

PHASE 2 INTERVIEW METHODOLOGY FOR ORGANIZATIONS

Welcome to this overview of the methods used as we implemented our Phase 2 Research. Our hope is that you may be able to apply what we learned during the process as you design your own research. Of course, certain aspects will need to be changed to fit your circumstances, but the basic building blocks will be necessary in most cases.

Before you proceed, you will find it helpful to review the information on our website to get a general overview of the background. <https://www.africaleadershipstudy.org/about/the-africa-leadership-study-team/> . You will also want to carefully read all the material on the Data where a clear overview of the process is explained.

It is also important for you to understand the process used for selecting impactful African-led Christian organization to focus on for the phase 2 research which is outlined below.

Since organizations not only support and foster the training and development of leaders but also provide the institutional frameworks within which leadership is exercised, our survey asked respondents to identify and evaluate Christian organizations having the greatest strategic impact in their local area or region. Each respondent was asked to evaluate the organization they named using a four-point Likert scale in terms of the extent to which the organization trains leaders, works wisely in the local context, has a good reputation locally, receives strong support from local churches, and allows women to participate in leadership. Taking into account frequency of mention, ratings on the above criteria, and whether or not a named organization (such as USAID) had identifiable Christian links, we developed top lists for each country. The senior leadership team for each country, in consultation with Robert Priest, then selected specific organizations for follow-up interviews. Factors such as locale, the extent to which the organizations were Africa-led, and the nature of the organization's activity foci were taken into account in selecting the final organizations for follow-up.

Organizations that were international in scope and leadership and that had already been studied in local African settings (such as World Vision, see Bornstein 2005), were sometimes dropped from follow-up consideration, despite otherwise excellent evaluations, while African-initiated and led organizations received special consideration. Practical considerations, such as the cost of travel and whether leaders were available to be interviewed, also affected the final selection. For each of the 30 organizations we studied (six in Angola, six in CAR, and eighteen in Kenya), one to six taped interviews were conducted with organization leaders using protocols prepared by the full ALS team and consistent across countries. These interviews were subsequently transcribed. Supplementary on-line and print information about the organization was examined where available.

In Central African Republic we were afforded a unique opportunity to gather data before and after a coup had occurred. We revisited the organizations we had studied, and interviewed organization leaders, to see what we could learn about the effects of the conflict on their ministries.

Provided below are the administrative and organizational Phase two tools we developed as the group worked together.

1. **Phase Two Information and Instructions for Africa Leadership Researchers**
2. **Guidelines for preparing reports on organizations**
3. **Protocol for report on organizations with optimum impact**
4. **Interview protocol focused on organizations during time of crises**

1. Phase Two Information and Instructions For Africa Leadership Researchers

(A Common Context to present to interviewees)

To be used with the Guidelines and Protocols for Organization Reports and Leader Reports

This document is intended to be used by all SRDs and RAs who will be participating in Phase 2 of the African Leadership Study. As you are all leaders in the study – you are aware of all this information. However, the intent of this summation is to have a common document that can be referenced by all of you to give a consistent introduction and overview of the study to those you interview. You could print the first page and give it to them if you think it would be helpful. You may also want to add or modify the questions and answers. In any case, please use the information you agree upon consistently with each interviewee.

You will be doing the very important work of representing the several institutions from Kenya, CAR, Angola and South Africa who are members of the Africa Leadership Study (ALS) and gathering information to be combined with survey results from all across Africa. It will serve you in each of your locations as you seek to develop a strong network of Christian leaders in all facets of society. It will serve those in the West who seek to support culturally appropriate projects and partnerships for strategic development in Africa.

In each step of your work with ALS, please commit it to God, as you have been doing, being open for His grace and guidance. If possible pray together with the other SRDs or RAs before each interview, support each other and expect God to do something special. It is such a privilege to be a part of this with you.

“So encourage each other and build each other up....”1 Thess 5:11

Answering Questions that may be posed by those you interview in a consistent way.

The individuals or organizations you interview will probably have questions regarding the Africa Leadership Study. Here follow a few common ones. You may come up with additional ones. Please add them and discuss together the best way to answer them. It is very important for all researchers to be consistent in the answers they give. You may need to add material as you come up with answers together that fit your cultural context.

- 1- ***Why have you asked me to participate?*** We recently surveyed several thousand Christians in our country, and asked them to identify key Christian leaders and key Christian organizations that they believe are having the most positive impact in our country. You (or your organization) were one of the few that were identified by the most people as having such a significant positive impact. Our goal is to write reports on a few key leaders and a few key organizations in our country that are having a significant impact. These reports will be made available to a variety of Christian institutions and leaders both within our country and abroad as a way to feature what God is doing through African leadership today, and as a way to organize better support for healthy leadership development in our country today.
- 2- ***How long will this interview take?*** Interviews normally take between one and two hours, although this will vary somewhat based on how long you take to answer each question. Part of the reason we are letting you see the questions ahead of time is so that you can decide how much time you feel you can give to each question, and which questions you want to spend the most time responding to.
- 3- ***Why should I cooperate with this?*** While we are not able to offer payment for this, we believe our report will help to give your ministry a wider visibility internationally. Your cooperation would allow us to share your example, your experience, and your wisdom with a wider community of people interested in healthy leadership development in our country.
- 4- ***How will the results be shared with others?*** We would like to prepare a report on your ministry/ on your leadership – a report that can be shared with others. Each of the schools that participates in this research will have access to these reports, as will selected individuals from other regions of the world who have a special interest in Christian ministry and leadership in our country. This is a long-term project, involving a variety of kinds of research, so it will be some time before all the results can be gathered, analyzed and evaluated. It is possible that some of these results will be published as well.
- 5- ***Are my answers private? Will anyone know what information I gave you?***
We are asking that you share with us only the information that you are comfortable sharing and comfortable with having other people know. We will ask you to review our report for accuracy before it is completed.
- 6- ***Is this information being used by the government?*** No. The government is not involved in this project in any way.
- 7- ***Who will benefit?*** The benefits and outcomes of the study will inform the African Partners of the ALS Project and can serve as a resource for Africans in understanding current patterns, practices and programs of leadership to be used in their visioning and planning for the future. 1-Providing African churches and the market-place leadership with details of effective initiatives as resources they can learn or draw from and in some cases replicate appropriately. 2-Providing case studies for institutions of higher learning.

3-Generating data that Governments can use for leadership development and intervention. 4-Generating literature on leadership.

- 8- *How else can I help?* You can pray for the project. Perhaps in your family or your Bible study group or your church you can pray for us to have wisdom and discernment in evaluating what we learn and applying it to help build the Kingdom of God for His glory.

2. Guidelines For Preparing Organization Reports To be used with the “Instructions for all Researchers” and the “Protocol for Organizations”

1. The Senior Research Director (SRD) will meet with his research assistant (RA) to plan the process of preparing a specific report. It would be good to spend time in prayer together for each other, for the process, for the individuals and organizations being contacted, and for God’s hand on the final report that it would include the information He knows will be most valuable, insightful and helpful. The first step should be to search the internet to see if there are written materials on this organization that would help to provide answers needed for the report. Any such materials should be downloaded or copied, and read.
2. Using contact information from the survey (which is in the document reporting on the top organizations in your country), a plan should be made for contacting one or more persons from that organization about an interview.
3. The initial contact by telephone should indicate that in a major survey of several thousand Christians in your country, “your organization” was reported by a high number of people as being the Christian organization in the CAR which they believe is having the most positive impact. This will be clarified a little differently in each country. In in CAR: “in a major survey of 2,500 Christians in the CAR carried out by faculty and graduate students at FATEB your organization was reported by many as being the Christian organization in the CAR which is having the most positive impact.” In Kenya: “in a major survey of 3,900 Christians in Kenya carried out by faculty and graduate students at ALS, NEGST, Daystar, your organization was reported by many as being the Christian organization in Kenya which is having the most positive impact.” The person preparing to do the interview should clarify that as part of this research, we want to prepare a ten-page report on each of the top organizations in this country, and “would like to interview you about your organization.” The final report will be made available to Christian leaders in Africa and elsewhere, as a way for people to learn about what organizations within the CAR/Kenya/Angola are having the most positive impact.
4. The RA or SRD should ask to schedule an interview at a mutually agreeable time and place, should volunteer to send a copy of the protocol summarizing what we are looking

for, and ask the person to be interviewed if there are documents about the organization that they would be able to share. The first page of the “Instructions for all Researcher” with the ALS purpose statement and list of participant institutions could be sent at this time, or taken to the interview where it can be discussed face to face. (see #6)

5. Getting copies of their organizational information ahead of time is also very important and will save a lot of time. At the very least they will help in preparing organization specific questions for the interview.
6. At the time of the interview, there should be a repetition of the background to this (see #3 above) and an explanation of the research and the reason for it. The person should be assured that they will be sent the final report for review, before it is made available to others. They should be assured that if there are any questions they would prefer not to answer that they should feel free to say so, and we’ll simply skip that question. It may also be a time to get any highlights the person wants to give related to the documents they have provided earlier. However, it is not necessarily best to start with those documents.
7. The interview should be carried out in a place where the sound is not a problem (i.e. somewhere that is relatively quiet – so that the recording will go well). The protocol is to structure the final report, not necessarily the interview. That is, an interview might begin by asking about the first few items on the protocol (History, Mission, Current Leader) and then skip to the second page (SWOT, Impact, etc.) and then come back to the remaining items. The exact order in which questions are asked is flexible, but all questions should be addressed if possible.
8. It is important that the recorder be checked ahead of time, that the person doing the interview practice doing recordings ahead of time, so that the interview is recorded without a problem.
9. Prior to the interview process you will have made arrangements with a transcriptionist so you know each others availability. You will also need to give them the paperwork for tracking their work so they can be paid promptly. This will encourage them to do the work promptly. If the RA is doing the transcription along with their other support work, then you will have to clarify arrangements (see #13)
10. Immediately after the interview, the recording should be checked to make sure it went well. It should be copied to computer, and copied to a flash drive and given to the transcriptionist. We must have back-ups of each interview. These multiple copies of the recording are essential.
11. We should arrange to make PDF copies of any documents that the interviewee provides about that organization.
12. The transcription needs to be made as soon as possible, and returned right away to the SRD and RA that are working on this project. The paperwork tracking their work with the request for payment can be turned it at the same time so they can be paid promptly as well.

13. In many cases, a second or even third interview will be done related to a specific organization. The same process will be repeated.
14. The SRD will consult with an RA about the process for preparing the final report. This should include the parameters you want to work out between you for their payment, keeping in mind that expenses can be reimbursed, but the final payment for each report will not be available until after final review with Bob and agreement that it is done. Paperwork and logs for time and expenses are available from David and Michael. They will be the same as the Phase One logs.
15. The final report should be ten pages long. It should use the headings from the protocol: History, Mission/Vision, etc.
16. The SRD will go over the final report and other documents (including transcriptions) to ensure that the report is of high quality and accurate.
17. As the research is carried out, and the report is written, whenever impressive results are claimed, it is helpful to get feedback from others on the reliability of the claims. If there seems to be solid evidence or support for the claims, then include this in the report. Unless one can be quite sure of the accuracy of impressive claims, it is often best simply to report what someone claims. For example: "According to the president of XX, more than 25,000 people become Christians each year because of their ministry." Such a format is accurate, and lets the reader make their own decision on whether to consider such a claim reliable.
18. A brief abstract of each organization will be prepared, of somewhere between 100 and 200 words.
19. When both are completed, then the following documents should be sent to Robert Priest for final check before they are posted on-line.
 - a. The 10-page report.
 - b. A 100 to 200 word abstract.
 - c. Transcriptions of all interviews done.
 - d. Any supporting documents.
20. At the time each report is submitted, the SRD should also submit a filled-out forms and logs on expenditures related to that particular report. This will include information on how much of the specified amount is being paid to the RA or RAs and how much to the SRD.
21. Robert Priest will read the reports and abstracts. If he sees issues that need further clarification, he will work with the SRD to resolve them. Otherwise he will forward them to Daniel Crickmore to be posted on-line, and will give official notice that this report is now completed and filed. At this time the payment related to this report can be released.

3. Protocol For Report On Organization With Optimum Impact

HISTORY

Founding date, founder, brief account of history, impetus for creation, significant milestones.

MISSION/VISION

What is the purpose/mission/vision of this organization? What is the scope of this vision: geographical, ethnic, denominational, arena of action and influence, who is served? What do you do, and what do you not do? Have there been shifts or changes in vision?

OTHER ORGANIZATIONS WITH SIMILAR FOCUS/MISSION

Compare and contrast yourself with other organizations that have a similar focus in your own country or region. Who else is doing what you do? How are you similar to these others? How different?

CURRENT LEADER

Give brief description of the current leader of this organization, with name and title, indicating how long this leader has served in this role. Give a brief summary of this leader's background, education, prior experience, and unique strengths.

BOARD STRUCTURE AND COMPOSITION

Describe the make-up of the board (in terms of gender, ethnicity, strengths which they bring – such as specialized training or expertise). Describe background, education, and training of board members, with strengths of each.

ORGANIZATIONAL STRUCTURE & LEADERSHIP

Describe the make-up of the staff (in terms of gender, ethnicity, strengths which they bring – such as specialized training or expertise) with particular attention to strengths and weaknesses. Describe the leadership structure, and the way in which leadership functions. What plan, if any, is in place for leadership succession?

BOARD AND STAFF RECRUITMENT AND SELECTION

How do you they choose board members and staff – what do you look for? – is there a formal process? Is there a network of alumni, contacts, institutions, etc. that you contact?

STAKEHOLDERS

Identify and describe various stakeholders in your organization, and the way your organization is responsive to each.

FINANCES & OTHER RESOURCES

Where do resources come from? How are finances handled? Is there an annual budget? Copy available to us? Are the books audited? How often? How does budget coincide with income received and expended?

PARTNERSHIPS/LINKS

What kinds of other organizations do you network or partner with? Churches? Organizations locally? Organizations from abroad? How do you interface with local churches? What sorts of partnership benefits do you look for (technical? Financial? Delivery?)? What are the limits of who you will and will not work with?

SWOT

Strengths, Weaknesses, Opportunities, and Threats (Challenges). Please identify what you see as your strengths and weaknesses. What challenges, impediments, or constraints

do you face in carrying out your mission? What unique opportunities is your organization uniquely positioned to address? How you handled threats or weaknesses? How have you used strengths?

IMPACT/SUCCESS/ASSESSMENT

What positive impact has your organization had? What outcomes? What complete projects have you done? Do you have reports or written evaluations on these project outcomes? Do you have stories or pictures or other evidence related to positive impact? Key example? Names of key people you have had an impact on? What would you say were the significant ingredients to the success you have achieved?

TRAINING/LEADERSHIP DEVELOPMENT

What training or mentoring do you do as an organization? What training do you rely on from elsewhere? What training or preparation do people working for your organization need? Where is this training available? Where did your people get their training? How would you assess the quality of the training your staff received from whatever institution trained them.

PRINT AND ELECTRONIC MEDIA

What print or electronic resources do you already use, distribute, produce? In what languages? What print or electronic resources do you wish you had? What print or electronic resources are most useful?

FUTURE

Does your organization have a strategic plan? Short-term and long-term? Can you describe any specific initiative planned in the next year or two (on the drawing board)? Do you have future plans related to print? teaching? distribution? Can you describe your sense of the long-term sustainability and strength of your organization?

REPORT PREPARATION INFORMATION

Give the name of the person or persons preparing this report. List the persons interviewed for this report, and the dates of the interview (s). Indicate other sources used for preparing this report, such as on-line information.

4. Interview Protocol focused on Organizations During the Time of Crisis

I am wanting to ask you about how your organization has experienced and responded to the recent violence and conflict, and also to ask you to describe the ways in which the conflict has had an impact on your organization and its ministry. I want you to know that there are people praying for you, your family, your ministry and for CAR. It is their hope that others may learn from your experiences.

(Since they were interviewed the first time around, you may want to answer any questions about what has been done since that original interview which will be combined with this one to give a more complete picture. Since these interviews focus on what are likely to be emotionally disturbing realities, you should monitor people's feelings during the interview -- not pressing them to answer any questions that they seem reluctant to answer

*because of how painful it is. Under some situations you may want to ask them if they want to continue with the interview or not -- and allow them the option of not continuing if you sense the interview itself is traumatic. You may want to open **with a brief prayer committing the time and conversation to God.**)*

[Open with a brief prayer committing the time and conversation to God.]

1.--Could you begin by describing how your organization's work and ministry has changed since the conflict. What was this ministry like before the conflict, during the conflict, and currently?

2.--I would imagine that as a Christian organization you've had important opportunities to try and have an influence for good in these difficult times. [Such as helping provide refuge or protection for people, or encouragement, or influence for peace] What new opportunities for ministry have you sensed that God gave your organization during this time?

3.--Could you tell me one or two (more) stories of how your organization has had the opportunity to provide strategic help related to the crisis? [Try and get them to give a detailed story. If they finish a story, you might ask either for more detail if they did not provide much detail, or – if it seems like they might have had a lot of different experiences -- you might ask for another example they would be willing to share.] Did you have any opportunities to interact with or try and influence anti-balaka forces? If so, please describe.

4.--What have been some of the most difficult challenges your organization has faced during this time? [You want to encourage them to give full answers here. You might say after they've given one or two challenges, "Were there any other difficult challenges that you faced?" [If they mention a challenge, but not how they dealt with the challenge, feel free to ask them to describe how their organization responded to that challenge.]

5.--Were there difficult challenges that the members and staff of your organization faced during this time? Please describe. Has the involvement of any of the organization's staff or members changed during this conflict time? How? Has anyone had to leave the country or leave the organization due to reasons related to the conflict?

6.--[If they have not already mentioned the following matters, please probe on these.]

6a--Can you describe any danger or violence that you or other organization members or staff faced during this time, and with what results? Did you have interactions with the Seleka?

6b--Can you describe what has happened to the physical property belonging to the organization during this time – and what is the situation now compared to several years ago in terms of this physical property? (Relocation?)

6c--Can you describe what has happened in terms of staff income or the organization's financial support during this time? That is, how have financial resources for ministry been impacted, and with what results? [What are the sources of financial support, organizations? Churches? Etc.]

6d--How was access to communications or electronic resources affected by the conflict (email, cell phone, social media, radio, TV, etc.), and how did this impact the organization's work and the ministry of the organization's staff or members?

6e--How was the members' or staff's ability to travel affected? Has that affected the organization's ministry?
How?

7.—What organizations or individuals have been of greatest help or encouragement to your organization and staff during this time? Please describe.

8.—How have the changes in government impacted your organization? Were there any notable events where government officials or soldiers interacted with you in ways that impacted your organization? Were there ways that the government formerly provided supports or limits that have changed under recent events?

9.-- Have there been key people or written resources that have influenced your organization's considerations or response to this conflict? Have any of your organization's leaders or board members had previous experience with conflict situations (diplomacy, working with refugees, etc.)? How has this been helpful to your organization during this time?

10.-- What short-term or long-term future goals does the organization have for its work and ministry? How have these been affected by the conflict? Do you plan to provide any continuing ministry related to the conflict situation (refugee care, special training, etc.)?

11.—How has this conflict in the Central African Republic affected the organization's views or plans related to future work in the CAR or in some other part of the world?

12.—Are there any Bible passages that have been particularly helpful to your organization and its members or staff during this time? What has God been teaching you?

13.—Is there anything else I should ask you about related to your organization's experience during this time of crisis? [If they list another question, then ask them to answer that question.]

End by thanking them deeply for their help and praying with/for them in the context of what they have shared with you.

A Prayer for Central African Republic, watered with tears

Dear Lord of all creation,

Who by your word created the heavens and the earth, who through your love became a man and gave your life to conquer death and redeem all you had made: speak that word in Central African Republic. Turn back the hands of those who seek to do harm and bring death. Bring all their plotting and plans to nothing. Nurture the seeds those who love you seek to plant, seeds of hope and peace and reconciliation. May they grow and fill the land and blossom with a sweet fragrance, producing the fruits of righteousness. Turn the hearts of the leaders to do good for their people instead of hungering for power. Turn the hearts of the

people to you, that through them your redeeming love can work in power against death to bind up and heal. May the people of Central African Republic shine as a light in the world, an example of how you can redeem and restore.
May all be done to bring glory to your Holy, Precious name.....