namely like-minded, Florida-based organizations.

Discrepancies. The only theme identified using NVivo was ‘organizations’, but this is likely due to the frequent use of this word in answering question ten. Because participants listed only a few organizations, NVivo may not have had sufficient recurring data to generate data leading to a theme. The findings from question ten highlights one of the greatest barriers to African diaspora involvement with Florida-based NPOs – lack of awareness. As a diasporan who is interested and involved in development work on the African Continent, I was unaware of the existence of all but two of the organizations represented in this research. Nonprofit leaders were also largely unaware of the existence of other participating organizations. If diasporans are unaware of NPOs in their communities of settlement working in their sending communities or continent, they will not be able to take advantage of the numerous opportunities identified for their involvement. While challenges have also been identified, the opportunities far outweigh the barriers.

Detailed Data Analysis

Codes

Codes were used as a means of concealing the identity of participants during analysis. This is necessary to avoid bias that can result from using the names of organizations and or participants. Codes also provided a systematic means of organizing

research data to ensure that the responses for each category probed during interviews was documented for each participant. Each organization was given a letter code with A being the pilot organization, B through K being organizations represented through interviews and organization L being an organization that provided a letter of cooperation but no participants. Organizations were then referred to as “OA” for Organization A, “OB” for Organization B and so forth. Data from OA was not included in data for analysis. No data was collected from OL.

Participants were initially coded using the letter of the organization and a number identifying the order in which they participated. For example participant one from organization B was coded “B1” and second participant “B2”. The letters for the organizations were assigned by developing a list of participating organizations in no particular order, then assigning letters in alphabetical order from the top of the list to the bottom. The purpose of developing a list of organizations in no particular order was to prevent identification of specific organizations during analysis since only codes were used during analysis. Final interviews were saved using this coding system. However, in writing research findings, participants were given fictitious names beginning with the letter corresponding to their organization. For example, participants from organization B (OB) were named “Ben”, “Bob” and “Brian”. This was done to facilitate comprehension.

Categories

For the purpose of this research, categories were identified during the research design process as potential areas that could influence the involvement of African immigrants with Florida-based NPOs with programs on the African Continent. These

categories are reflected in the research questions. These categories included motivation for involvement, culture and characteristics of organizations, programs, success factors, challenges, valued personnel qualities, diaspora engagement, and target community engagement. Participants were given the opportunity to identify additional categories through a question that asked for additional comments. Finally, the category of organizational networks was explored by asking participants to identify other Florida-based nonprofits working in Africa.

Themes

The analysis of data in each category yielded a range of responses. The most common responses were seen as themes worthy of additional scrutiny in light of the guiding theory to yield research results. During manual analysis matrixes were used to group responses into themes. Themes were identified as the top three recurring responses. The higher the number of occurrences, the more common the responses provided by participants were. Responses that mirrored those of other participants indicated likelihood that the theme was significant to participating organizations. The top three themes in each category were considered the most significant. Under the category of motivation for involvement, all responses fell under three identified themes namely preexisting relationship, previous experience with the African Continent, and independent reasons. The second category identified was culture and characteristics of organizations. Identified themes in this category were casual, structured, and small, volunteer run. Themes under the category of programs included education, poverty, and health. The category of success factors was characterized by the themes African and/or diaspora members and

partnerships / collaborations. Limited resources, lack of human resources, and distance were the most common themes under the category challenges. Valued personnel qualities included the themes commitment, skills, and travel / multicultural experiences. Under the category diaspora engagement themes included membership / partnership, minimal engagement, and events. Target communities are engaged through partnerships, service, and through membership / staff from the communities. Participants were given the opportunity to identify additional categories through a question that asked for additional comments. The top three themes in the category “other” were hope and commitment, problems and needs, and feelings of excitement and pride. Finally, the category of awareness yielded an overall theme of lack of awareness with the majority of participants having no awareness, some having little awareness, and a few having some awareness. As a means of confirming these themes, NVivo 11 plus was used as an independent means of identifying themes for each category. In an effort to minimize bias the auto code function was used. Manually developed themes were then compared to automatically developed themes. Overlapping themes were identified as prevailing themes while reasons for inconsistencies were explored.

Qualities of Discrepant Cases

Surprisingly, notice was taken of three elements that were not anticipated in this study namely, views on corruption, participation of non-diasporans, and the role of faith. Discrepant cases also add valuable information to research as they raise questions about why they exist outside the norm of other data and what this says about the data itself (Miles & Huberman, 1994). For this reason, pieces of data that seem out of place among

other data should be noted, considered, and meaning assigned to them. Not only does this add to the trustworthiness of research, it provides avenues for further investigation. In the case of the present research a number of things stood out from the bulk of data that were neither intentionally included nor expected. An example is the perception of corruption by research participants. While corruption was identified as a challenge by a number of participants, one participant viewed corruption as an area of need. David identified corruption as a means of survival for some who find themselves in difficult circumstances. Another unexpected find was about non-diasporan involvement in nonprofit development in Africa. A significant number of participants (71%) were not members of the African diaspora. However, their passion and commitment to supporting development on the African continent mirrored that of diaspora leaders. Although AiD are said to have an innate desire to give back to their sending communities, this research illustrates what literature has repeatedly disclosed. Finally, although matters of faith were not included in the interview questions, more than half of participants made references to faith, church, or God. While manual analysis did not identify faith as a significant theme, analysis with NVivo resulted in multiple mentions of church, missions, and even pastors. Faith emerged as a source of motivation for some participants to work with Florida nonprofits serving in Africa. A number of organizations represented were founded in response to the faith of founders.

Detailed Evidence of Trustworthiness

Credibility Strategies

There are a number of ways through which researchers can strengthen the credibility of their research several of which were employed in this research. Detailed notes and audio recording contributed to the accurate documentation of data. Member checking was used giving participants an opportunity to correct and approve interview notes before they were used as data for analysis. This differs from the proposal to include member checking after themes were determined. It was determined that triangulation could be better included as an element of credibility by allowing themes to emerge from the data, rather than employing member checking to confirm themes. For similar reasons data was collected from multiple sources including from participants through interviews, from websites, and social media. By using multiple sources of data outcomes could be viewed in light of more than one source. In reporting data all data was included with no exceptions made for discrepant cases. In this way a true picture could be painted giving room for questions regarding the discrepant cases, possible explanation and / or the admission that further research is warranted to address the outlying pieces of data. All these efforts were purposefully made in an effort to produce research that is credible. Patton (2002) identifies rigorous methods as an element of credibility as well as the credibility of the researcher and a belief in qualitative research methods.

Transferability Strategies

When it comes to qualitative research, transferability is suggested with caution. It is understood that data collected from a small sample may not necessarily speak for the

entire population, particularly due to the level of detail obtained from participants. The fact that a number of themes were common to multiple participants and organizations suggests opportunities for transferability between participating and similar organizations. Literature suggests some similar qualities and tendencies among Africans in diaspora suggesting some ground for transferability of research findings to organizations seeking to engage this population. Finally, it is worth considering that some challenges are common across the African Continent. The limited availability of resources through foreign aid from wealthier nations provided a common area of need for which study outcomes could provide findings and recommendations. These maybe worth transferring to other members of the two primary populations related to the primary research question of this study. These populations are the African diaspora population in Florida and the population of Florida-based NPO with development programs in Africa. It may be that some of these findings and recommendations could be of value to comparable population in other parts of the U.S. as well.

Dependability Strategies

Dependability refers to the extent to which research findings can be relied upon as or considered legitimate with respect to the data collected from the various sources involved in the research. Factors that contribute to dependability include well-documented research such that a third party could follow the trail of research notes, processes, and data to understand the basis for the research conclusions. Including the corrections made by participants during the member checking process, and seeking approval even from those without corrections also increases dependability. This is an

indication that information presented as data has been found to be accurate by those who provided the information. These are practiced included in this research to strengthen the dependability of the research findings.

Confirmability Strategies

To strengthen the confirmability of this research, conclusions drawn from one source or participant were compared to conclusions from other sources or participants to explore areas of overlap. Where an observation or conclusion could be identified from multiple sources, this provided evidence of confirmability. In the course of analyzing data collecting during this research, a significant number of findings were confirmed by multiple participant and /or sources lending confirmability. According to Patton (2002) it is important to look not only at cases that confirm a finding, but also at disconfirming cases in order to consider alternative explanations. By doing so, researchers are able to exercise objectivity and lend credibility to their conclusion.

Summary

This research sought to answer one research question namely: What are barriers to, and opportunities for, including members of the African diaspora in Florida-based NPOs that carry out development programs in Africa? Challenges identified by participants include financial limitations, lack of human resources, and distance. Difficulties in implementing programs as a result of prevailing conditions in Africa were also identified as challenges. These difficulties include government policies, corruption, and civil unrest. Despite the identified challenges, there are opportunities for Florida-based immigrants to participate in the efforts of NPOs in their locality that carry our

development projects in Africa. Participants also identified partnerships as areas of opportunity and cited the tax-exempt status of these organizations as an opportunity for tax-exempt giving. Participants noted that familiarity of the diaspora with their sending cultures could be an asset in development efforts in Africa. Overall, despite a number of identifies challenges to involvement, opportunities for involvement by members of the African diaspora population in Florida were identifies through this research.

Conclusion

Summary of Results

Through interviews with twenty-one leaders from ten Florida-based NPOs with development projects on the African Continent, research findings identifies a number of barriers as well and opportunities for diaspora involvement in these development efforts. Because some participants were diasporans, the challenges they identified in carrying out their projects may also be seen as challenges to their involvement in nonprofit development work in Africa. Challenges identified by participants included financial limitations, civil unrest, and distance. Government policies, and a culture of dependency in some African communities also pose challenges. Nonprofit leaders recognized the value diasporans can bring to their organizations, the skills, international and multicultural experiences of diasporans, as well as their interest in African development. Diasporans were also seen to have established relationships in Africa that could be leveraged. Because of their identified value to Florida-based nonprofits working in Africa, diasporans have the opportunity to add value to these organizations. International travel and experience were among the top three qualities identified by research

participants as valuable to their organization. The desire to engage members of the diaspora was also among the most common remarks by research participants when asked about diaspora engagement. These findings suggest multiple opportunities for African diaspora involvement.

Consistencies

Common challenges faced by participants in their development efforts in Africa included limited funding, cultural differences, government policies, corruption, and civil unrest. On a positive note, multiple participants credited their African partners and team members with being invaluable to the success of their work. Several expressed the desire to engage diasporans in their Florida community. All participants mentioned collaboration with other organizations, groups, or individuals as a significant part of their work. Several also cited their faith as a motivating factor for their involvement in service to others. These items were common to a majority of participants.

Inconsistencies

In addition to the consistencies found in responses from research participants, there were also inconsistencies. While a number of participants cited corruption on the Africa continent as a vice and a challenge, one participant suggested that corruption is a result of disadvantaged people seeking a means of survival (David), suggesting that addressing the needs of these populations is a means of addressing corruption. While a number of participants identified ways in which they engage diaspora in their local communities, only one seemed to suggest that diasporans are difficult to engage, even suggesting an apparent lack of interest on the part of members of AiD (Ken). These

inconsistencies warrant just as much attention as consistencies (Patton, 2002). It is also worth noting that while using a computer program to identify themes can serve as a protection against personal biases, researchers are encouraged to determine which automatically generated themes are relevant, and which are not.

The Unexpected

Perhaps the most surprising finding from interviews was that a majority of participants were not aware of the existence of other NPOs in Florida with projects in Africa. Of the ten organizations represented by the data analyzed for this research, there were only two pairs of organizations that were aware of, or had worked with each other. That said, I was surprised to find that over 70% of the combined services offered by the ten participating organizations align with the Sustainable Development Goals of the UN. This is particularly noteworthy as no questions related to SDGs were posed and participants provided no comments referring to SDGs.

Data Use

While data collection is a vital part of the research process, merely having data does not lead to opportunities for sharing new knowledge, policy or social change. In order for data to have meaning, it must be interpreted in light of the purpose of the research, relevant to the population sampled, and with respect the underlying theory through which data is interpreted. In this case, data will be studied in an effort to identify and describe the opportunities and challenges to African diaspora engagement with Florida NPOs working in Africa. Data from eligible Florida NPOs as presented by organizational leaders, as well as publicly available printed and web resources were used.

The following chapter will focus on the task of presenting data guided by the transnational theory of migration.

Chapter 5: Research Findings

Introduction

This study was prompted by a desire to explore an innovative approach to addressing the need for sustainable development on the African continent. The study explored avenues for involving, and the barriers to involving, members of the contemporary African diaspora with local Florida NPOs that are doing development work on the African continent. A qualitative research approach using semistructured interviews and document reviews served as the primary sources of data. A review of scholarly literature and the transnational theory of migration served as the foundation for the inquiry. Due to the authority they have to speak on behalf of their organizations, nonprofit executives from Florida NPOs served as participants. Based on the results, recommendations can be made to NPOs, as well as to the African diaspora community in Florida, about collaborative interactions that could support their common goals of promoting sustainable development on the African continent.

Overview

With an increase in globalization and greater interactions between nations, the welfare of people in one part of the world can significantly affect life for others in another part of the world. Adverse effects of instability, poverty, health, and other such factors on the Africa continent can adversely affect the lives of Americans abroad and at home. For example, the 2014 Ebola outbreak in West Africa resulted in military deployments, enhanced travel procedures, and heightened healthcare protocols in American hospitals. For this reason, developed countries, including the United States,

have a stake in Africa. Stability, development, and the absence of major health threats in Africa could mean safety, economic, and social benefits for the United States. While administrations may change, the U.S. government traditionally acknowledges the value of foreign assistance programs. The Trump administration acknowledged that engaging in foreign assistance is a worthwhile strategy with moral value; it added that these programs are necessary for national security (foreignassistance.gov, n.d.). However, in his 2018 Fiscal Year budget justification letter, Secretary of State Tillerson wrote that the intent of the U.S. Department of State was to promote President Trump's "America First" agenda (U.S. State Department, May 23, 2017). Such administrative tendencies illustrate the fluctuating nature of government policies towards international development. Because government policies regarding foreign aid may change, alternative approaches to supporting global development in general, and supporting development in Africa in particular are warranted.

NPOs that work internationally have been recognized as a valuable vehicle, one that plays a part in global good as non-state actors (Goodman, 2017). However, their efforts are sometimes undermined by a lack of understanding of the people and places where they attempt to implement their projects. The African diaspora community has been deemed a valuable resource (Turner & Kleist, 2013). The value of the diaspora is often associated with its transnational characteristics, which enable them to maintain ties in their countries of origin even while settling into the communities of their countries of settlement. However, because AiD engage in remitting resources to their sending nations outside of their primary occupations, diaspora may not have the organizational and

structural support needed to ensure projects are carried out efficiently and sustainably. By identifying opportunities for involvement and barriers to participation for African diaspora populations and NPOs in Florida, recommendations can be made for complimentary, collaborative efforts between the diaspora and NPOs in Florida.

Summary of Findings

A number of findings emerged from the current research. A summation of these findings reflects information gathered from responses to all ten interview questions. The majority of nonprofit leaders who participated in this research credited their involvement to relationships with individuals in the organization or prior volunteer or mission experience. In terms of organizational culture, most participants made reference to the small, volunteer-driven nature of their organizations, with many mentioning relational or egalitarian interactions. Areas of service of participating organizations mirrored 70% of SDGs with the most common areas being health and education. The primary success factors identified by participants were relationships and team members including diaspora Africans and local team members in Africa. Primary challenges were limited financial, material, and human resources and civil unrest. Committed, skilled individuals with multicultural experience were among the most sought after traits for current and potential team members. With the exception of members and partners, participating organizations were found to have minimal engagements with diaspora Africans in their locality. However, multiple participants expressed a desire to engage diasporans locally. On the African continent, Africans were primary engaged as partners, through service, or as team members. As additional comments some participants expressed hope and

commitment to their work, some listed needs and problems, while others shared excitement and pride in their involvement and the work of their organization. Finally, participants were generally unaware of other Florida-based NPOs with programs in Africa. Only two participants were able to list four such organizations while seven named up to two other organizations. Nearly half of the participants (twelve) were not aware of other organizations based in Florida with services in Africa.

Detailed Interpretations of the Findings

Outcomes: Opportunities from Evidence Based on Data

This research identified both opportunities for diaspora involvement and challenges to diaspora involvement with Florida based NPOs that carry out programs on the African continent. Research participants largely expressed that they would be interested in engaging local diaspora thought their organizations only do so minimally (Table E7). This gap in diaspora involvement coupled with expressions of a desire to engage local AiD provides an opportunity for diaspora involvement. A similar, yet distinct opportunity is presented by the finding that participants identify the value that diaspora play or could play within their organizations (Table E4). Diversity in terms of combined services (Table 3) and combined locations of programs on the African continent (Fig.1) gives room for diaspora Africans from multiple sending countries and with varying interests and abilities. Another opportunity relates to the skills and experiences of diasporans. Research participants identified ideal team members as those who are interested and committed, those who are skilled and trained, and those with travel and multicultural experience (Table E6). Each of these traits has been seen to relate

to diasporans. Finally, the majority of organizational leaders who participated in this research served their organizations in part time, voluntary roles (Table 1). This indicates that there are opportunities for anyone with some interest and time, including diasporans, to be involved with the work of participating organizations.

Outcomes: Barriers from Evidence Based on Data

Outcomes of this research also included identifying potential challenges to diaspora involvement with Florida-based NPOs with programs in Africa. The greatest identified challenge was lack of awareness (Table E10). Based on the finding that most participants were not aware of other similar organizations, diasporans may also lack knowledge about the existence, programs, and target locations of these organizations. Secondly, participants indicated that their organizations have limited engagement with local diaspora (Table E7) despite an interest to do so. This indicates either a lack of knowledge or lack of ability to engage diasporans. Since organizations have been unsuccessful in finding avenues through which to engage diasporans, this may be a limiting factor to diaspora involvement. A third potential challenge lies in the types of services carried out by individual participating organizations as well as the location of these services (Table 3, Fig 1). Diasporans may find it challenging to participate due to lack of interest in the particular activities or locations offered by individual organizations. AiD may also find it challenging to support some, or all, of the top identified needs of organizations namely financial, material, and human resources (Table E5). Finally, the majority of participants held voluntary roles within their organizations (Table 1).

Diasporans may not be willing or able to serve as volunteers within Florida –based nonprofits with programs in Africa.

Comparing Findings to the Existing Literature

Confirmation

A number of findings mirror existing knowledge. For example, the tendency for diaspora to remit resources to their COs was seen in that half of the participating organizations were founded by diasporans (Table1). Diaspora participants, such as George and Karen, expressed a desire to give back to their country of origin as a motivating factor in their involvement.

Disconfirmation

Literature suggests that AiD involvement in African development tend to lack the structure, organization, skills needed to carry out group projects cohesively (Ngomba, 2012). However, Findings from this research indicate that diaspora participants established organizations with leadership roles. These organizations were all registered in Florida and have obtained tax-exempt status from the IRS indicating structure and organization.

Extension

Literature provides examples of ways in which diasporans engage in development of their sending communities. Primary means include through individual remittances (Bodomo, 2013b), through umbrella diaspora groups (Ngomba, 2013) and other similar groups. This research extends this knowledge by providing examples of diaspora founded NPOs involved in development programs in Africa. Furthermore, participating

organizations had teams consisting of both diasporans and non-diasporans. This provides new avenues for investigating African diaspora involvement in African development through partnerships with non-diasporans, particularly in the nonprofit sector.

Transnational Theory of Migration Within the Scope of the Study

According to the transnational theory of migration, migrants maintain active relationships and activities in both their country of origin and their country of settlement simultaneously (Akeampong, 2010, Faist, 2010). This is seen in the case of diaspora research participants of this study. Participants including John and George made reference to their experiences in their CO to share a contributing factor to involvement with their organization. The benefit of their sending country relationships were also identified both by the diasporans themselves, including Karen, and by non-diaspora participants such as Henry, as a strength to their organization. These simultaneous interactions between country of origin and country of settlement can serve to catalyze opportunities for diaspora engagement with NPOs. Diaspora knowledge of their sending countries can be valuable to an organizations planning and implementation process. For example, Harold mentioned that travel within his CO should be done during the dry season because the bad roads in the rainy season make travel difficult and takes a significantly longer time to travel within the country. However, this straddling of two countries can also provide barriers to AiD involvement with NPOs in the local areas of settlement because they are already expending resources to maintain their relationships and activities in both countries. That said, the tendency and ability to remit resources, and the knowledge of African cultures, customs, and terrain, would make diaspora Africans a

valuable asset to the NPOs in this research that recognize desire to engage local diasporans in their international nonprofit endeavors.

Detailed Limitations

While actions and consideration recommended for enhancing the trustworthiness of a research project were implemented including member checking, triangulation, and the use of multiple data sources, limitations to trustworthiness have been identified. A summary of interview notes was provided to each participant within one month of the interview. Although participants were alerted to this step in the research process, not all participants responded in a timely manner. Due to the nature of the international work, some participants could not be reached within one month as was initially anticipated. With each delayed response came the possibility that participants would not respond with as much detail as would have been the case with a shorter time between interview and review of interview notes. Furthermore, some participants simply replied with ‘looks good’ or something similar without making any corrections, additions, or edits. While this may have been due to meticulous note taking and the use of an audio recorder, it could also be that interview notes were simply browsed and approved.

Detailed Recommendations

Recommendation Based on the Study’s Strengths

A significant strength of this research was the willingness of participants to take part, answer questions, and express interest in receiving the research findings. This served as an indication that the study was relevant and had the potential to result in information that would support the development efforts of NPO on the African continent.

The interest of participants of this study suggests that future studies involving this population could be successful. It also serves as an indication of the potential for participants to explore implementation opportunities that result from this study. As such, leaders of Florida based NPOs are seen as a willing and valuable population to involve in future studies.

Recommendation Based on the Study's Weaknesses

The primary challenge encountered during this research was delayed response time. Due to the nature of their work, namely international projects, some participants were unable to reply within the anticipated two-week response time due to international travel, some to areas with limited Internet access. A recommendation from this observation is that research with leaders of international organizations be done during an event where data collection, member checking, and follow up questions can be done on site. For this to be feasible, interview questions may need to be limited to five questions or less. This could be done at a full day or multi-day conference for example.

Additional Recommendations for Future Studies

Similar studies can be made using qualitative methods to explore opportunities for, and barriers to, African diaspora involvement in nonprofit development projects using different populations as research participants. For example, members of African diaspora communities in Florida could serve as the study population from which participants are drawn. Members of communities where such programs are implemented in Africa could also serve as a population for a future study using the same or similar questions. Comparative studies could also be done with nonprofit leaders from other parts

of the United States. Future research could focus on comparing the programs, processes, and outcomes of NPOs that work with diaspora African and those that comprise solely of nonAfricans.

Finally a follow up study could be conducted involving the same NPOs as those represented in this research. This study could be conducted after participating organizations have been informed of the findings of this research and supported in collaborative efforts with other participating organizations as well as with diaspora African in their communities. Any of these recommended future studies could expand the knowledge gained from this study, provide new or additional information, and result in new or additional recommendations aimed at improving the effectiveness and sustainability of nonprofit development programs in Africa.

Target Audience

Information gathered through this research could provide valuable information to a number of parties. Leaders of NPOs with projects in Africa would be a primary population with whom this information could be shared. Several study participants shared that they were interested in the findings of this research as it could provide recommendations to support the growth and effectiveness of their organizations. Participants also indicated a desire to engage local members of the contemporary African diaspora. They recognized the value of this population in supporting their efforts, but were at a loss as to how to engage this population. This research identifies and describes some challenges that prevent the diaspora community from involvement with organization such as those represented by participants of this study. Knowledge of these

challenges could result in targeted efforts by organizational leaders to provide avenues and opportunities that limit, if not eliminate these challenges. Finally, organizational leaders may benefit from findings in this research that highlight opportunities for organizations to collaborate with one another. This could be because they work in similar areas of development or in the same countries in Africa.

Diaspora leaders are another population that could benefit from this study. Diaspora organizations are known to have a desire to contribute to the development of their sending communities (Davies, 2012; Kshetri, 2013; Sy & Rakotondrazaka, 2015). However, they often face challenges in overseeing long-term projects because members are not able to commit the time, skill, and resources required to provide long-term oversight. This research highlights development projects by ten NPOs based in multiple cities of Florida working in nearly half of the countries of Africa. With such combined diversity of projects and places, diaspora leaders may identify work that their organizations could collaborate with for mutually beneficial outcomes.

Foreign aid entities and policy makers may also find this research beneficial. The information gathered highlights the efforts of NPOs and their ability to effect positive social change. Foreign aid entities and policy makers may consider NPOs as worthy collaborators in international development efforts. Research findings show that these organizations may have established relationships with African communities and are successfully carrying out development projects. Their needs for resources and access could be met through collaborations with policy makers and foreign aid institutions.

Dissemination

Meetings were discussed with participants as a way to share research findings and disseminate the research. Oral and written summaries of this research that share findings and recommendations are expected to provide participating organizations and diaspora groups in Florida with useful information. Similar populations in other settings may also benefit from this research. An oral presentation based on this study titled “Barriers to and Opportunities for Diaspora Engagement with Global Health Organizations” has been accepted for the 2018 Harvard Global Health Catalyst Summit in Boston.

Publications provide another avenue for dissemination. Informal channels include LinkedIn summary articles. Formal research articles in relevant publications provide avenues for scholarly dissemination. A paper on diaspora engagement in global health co-authored with a global health scholar practitioner is anticipated. Finally, this researched may be of value to development agencies and organizations on the African continent providing insights that could encourage collaborative endeavors.

Detailed Implications for Social Change**Positive Social Change for Individuals**

As a result of knowledge gained from this research, recommendations are made that can contribute to tangible improvement to support life saving and life enhancing development services and resources. There are two primary sets of individuals for whom this research can support positive social change, those providing development assistance and those receiving assistance. Individuals providing development assistance such as the nonprofit leaders, who participated in this study, can benefit from the knowledge and

recommendations presented through this research. These leaders should understand the value that diaspora would bring to their organizations beyond simply sharing insights about their sending communities. Organizational leaders should understand the innate desire that many diasporans possess to contribute to the development of their countries of origin, which fuels a commitment for successful, sustainable projects. Once this is understood, organizational leaders should communicate this understanding to diaspora as partners to diaspora communities and individuals. By incorporating this knowledge in their work, and utilizing the recommendations made, their social change impact through the work of their organizations, can be multiplied. Individuals benefitting from development projects stand to receive what they need in ways that are meaningful to them if the findings of this study are incorporated in the work of NPOs. Through collaborative efforts relationships and networks can be built with the help of diaspora from the target African communities who could gain the trust of their communities of origin. This would enhance and save lives while safeguarding the ongoing success of development programs by engaging the target population as a result of individuals understanding the purpose and value of programs.

Positive Social Change for Communities

Communities can also benefit from the findings of this study. As individuals are served, communities become more educated, healthier, and more committed to sustaining development programs. Participating diasporans could facilitate buy-in by the community. For example, by including diasporans in planning and introducing projects to their CO, communication and cultural barriers may be overcome. This may facilitate

access to important gatekeepers and community leaders, whose approval could significantly contribute to target community acceptance and participation in nonprofit led programs. Communities can also be engaged by working closely with community leaders as some research participants have done, viewing these members as a valuable part of the organization's team and treating them as such.

Positive Social Change for Organizations

NPOs, which provided the setting from which research participants were drawn, stand to gain from this research in ways that can positively enhance organizations. Several research participants expressed an interest in receiving information about research findings. They recognized the potential for knowledge and recommendations from this research to provide new ideas, insights, and suggestions that could add value to their organization. Research findings and recommendations could be used to strengthen existing programs and structure as well as to introduce new ideas and opportunities. Organizational structure and composition could be positively changed through collaborations with diasporans in their community or other organizations with similar programs or locations. For example, AiD can tap into their diverse networks both with the local diaspora communities in Florida and in their communities of origin on the African continent. Diasporans may enlist the expertise and approval of persons of influence who could serve nonprofits in voluntary advisory roles where their contributions are publicly acknowledged. Positive outcomes may result in positive social change within organizations without significant additional financial costs to organizations with limited financial resources.

Positive Social Change for Institutions

Institutions such as government agencies and funding agencies may also benefit from this research. Knowledge of the work and achievements of NPOs as well as their challenges could birth opportunities for collaborations between institutions and NPOs. Knowledge of the services and locations of NPO programs could add to existing data useful to the decision making process of institutions and governments. This could usher in new opportunities for institutions to impact new communities and programs in positive ways. Established, experienced diaspora professionals may serve as consultants to institutions seeking information that could guide decisions on if and how to support nonprofit development projects.

Positive Social Change in Cultures

Cultural positive changes may also be experienced as a result of implementing findings from this research. Based on the findings that the majority of participants were not aware of the other organizations that participated in this research, the culture of participating organizations may not allow for building nonprofit networks. By learning of other similar organizations within Florida, organizations may be motivated to make changes to their organizational culture that would result in greater networking. Networking among Florida-based NPOs working in Africa could open doors to cross-training, collaborative projects, and mutual support. Organizations may even find opportunities to collaborate in funding initiatives to overcome one of the most common challenges identified in this research. Such interactions and collaborations can result in positive changes in the social structures and internal cultures of participating

organizations. In addition, Florida based diaspora groups may welcome a network of NPOs with development projects in Africa. Diaspora groups may be more likely to acknowledge the existence of such groups and share such information within their networks more so than for single NPO with limited services and locations.

Methodological Implications

A qualitative method of research has yielded meaningful data and applicable recommendations. As a result of asking open ended questions, study participants have raised aspects of development work by NPOs that can be compared to existing knowledge and that can be further investigated. For example, by identifying common challenges recommendations can be made that will benefit multiple organizations. Future research can investigate the frequency of such similarities on a larger scale for additional applications. Through qualitative methods applied to this research, I reported challenges and opportunities identified by participants that resulted in recommendations for participants. Participants and their organizations can consider these recommendations in their development efforts. Because these recommendations address identified challenges, recommendations can support participants and their organizations in overcoming the specific challenges they face hence increasing the positive impact of their social change efforts.

Theoretical Implications

The data collected during this research was interpreted in light of the transnational theory of migration. This theory suggests that diasporans maintain active ties with both their countries of origin and countries of settlement, resulting in unique, valuable

transnational skills (Kshetri, 2013). This theory was found to be applicable to African diaspora research participants who identified their ability to understand the culture and the benefits of preexisting networks in Africa as contributing factors to the success of their development efforts in Africa. As a result of this observation, I recommend that organizations actively engage members of the African diaspora in their local communities as partners and collaborators in development efforts as an application of this theory. Recommendations based on this theory will support and increase the positive social change efforts of participating organizations as a result of the diasporans contributing their unique transnational skills to development efforts by facilitating understanding and acceptance by target populations as well as access to gatekeepers and community members.

Empirical Implications

As a result of observing and analyzing data collected from research participants, recommendations made for dissemination of research findings, and collaborations are based on the empirical findings of research grounded in the real life experiences of research participants. By identifying the most common challenges from data, recommendations can be made to address these specific common challenges. This provides organizations with tools to address challenges through collaborations with other organizations and diaspora with experience and success in those specific areas. Opportunities for greater, more sustained impact are also identified through data collection. By sharing knowledge of such opportunities, organizations can work towards

embracing these opportunities as avenues for more sustained positive social change impact.

Study-Related Recommendations for Social Change Practice

NPOs with development projects in Africa are by nature, agents of positive social change. However, their ability to catalyze affective meaningful and lasting positive change can be hindered by the challenges they face working in foreign cultures. Members of the African diaspora who maintain ties with their COs are known to remit thousands of dollars and engage in development projects in their sending communities, but their ability to sustain long term projects is challenged by their responsibilities and commitments in their CS. This study provides information from the experiences of nonprofit leaders committed to development on the African continent. From responses provided by research participants, the primary recommendation from this study is that collaborations between Florida based NPOs working in Africa and collaborations with members of the African diaspora community in Florida should be purposefully pursued. Organizational leaders should share the findings of this research with members of their organizations as a springboard to exploring ways to network with similar organizations in Florida and engage diaspora members of their communities. Diaspora members should be viewed as a valuable resource for understanding target communities in Africa and for facilitating program implementation through effective communication, cultural competencies, and established networks in target communities. By successfully navigating these areas, program development and implemented with the support of the communities served are more likely to be sustained and successful. Members of the African diaspora in Florida

can also serve as partners in sharing about the work of NPOs within their diaspora groups to create awareness and support fund raising efforts not only from AiD, but also from their diverse networks who may be willing to support organizations that support their sending communities. Through collaborations between diasporans and local NPOs in Florida, target communities can be served more effectively. Programs can be more successful, more lives can be saved or enhanced, and communities can reap long term benefits.

Researcher Reflections

Possible Personal Biases, Preconceived Ideas, and Values

Researchers in qualitative research are at risk of allowing their personal biases and preconceived ideas to influence their research. While this can influence data collection and interpretation, a committed qualitative researcher recognizes the importance of identifying and addressing such biases and preconceived ideas in order to thwart their influence on the research process and outcomes. The fact that I am involved as a volunteer with a Florida-based NPO means that I value nonprofit work and African development. Having obtained a masters degree in nonprofit management, I am concerned about the implementation of nonprofit competencies, ethical considerations, and organizational structure. I was skeptical about the extent to which these factors would be implemented, particularly in diaspora-run organization that did not have leaders trained in these areas. Finally, my expectation was that non-African would be involved primarily in supportive roles, particularly as sources of financial, material, and human

resources to participating organizations. However, many were actively involved in voluntary leadership roles.

Affects of Research Bias on Participants

In an effort to remain as neutral as possible, I refrained from sharing details about my nonprofit involvement and my African heritage before the interview meeting. When asked about my heritage upon meeting participants I asked to delay my response until after the interview was completed. This was done in an effort to avoid influencing participant responses. For example, while interviewing participants from my CO, I withheld this information until after the interviews which was a surprise to participants. That said, being familiar with nonprofit culture and have some experience with African diaspora and African contexts, I was able to understand some references, and offer comments that participants could identify with. This resulted in participants sharing greater details.

Changes in Thinking

Based on existing literature and personal experiences, at the onset of this study I anticipated that AiD would have a desire to give back to their sending communities due to their past experiences with poverty and challenges in Africa. This desire would result in voluntary work, and sacrifices of time, money, and talents. A number of participants including Harold, Kevin, John, and Karin, identified these as contributing factors to their involvement and commitment to their involvement with a NPO working in Africa.

However, after completing this research I have found that this desire to bring about positive change in Africa is not held solely by diaspora Africans. While AiD are

engaged in nonprofit development projects in Africa, non African do so as well. All participants of this study were enthusiastic about their work, believing in the mission of their organizations and speaking warmly about the people they work with and serve in Africa. Of the twenty-one participants in this study only six were contemporary Africans in diaspora. The remaining fifteen were non-Africans. Only one of these Africans worked as a staff member with their organization, the remaining 5 were volunteers. Of the 15 non-Africans who participated in this study, 7 were staff and 8 were volunteers, including 3 organizational founders. The majority of participants (12 out of 21) were volunteers with all committing time, talent, and for some resources, to their work. Each participant expressed dedication not only to the work, but more so to the people in Africa with whom they work and who they serve. My thinking has now changed from believing only diasporans are involved in sacrificial, voluntary nonprofit work on the African continent. I now know of NPOs in Florida founded and run by non-Africans. Secondly I no longer view non-Africans simply as playing supporting roles in African development through nonprofit work. I now appreciate the dedication and contributions of non-Africans who through an initial experience with Africa or Africans now support development valuing and working alongside Africans in the target communities where they work.

Detailed Conclusion

Nontraditional Foreign Aid Contributors

While there is a great demand for foreign aid to support development on the African continent, resources available by western nations, including the United States are limited. The U. S. reserves less than 1% of its national budget towards global foreign aid,

with actual amounts dependent on administrative priorities. Because of this, nongovernmental organizations play an important part in development efforts on the African continent. Another group credited with the potential for making significant contributions to development on the African continent is the contemporary African diaspora population. Existing literature highlights ways in which this group, known for their tendency to give back to their sending communities, supports their families, friends and sending communities. This is done through remittances from migrants to developing countries, which amounted to \$33 billion to sub-Saharan Africa in 2016, according to the World Bank (World Bank, 2017). Hometown and umbrella associations, as well as individual efforts of resource laden diaspora philanthropists such as Dikembe Mutombo through the Dikembe Mutombo Foundation, contribute to these efforts

Research Opportunities

Literature suggests that diasporans have a desire to support development in their CO. In addition, the transnational skills of diasporans are valuable in supporting the successful implementation and sustainability of development projects in ways that garner buy-in from target populations while meeting the reporting preferences of donor agencies. With research acknowledging the value of the transnational skills of diasporans, and the effectiveness of NPOs, this research sought to explore opportunities for collaboration between these two populations as well as challenges that hinder such collaboration. This study confirmed existing researching that credits diasporans with a desire to give back to their sending communities. Of the 20 participants, 29% (six out of twenty-one) of them were diaspora Africans and 60% (6 out of 10) of the participating

NPOs were founded by diaspora Africans. Over 50% of participants (12 out of 21) credited the diasporans with whom they work, as well as their partners in Africa, with playing an important role in the success of their programs in Africa. In both cases, the benefits listed included the fact that diasporans, like Africans, were aware of the culture, understood the processes and customs, and were able to facilitate access to officials, local leaders, and local communities. For the Africans, this can be credited to their presence in these communities. For the diasporans, this can be understood using transnational theory of migration which credits transnationals with maintaining active ties with their sending countries and cultures even while leading active, connected lives in their countries of settlement. The tax-exempt status of NPOs was found to be beneficial as a significant amount of the budget of these organizations stem from donations. Finally, the structure provided by NPOs with a mission, vision, and committed leadership team, is an added advantage. The complimentary combination of transnational diasporans with structured, tax-exempt, NPOs provided the Florida-based organizations with clear advantages over NPOs without diaspora, or diaspora without the participation of NPO.

It is worth noting that the organizations that participated in the main study of this research, ten in total, carry out programs in twenty-five African countries. Three of these organizations work in multiple African countries as well as in other parts of the world. The remaining seven organizations focus their work in one or two African countries. Some of the most commonly served countries in this research were Burundi, Cameroon, Ethiopia, and South Africa. This diversity provides multiple opportunities for Diaspora Africans in living in Florida to work with organizations with projects in Africa, perhaps

even in their sending countries. In addition to the fact that study participants identified the value of AiD as cultural liaisons, representatives from all 10 organizations that participated in the main study expressed a desire to work with African in diaspora but were at a loss as to how to do so effectively.

Challenges

Alongside the aforementioned identified opportunities for Florida based African diaspora involvement with Florida based NPOs working in Florida, some challenges were also identified. Only 4 of the 10 organizations engaged in this study had paid staff, the other six were volunteer run. Because of this, members work for the organization outside of the demands of employment and other responsibilities or based on availability or need. For diaspora in the transitional stage of immigration, income-generating opportunities may be a priority. Diaspora Africans tend to be involved in supporting their families, friends, and communities in their countries of origin as Karen mentioned. Because of this, diasporans may not welcome additional demands for support.

Recommendations for Study Participants

NPOs with an international focus are seen as an emerging force for garnering alternative resources to influence globally beneficial efforts (Devetak, George, & Percy (2017). Such organizations in Florida would do well to become more aware of like-minded organizations in their communities, something this study found to be lacking. Overall, the findings of this research indicate that collaboration between Florida based NPOs working in Africa, and Florida-based AiD is possible and desired by organizational leaders to enhance their development efforts in Africa. While barriers to diaspora

engagement were identified, these can be overcome with a focus on embracing the opportunities that were brought to light through this research. Diaspora can contribute their unique transnational skills, their broad transnational networks, and their tendency and commitment to engage in development projects in Africa to local NPOs.

Organizational leaders will need to be purposeful about building relationships with similar organizations in Florida and with diaspora groups. These leaders should recognize the value diasporans could bring to their organizations, and share this recognition with their invitation for participation to diasporans in their locality. Brinkerhoff (2016) suggests that many diaspora are predisposed with entrepreneurial capabilities and characteristics such as their diverse networks, resources, tolerance, and commitment to their countries of origin due to their concern and empathy for those there. These traits could richly benefit nonprofit development efforts in Africa. Diasporans can be hired, engaged as program volunteers, or consulted as valued advisors or board members who are publicly recognized. Provided these two groups understand the needs and strengths of the other, barriers to diaspora involvement can be overcome and opportunities maximized through collaborative endeavors. Florida-based NPOs that welcome the active involvement of diaspora Africans laden with unique transnational skills can reap greater and more sustainable positive outcomes in their development efforts on the African Continent. Such collaborations would be mutually beneficial. Transnational diaspora could use their unique experiences and skills to support both their communities of origin and their communities of settlement. Meanwhile, the success of Florida based NPOs with development programs in Africa would be enhanced. This could result in increased

sustainability of development programs beneficial to Africans while fostering the sort of stability and positive American influence that may spell benefits for Americans abroad and at home.

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Appendix A: Sample E-mail Information for Participant Recruitment

Dear _____

My name is Lydia Asana. I am a Ph.D. student in the College of Social and Behavioral Sciences and I seek to explore opportunities and challenges of African Diaspora engagement in nongovernmental organizations involved in development work on the African Continent. This is part of my final research project at Walden University. The goal of this study is to describe identified challenges and opportunities and propose recommendations based on study findings that may enhance the work of nongovernmental organizations working in Africa so as to contribute to the sustainability of development efforts. Participant organizations will be given a summary of the research findings.

To successfully complete this research I need to work with nongovernmental organizations in Florida that have development projects in Africa. If you are involved with such an organization, know someone who is, or know of such an organization, please contact me for more information on my research and the possibility of participating.

I would greatly appreciate your help in identifying potential participants for this research and look forward to sharing the findings and recommendations from my study with the hope of providing a useful resource to support sustainable development work in Africa.

Sincerely,

Lydia Asana

PhD Student

Walden University

Lydia.asana@waldenu.edu

Appendix B: Sample Letter of Cooperation

Dear _____

My name is Lydia Asana. I am a Ph.D. student in the College of Social and Behavioral Sciences at Walden University. As a Ph.D. candidate, I am required to conduct research as part of my doctoral dissertation. I seek to explore opportunities and challenges of African Diaspora engagement in nongovernmental organizations involved in development work on the African Continent. The goal of this study is to describe identified challenges and opportunities and propose recommendations based on study findings that may enhance the work of nongovernmental organizations working in Africa so as to contribute to the sustainability of development efforts.

Your organization, _____, has been identified as a potentially eligible organization to participate in this study because you are located in Florida, you are a nongovernmental organization, and you have at least one development program in Africa. I am writing to seek the cooperation of your organization in successfully completing this study. Your participation would make valuable contributions to existing knowledge on development programs in Africa. By participating you agree to allow me to interview at least two members of your organization. Responses to questions posed will provide data that, when analyzed along with other data, will provide valuable information on challenges and opportunities related to the engagement of local contemporary diaspora Africans in the development work of nongovernmental organizations. In addition to interviews, I will request a copy of your annual report and any other printed or audio-

visual material available to the public that would provide information on your organization and your programs.

I would be happy to share the aggregate findings of my study with you in the hopes that it will provide a useful resource in supporting your sustainable development efforts in Africa.

If you have any questions regarding this research please contact me, Lydia Asana at lydia.asana@waldenu.edu or Walden University at research@waldenu.edu

By signing below you indicate that you are authorizing the cooperation of _____ organization with Lydia Asana for the purpose of conducting research involving members of your organization and informational material on your organization.

Signature of Participant	Organization	Date
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Appendix C: Interview Protocol

Interview Protocol for Qualitative Study of Development Organizations

Date:

Location:

Interviewer:

Interviewee:

Dr./Mr./Mrs./Ms. _____ - Thank you for taking the time to meet with me today. As mentioned in the informed consent form, which you signed, I am a Ph.D. student at Walden University studying public policy with a focus on international NGOs. Today I will ask you a series of questions regarding your experiences working with an organization that carries out development programs in Africa. As mentioned in the informed consent form, during this interview I will take notes, I will also use an audio recorder in order to ensure that the information I record, analyze and report on accurately reflects your experiences, thoughts, and suggestions. As much as I value your participation for the success of this study, I would like to remind you that your participation is completely voluntary. You may withdraw at anytime. Do you have any questions before we begin?

- 1.) How did you become involved with this organization?
- 2.) Please describe the culture of your organization.
Staff? Volunteers? U.S based? Africa Based? Casual? Professional?
- 3.) In what ways is your organization involved in development work in Africa?
- 4.) What factors make your work successful in Africa?

5.) What challenges does your organization face in implementing programs in Africa

6.) What qualities and experiences of current or potential team members do you think are most valuable to your organization?

7.) In what ways does your organization engage your local African community in Florida?

Why? Why not?

8.) In what ways does your organization engage the local community in Africa?

9.) Is there anything else you would like to share about the work of your organization?

10.) Which other organization(s) in Florida with programs in Africa do you know of?

Thank you again for your time. I will analyze the information you have provided and will contact you within 4 weeks by phone to share my notes with you in an effort to ensure that I correctly represent contributions. During this time I will continue to interview other study participants. Once I complete the study I will provide you with a written summary of the study, its findings and recommendations.

Appendix D: Analysis of Manual and NVivo Data

Table D1

Manual Analysis Q 1: How did you become involved with this organization?

	Independent	Africa Experience	Invitation / Prior Relations
B1	x		
B2	x		
B3	x		
C1		x	
C2			x
D1	x		
D2	x		
E1			x
E2	x		
F1			x
V		x	
G1			x
G2		x	
H1		x	
H2			x
I1			x
I2			x
J1		x	
J2			x
K1			x
K2		x	

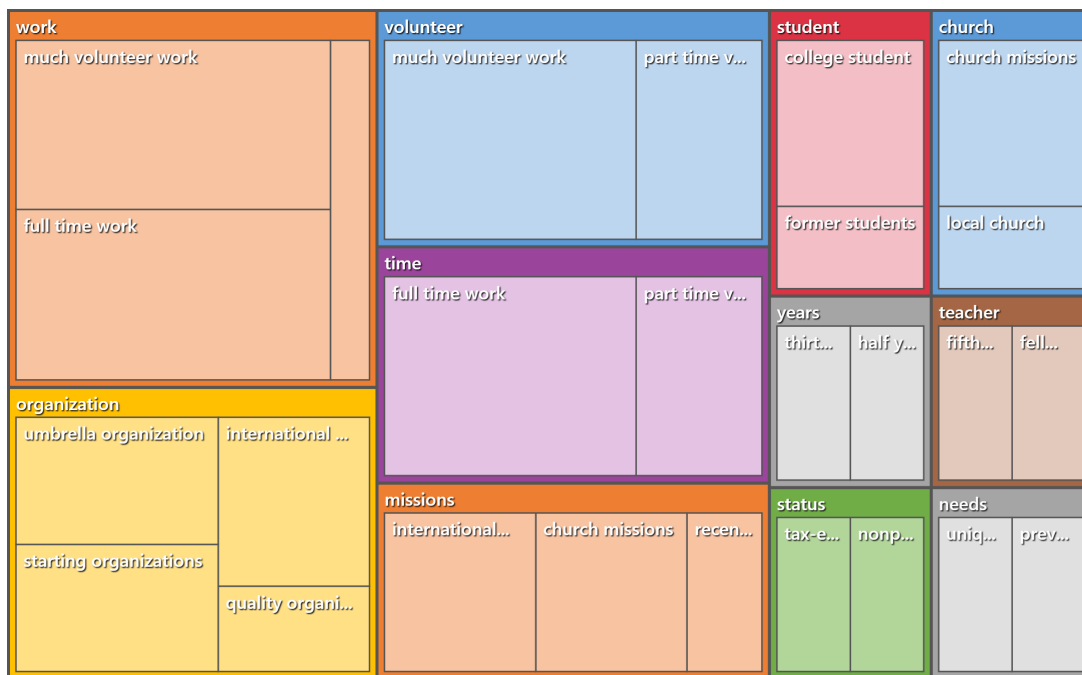


Figure D1. Q1 NVivo Hierarchy Chart

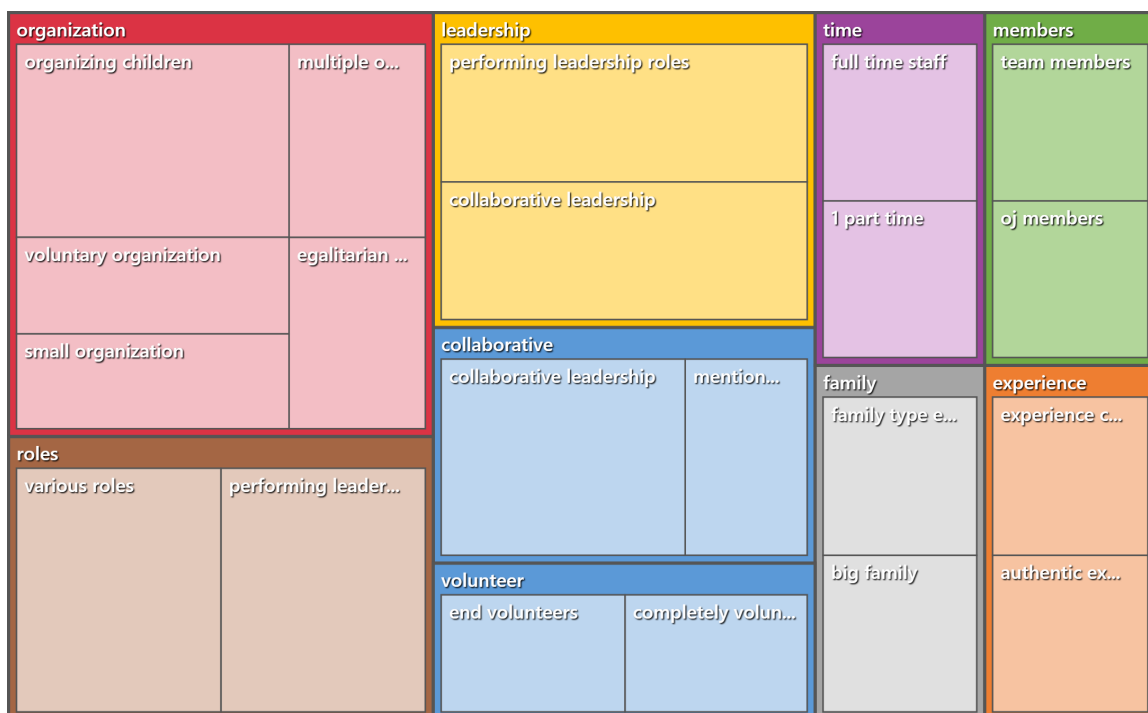


Figure D2. Q2 NVivo Hierarchy Chart

Table D2

Manual Analysis Q 2: Please describe the culture of your organization

	Egalitarian	Casual / relational	Mission driven	Structured	Small / Volunteer
B1	x	x	x		
B2		x			
B3	x	x		x	
C1		x			
C2		x			x
D1			x		
D2		x			
E1				x	
E2		x		x	
F1		x			
F2					x
G1		x			x
G2		x	x		
H1		x		x	
H2		x		x	
I1	x			x	
I2	x				
J1					
J2				x	x
K1	x				x
K2					x

Table D3

Manual Analysis Q 3: In what ways is your organization involved in development work in Africa?

Organization	Area of Work
B	literacy, education, health, cultural preservation
C	education, professional development, health, alleviate poverty, girl ed.
D	education, health, clean water
E	fair trade, economic development, cultural preservation, favorable Working conditions, environmental stewardship

F	education, food, health, professional development (teacher training), Building construction
G	food, health, building construction, education, protect girls from prostitution,
H	health, clean water, building
I	professional development, leadership development, governance
J	cultural preservation, economic development
K	education, poverty alleviation, building

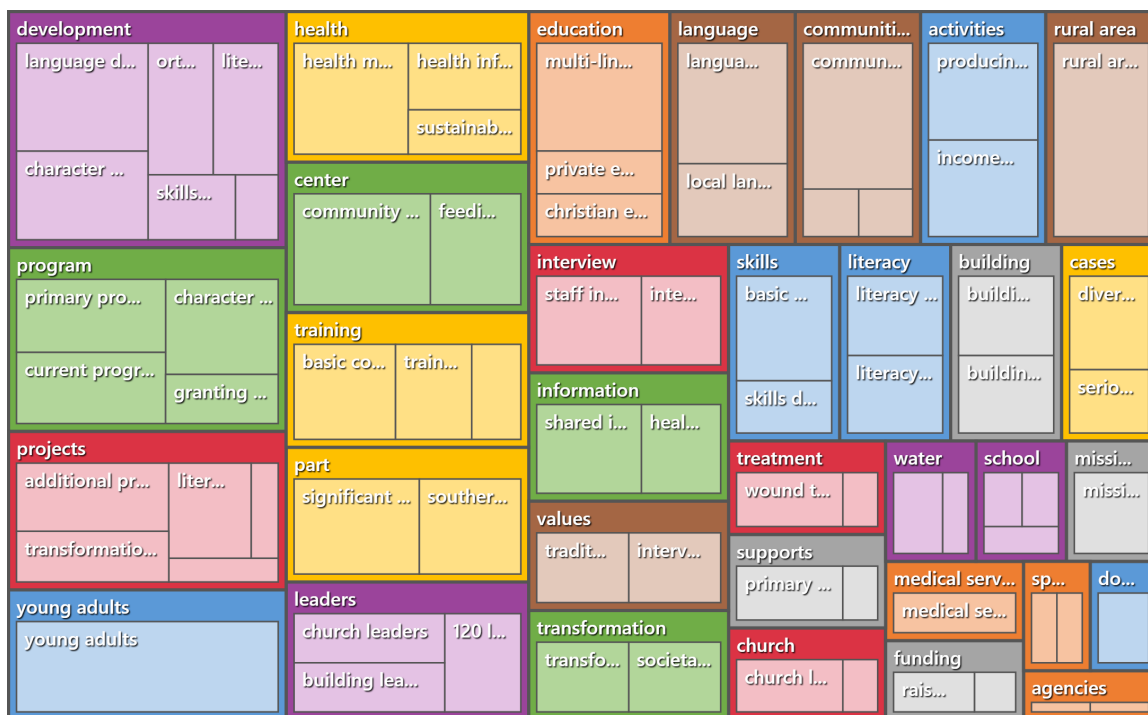


Figure D3. Q3 NVivo Hierarchy Chart

Table D4

Manual Analysis Q 4: What factors make your work successful in Africa?

	Partnerships / Collaborations	Access	Partners African / Diaspora	Communication	Projects
B1		x			
B2	x				
B3		x			
C1			x		
C2			x		
D1			x		
D2	x				
E1				x	
E2	x				
F1			x		
F2	x				
G1			x		
G2			x		
H1			x		
H2			x		
I1	x				
I2			x		
J1			x		
J2			x		
Ki			x		
K2				x	

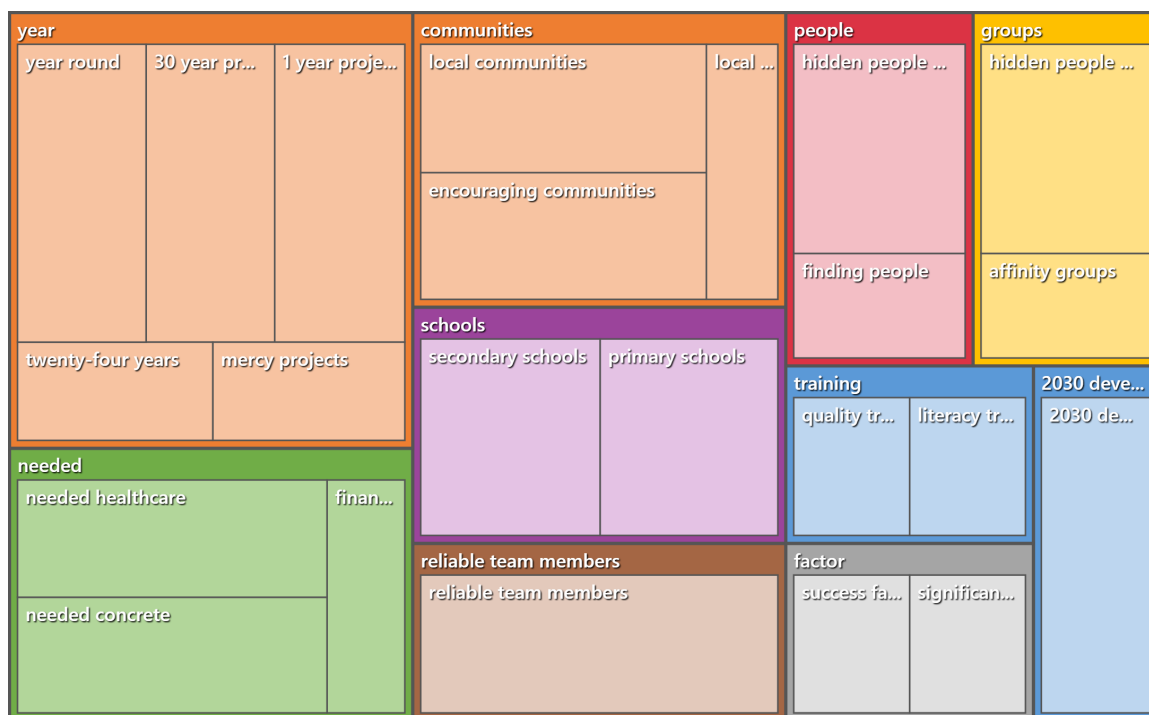


Figure D4. Q4 NVivo Hierarchy Chart

Table D5

Q5: What challenges does your organization face implementing programs

Org.	Resources Financial/Material	Civil Unrest	Human resources	Policies	Dependence	Distance
B1		x				
B2					x	
B3					x	
C1	x		x			
C2	x	x				
D1	x		x		x	
D2						x
E1	x	x				
E2	x					x
F1				x		x
F2		x	x		x	x
G1	x	x	x	x		
G2	x					
H1				x		
H2	x					
I1		x	x			

I2				X
J1	X			X
J2			X	
Ki	X			
K2	X			X

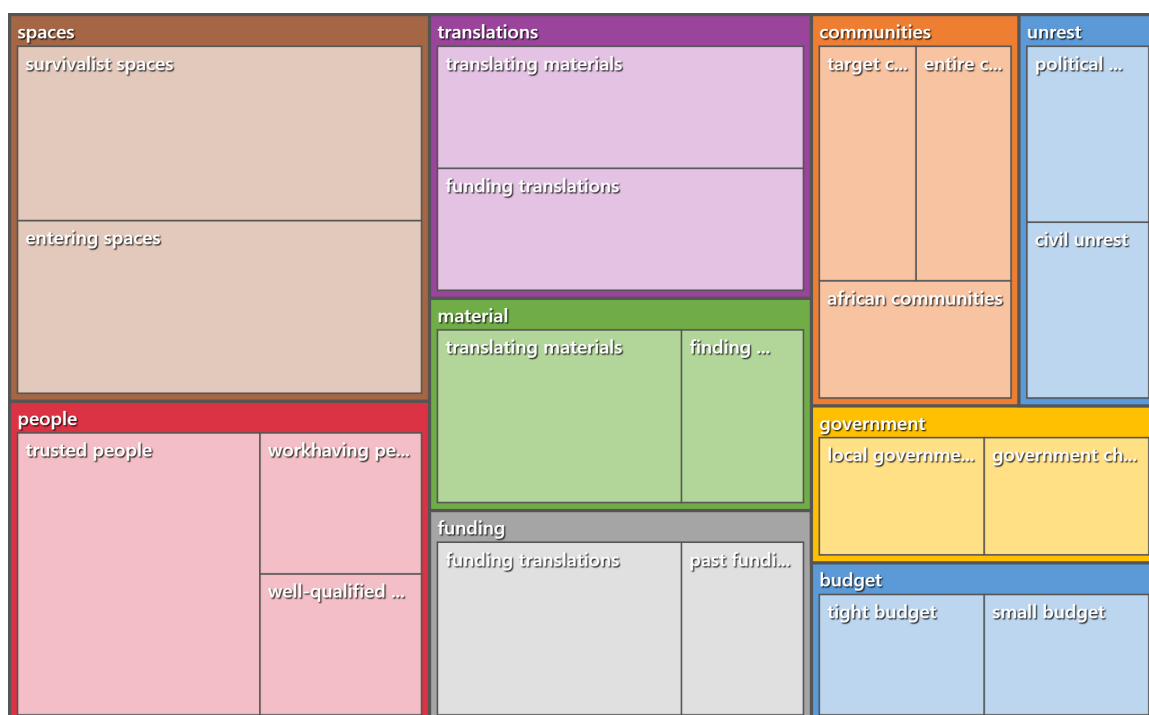


Figure D5. Q5 NVivo Hierarchy Chart

Table D6

Q6: Manual Analysis. What qualities and experiences of team members are most valuable?

	Team member	Travel/cultural experience	Skilled/trained	Interested/committed
B1	X			
B2	X			
B3	X		X	
C1	X			X
C2			X	X
D1		X	X	X
D2	X		X	X
E1		X		

E2		x				x
F1		x				x
F2		x				x
G1					x	x
G2		x		x		x
H1						x
H2		x		x		x
I1				x		
I2				x		
J1						x
J2	x					x
K1				x		
K2						

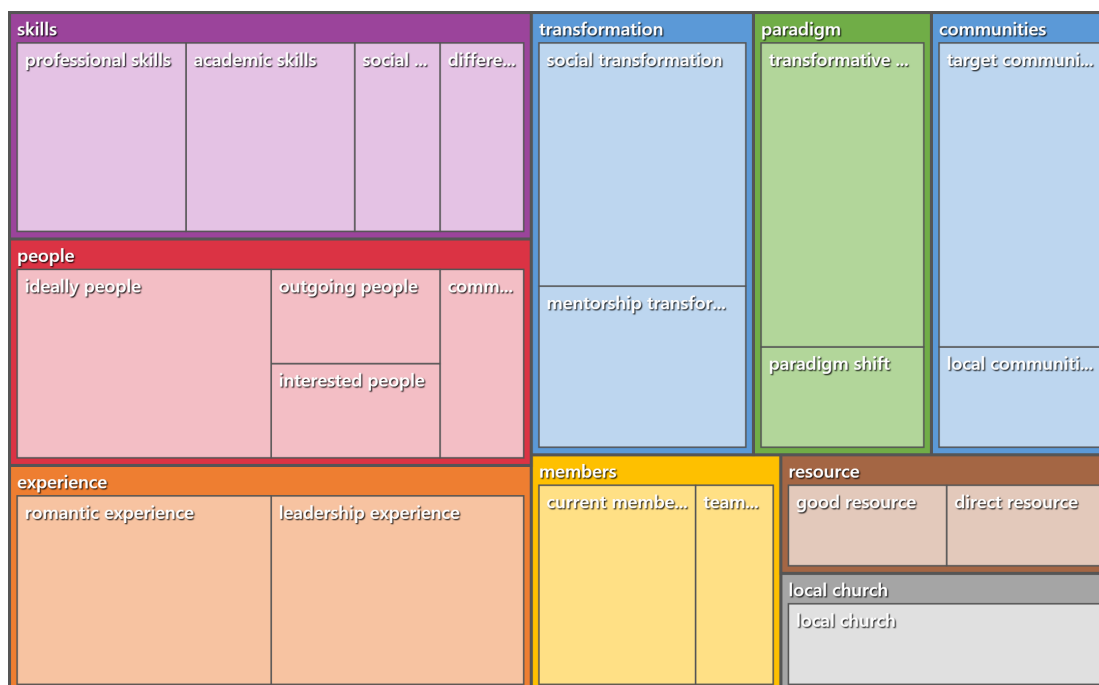


Figure D6. Q6 NVivo Hierarchy Chart

Table D7

Manual Analysis Q7: In what ways does your organization engage you local African community in Florida?

Minimal/None	Events	Members/Partners	Service	Want to do
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				more/interested
B1	x			
B2			x	x
B3	x			x
C1	x			x
C2	x			
D1			x	x
D2			x	x
E1	x			x
E2			x	x
F1		x	x	
F2		x	x	
G1			x	x
G2			x	x
H1	x		x	
H2		x		
I1	x		x	
I2			x	x
J1		x		x
J2		x	x	
Ki		x		
K2		x		

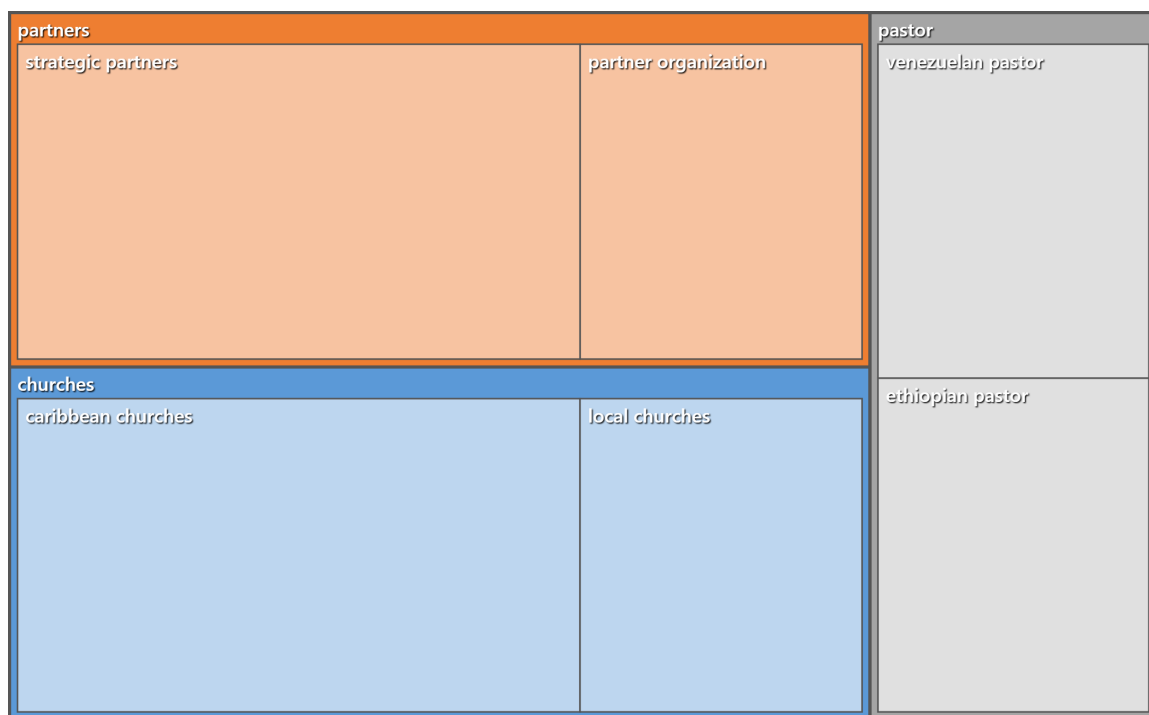


Figure D7. Q7 NVivo Hierarchy Chart

Table D8

Manual Analysis Q8: In what ways does your organization engage the local community in Africa?

	Partners	Gatekeepers	Members/staff	Service
B1	x			
B2		x		
B3	x			
C1	x		x	
C2	x			
D1				x
D2			x	
E1	x			x
E2	x			
F1			x	
F2	x		x	x
G1			x	x
G2				x
H1		x		x
H2				x
I1	x			x

I2	x		x	x
J1		x		
J2				
Ki			x	x
K2	x			

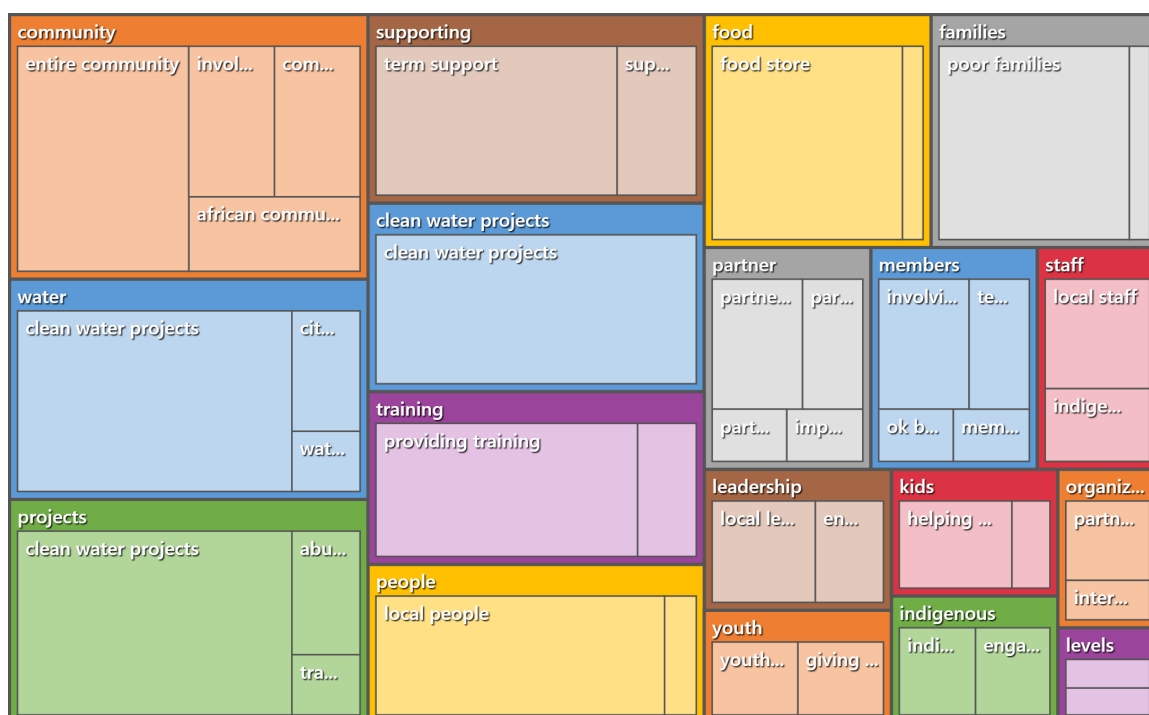


Figure D8. Q8 NVivo Hierarchy Chart

Table D9

Manual Analysis Q9: Is there anything else you would like to share about the work of your organization?

	Served & Gained	Excited/proud	Shared need/problem	Shared hopes/commitment	none
B1	x				
B2		x			
B3					x
C1					x
C2			x		
D1				x	
D2				x	
E1	x		x		

E2		x			x
F1	x				
F2					x
G1		x		x	
G2					x
H1					x
H2				x	
I1		x			
I2					x
J1					x
J2					x
Ki					x
K2				x	x

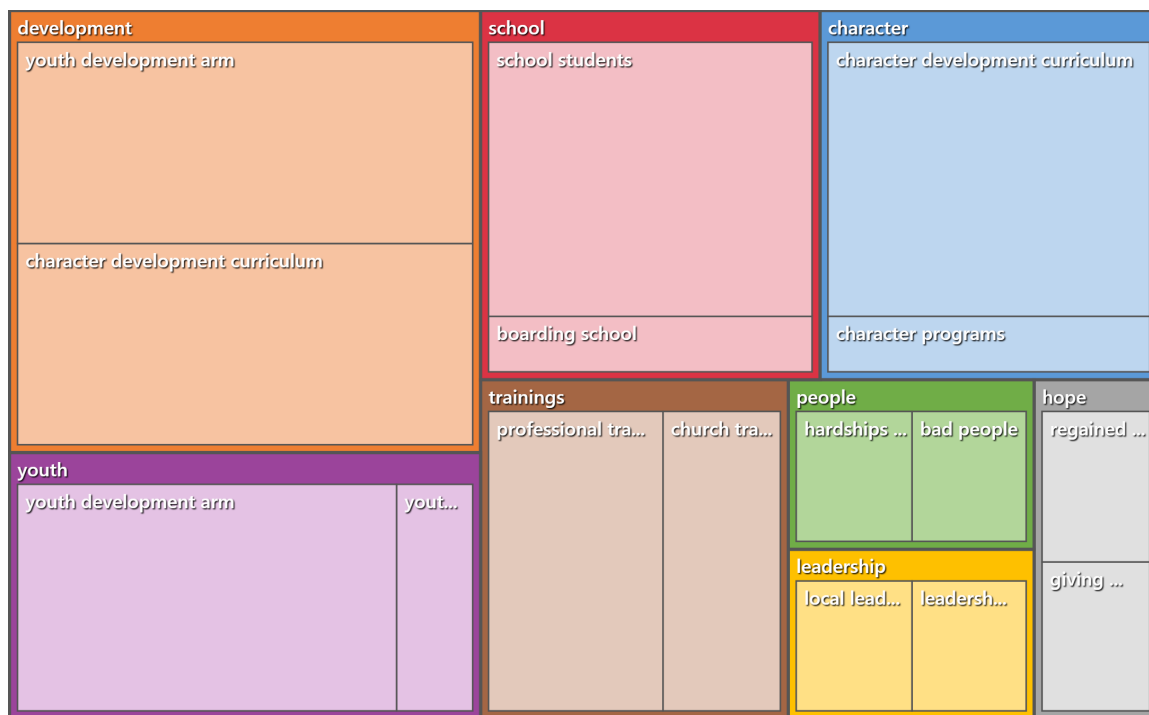


Figure D9. Q9 NVivo Hierarchy Chart

Table D10

Manual Analysis Q10 Which other individuals or organization(s) in Florida with development programs in Africa do you know of?

	0	1-2	3-4	5 or more
B1			x	

B2		x	
B3		x	
C1	x		
C2		x	
D1		x	
D2	x		
E1	x		
E2	x		
F1		x	
F2		x	
G1	x		
G2	x		
H1	x		
H2	x		
I1			x
I2	x		
J1		x	
J2	x		
K1	x		
K2	x		

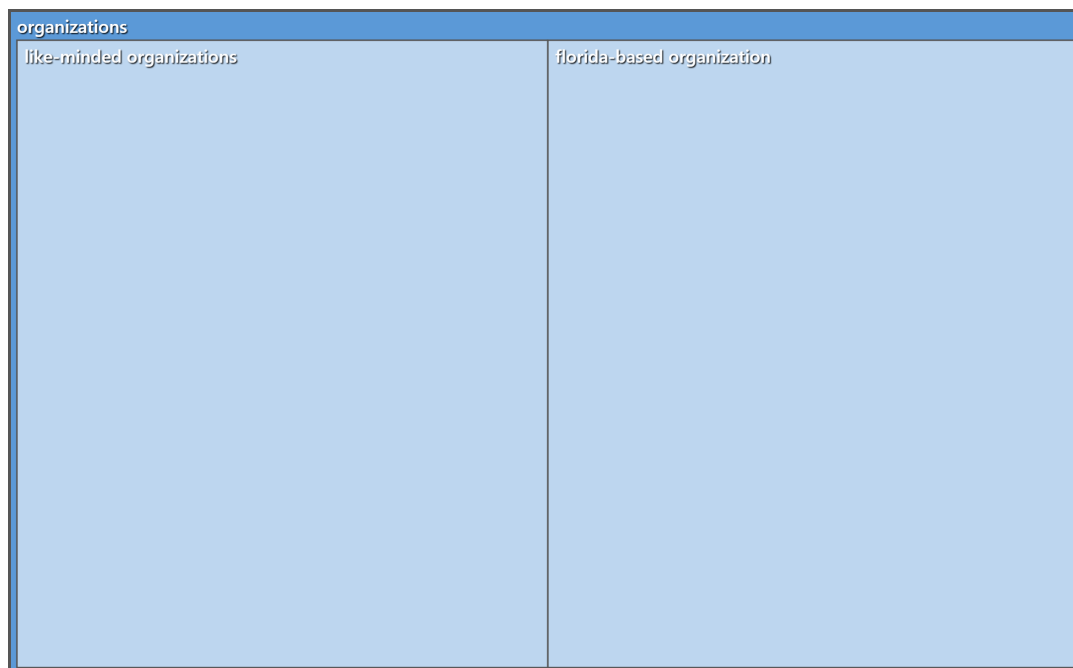


Figure D10. Q10 8 NVivo Hierarchy Chart