

Sustained Research through Collaborations:

A study of CADFP alumni and
follow-on grant activities

Institute of International Education

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Carnegie African Diaspora
Fellowship Program





Introduction

The Carnegie African Diaspora Fellowship Program (CADFP) enables exchanges between academic scholars in the United States and Canada (Diaspora Fellows) and scholars at African higher education institutions (Host Fellows). Established in 2013 by the Carnegie Corporation of New York and implemented by the Institute of International Education (IIE), the program funds research and teaching collaborations that facilitate knowledge sharing, build the capacity of African higher education institutions, and create international partnerships between the African continent and the African scholar diaspora.

Approaching its tenth year, the CADFP has developed a robust alumni network of over 600 Diaspora and Host Fellows. This research study aims to explore the trajectories of these CADFP alumni and the follow-on grant funding they have pursued beyond the initial fellowship grant disbursed by the Carnegie Corporation of New York. The research brief focuses on three areas of inquiry: (1) what types of follow-on grants CADFP Fellows have applied to and received; (2) how their CADFP experience enabled Fellows to apply to collaborative grants with their counterparts; and (3) effective practices that enable this grant-related collaboration. The findings from this research inform programs looking to foster international research and collaboration among program beneficiaries and build sustained pipelines for further research beyond the fellowship.

Research Approach

The theory of change underpinning the Carnegie African Diaspora Fellowship Program posits that if Diaspora and Host Fellows are given opportunities to pursue collaborations in curriculum development, research, and teaching, these relationships will build the capacity of African higher education institutions and build sustained networks that will bridge further collaboration between African institutions and the African diaspora scholars. CADFP funding, provided over a short term (two weeks to three months, on average), is meant to provide the initial impetus for sustained collaboration and activity well beyond the length of the fellowship.

IIE's Research, Evaluation, and Learning (REL) team explored three questions related to the potential impact of the CADFP on long-term collaborations:

1. Do CADFP Fellows (Diaspora and Host Fellows) continue to pursue follow-on funding related to their initial CADFP fellowship activities (e.g., curriculum development, research, teaching)?
2. Do CADFP Fellows work together on further grant opportunities related to their initial CADFP activities?
3. If successful, what effective practices do CADFP Fellows note in pursuing additional grant opportunities and working together on such follow-on grants?

It is important to highlight several key terms that underpin our research approach.

CADFP Fellows. This term refers to the program's beneficiaries: Diaspora Fellows and Host Fellows. Since both Diaspora and Host Fellows can pursue follow-on grants, either individually or together, it was critical to collect data from both. Diaspora Fellows may receive the CADFP award up to two times, providing

opportunities to build on previous projects or research, or establish new ones with their Hosts. Host Fellows can host Diaspora Fellows several times, and some Hosts have worked with various Diaspora Fellows. As a result, Host Fellows sometimes completed data for our research for collaborations with various Diaspora Fellows.

CADFP activities. The link between the initial CADFP fellowship and the follow-on grant funding is the focus of our research. As part of their CADFP fellowship, alumni pursued three types of activities: curriculum development, research, or teaching & mentoring. To establish the causal link between CADFP and this sustained collaboration, our research focuses on follow-on funding or grants that continue work already started during CADFP or new activities that build on the initial CADFP fellowship.

Follow-on funding or grants. The funding or grants at the center of our research are intended to follow CADFP Fellows' funding from the Carnegie Corporation of New York. Alumni were specifically asked to focus on grants of funding that were *beyond* or *outside* the funding provided by CADFP. This was to explore the collaboration and sustained activities of CADFP alumni outside their fellowship(s).

Types of Collaborations in CADFP

CADFP inspires a group of highly motivated Diaspora and Host Fellows to pursue meaningful projects and research that advance their careers, institutions, and the field. It introduces various pathways to build sustainable collaborations during the CADFP fellowship. First, Diaspora Fellows and Host Fellows who have previously worked together can submit a joint project to continue their work and strengthen an ongoing collaboration. Second, CADFP provides financial support for new projects between Diaspora and Host Fellows who have not previously worked together. And third, as mentioned previously, CADFP Diaspora Fellows may pursue additional funding through CADFP, either continuing their collaboration with their Host Fellow or expanding their work to another Host Fellow. Host Fellows may also pursue several collaborations with different Diaspora Fellows.

Successful CADFP projects can lead to increased visibility, recognition, and value of alumni's academic activities and contributions to the field. Through initial funding from CADFP, Diaspora and Host Fellows also build capacity in the African host institution (Host Fellow) to build curricula, pursue localized or global research, and mentor and teach students.

About the Data

The research findings represent data collected from 109 Diaspora Fellows and 78 Host Fellows who pursued CADFP fellowships from 2014 – 2021. Through a combination of surveys and interviews, the REL team collected quantitative and qualitative data on the funding sources Diaspora and Host Fellows leveraged after their fellowship ended and how these alumni worked together on continued work or new work related to their CADFP activities. The sample of CADFP Fellows closely resembled that of the program population, with responses from Fellows across the various Host countries: Ghana, Kenya, Nigeria, Rwanda, Tanzania, South Africa, and Uganda.

Based on the survey responses, we conducted nine interviews with CADFP Fellows to learn about their grant collaborations. These interviews sought to understand more deeply participants' experiences applying for grants, their relationships with collaborators on applications for grant funding, and the subsequent impact on their activities. Three of these case studies are highlighted in the report.

The following findings reflect the variety of Fellows' experiences after their fellowship. For many Diaspora and Host Fellows, the ability to pursue or garner additional grant opportunities is directly linked to external factors often outside their control, including length of time in their profession, current professional status, and current sector and employment status. We also note the significant time that grant proposals and opportunities take and, for some CADFP Fellows, the relatively short time since their fellowship opportunity. Finally, we note the limitations over the last two years created by the COVID-19 pandemic, when alumni's work was affected by reduced budgets and grant funding opportunities, as well as considerable constraints to research and international collaboration.

Our research inquiry focuses on Fellows who pursued follow-on grant opportunities and were successful. We are mindful that our findings reflect a subset of the full program population. As a result, in drafting the effective practices that contribute to successful grant applications and collaboration, these insights reflect the findings and reflections of participants in this research.

Follow-on Grants Pursued by CADFP Fellows

Our findings indicate that Diaspora and Host Fellows continue to pursue opportunities related to their CADFP fellowship activities in collaboration with their counterparts. This section presents the variety of collaborations and pursuits by CADFP Fellows. Specifically, it highlights the sustainable work of CADFP alumni who have successfully received follow-on funding for their CADFP activities.

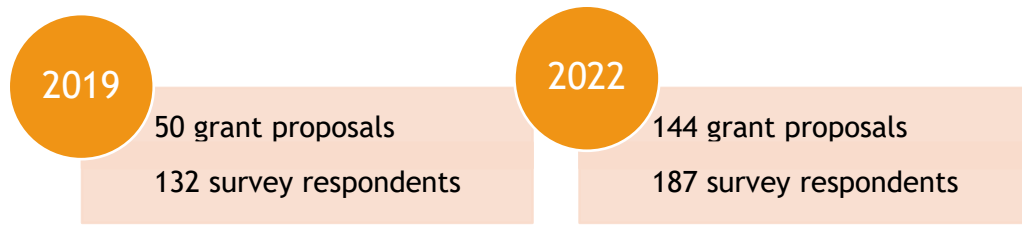
Grant Applications

A necessary first step to any research or grant collaboration is to identify the opportunity, draft the research or grant concept, and prepare the application. Our findings indicate that CADFP Fellows are proactive in seeking out opportunities for new funding to continue their CADFP activities.

Since their CADFP fellowship, respondents noted pursuing **144 grant opportunities**, including **105 opportunities pursued by Diaspora Fellows** and **39 by Host Fellows**. These grant opportunities were pursued by alumni across all CADFP host countries, with a majority coming from Diaspora Fellows who had conducted their fellowship in Nigeria, Kenya, and Ghana.

The number of pursued grant opportunities has increased considerably since the 2019 Impact Study (Hodulik, 2019) (Figure 1). At that time, 132 respondents indicated submitting 50 grant proposals for collaborations between Fellows and Hosts. Just three years later, we see a considerable increase in grant opportunities. This may be partly due to the larger pool of CADFP Fellows; nevertheless, the respective survey populations indicate a positive increase in CADFP Fellows pursuing grant opportunities. We also note that the 2019 survey only included Diaspora Fellows, while our research includes both Diaspora and Host Fellows.

Figure 1. CADFP Alumni Grant Applications, 2019 & 2022



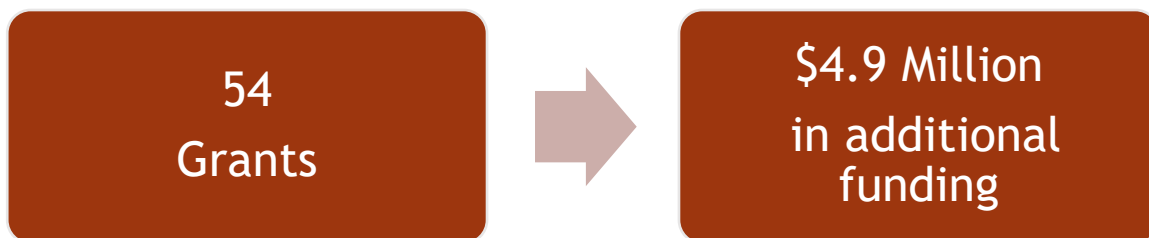
Our research finds that among the Diaspora and Host Fellows, the grant proposals were distributed within a smaller subset of the survey population. For example, in the 2022 research, it was 48 Fellows that submitted 105 of the total 144 grant proposals. This means that less than half of the survey population pursued grant proposals; however, those that did often submitted more than one proposal. This points to two areas of opportunity: to increase the diversity and pool of CADFP Fellows pursuing follow-on grant opportunities and to encourage CADFP Fellows to expand their grant options by submitting to several funding options, if appropriate.

Successful Follow-on Grants for CADFP Activities

CADFP Fellows noted that **54 follow-on grants** had been awarded to continue activities directly related to their fellowship, including grants to pursue research (83%), teaching (56%), and curriculum development (42%).¹ This included **39 follow-on grants reported by Diaspora Fellows** and **15 follow-on grants reported by Host Fellows**.

The amount of follow-on grant funding by CADFP Fellows totaled **\$4.9 Million** (Figure 2). CADFP Fellows received grants to continue their work on various topics in public health, education, veterinary medicine, and other fields. Grants ranged in size from \$1,000 to \$1.6 million,² covering activities that allowed Fellows to explore and establish projects, or undertake in-depth projects to delve deeper into already established work. It is also interesting to note that the total number of grants and funding has increased considerably from the 2019 Impact Report when 23 Diaspora Fellows reported \$1.25 Million in follow-on grants.

Figure 2. CADFP Follow-on Grants and Total Additional Funding, 2022



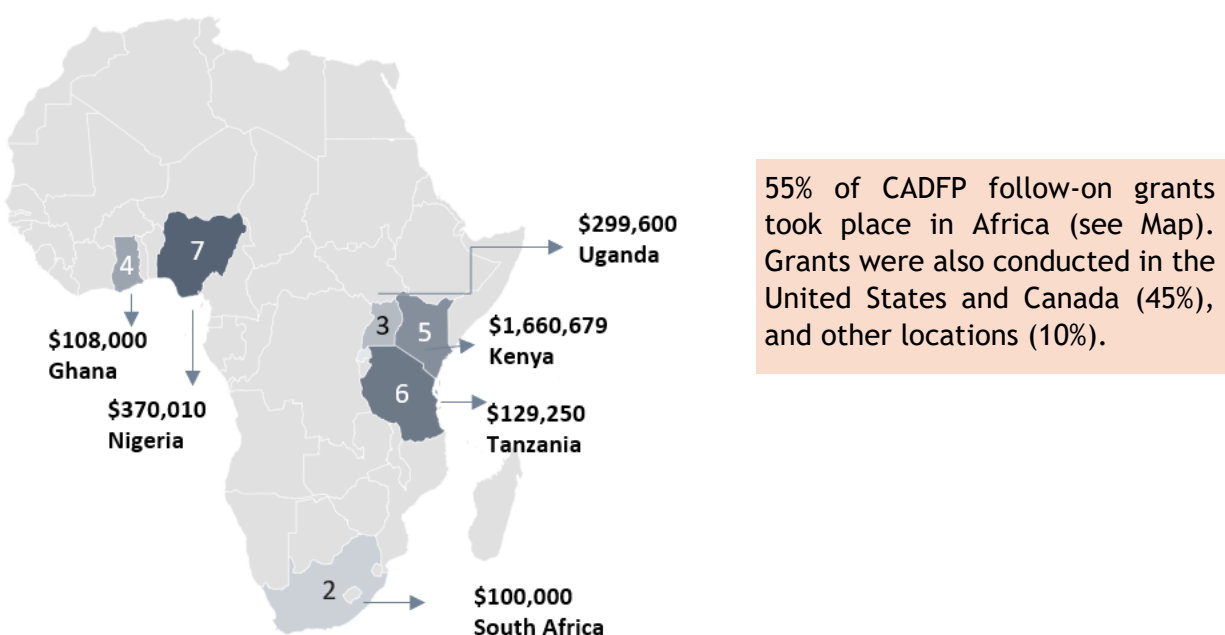
¹ CADFP Fellows were allowed to choose more than one type of activity for their grant.

² In some cases, Diaspora and Host Fellows reported only their specific portion of a large grant project. As such, the total dollar amount of the award may be greater than reported.

Where are follow-on CADFP activities being conducted?

CADFP follow-on activities were conducted by Diaspora and Host Fellows who had already created relationships through their fellowship. As a result, most of these activities happened within the CADFP Host country. Over half of the funding was for activities in the African continent, while the other half funded activities in the United States, Canada, or other locations (Figure 3).

Figure 3: CADFP Follow-on Grants by Location, 2022



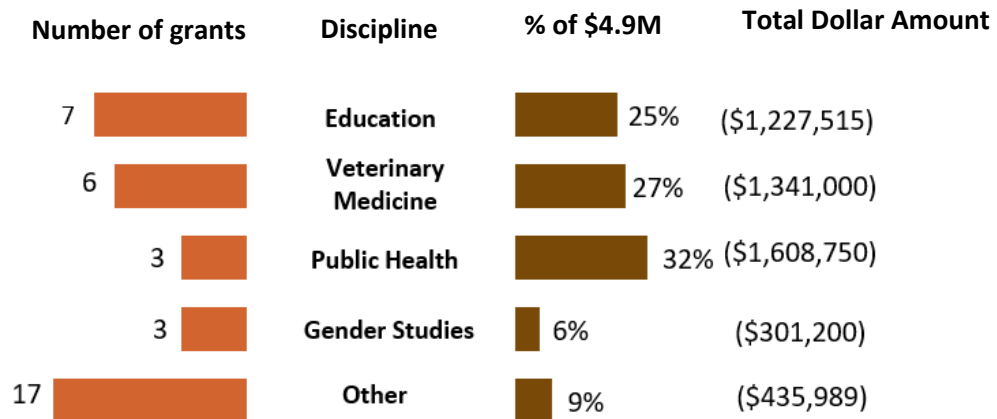
The location of CADFP follow-on activities was affected by several factors. First, more Diaspora Fellows reported follow-on grants than Host Fellows. It is often the case that the actual activities of the follow-on grant occurred at both the Diaspora Fellow and the Host Fellow's institutions; however, since the Diaspora Fellow's institution received the follow-on grant funding, the location cited was the United States or Canada.

A second factor related to the funding location concerned the activities pursued. Research pursued by Diaspora Fellows and Host Fellows sometimes took place virtually, and the funding was disbursed among various locations. Finally, at least three examples of Diaspora Fellows included funding for a reciprocal exchange to have the Host Fellow visit the Diaspora Fellow's U.S. or Canadian institution. As a result, the location of that activity was in the Diaspora Fellow's home institution.

What disciplines do follow-on CADFP activities focus on?

Follow-on grant activities aligned to the disciplines and fields of the Diaspora and Host Fellows. The highest follow-on grant totals were reported for activities in education, veterinary medicine, public health, and gender studies (Figure 4). Other grants were awarded in disciplines such as mathematics (2, \$67,610), chemistry (2, \$52,260), geography (2, \$18,000), theater arts (1, \$100,000), and sociology (1, \$80,000).

Figure 4: CADFP Follow-on Grants by Discipline, 2022



An interesting finding is the relative monetary size of CADFP follow-on grants by discipline. The greatest number of follow-on grants was in education for a total pool of \$1.23 M. In comparison, follow-on grants in public health (3 in total) totaled \$1.61 M. An additional 17 grants in other fields and disciplines totaled \$436k. Follow-on grants differed in monetary size and discipline, and additional research could be done on the approaches for grant funding across these fields.

Who is funding CADFP follow-on activities?

A wide range of donors has funded CADFP follow-on activities, including higher education institutions in the United States, Canada, and abroad, as well as government entities, private corporations, and non-governmental organizations (NGOs) (Figure 5). Some Diaspora Fellows noted receiving funding from their home institution or another institution to pursue their CADFP alumni activities. Others could apply for research funding through U.S. Government entities such as the U.S. Department of Agriculture or the U.S. Department of Education.

Figure 5: CADFP Follow-on Grant Sponsors, Select List

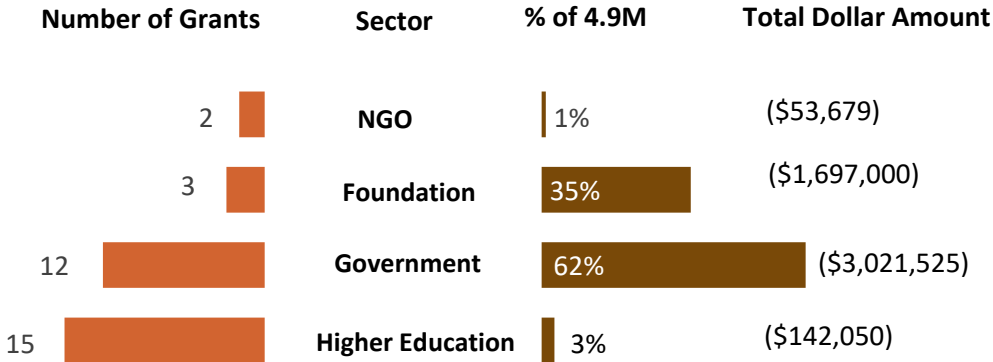
Canadian Queen Elizabeth II Diamond Jubilee Scholarship – Federal Government of Canada	Shippensburg University of Pennsylvania
City University of New York	The Harry Frank Guggenheim Foundation
Marymount University	Toronto Metropolitan University
Master Card Foundation	University of California Davis – Global Affairs
Memorial University	University of Dar es Salaam
Missouri Council for the Arts	University of Leeds
Mohammed Bin Zayed Conservation Fund	United States Department of Agriculture – Foreign Agriculture Service
Organization for Women in Science for the Developing World	United States Department of Agriculture – National Institute of Food and Agriculture
Pennsylvania State System of Higher Education	Wright State University College of Nursing and Health

A notable pipeline of CADFP follow-on grants is the William J. Fulbright Program. Five Diaspora Fellows noted receiving Fulbright grants to continue the research or work they did as part of CADFP, particularly research with professors in their African Host university or additional work on curriculum development. Notably, one Diaspora Fellow received the Fulbright Scholar in Residence (SiR) grant to host four professors from African institutions in his institution in Pennsylvania. While these professors were not from his Host institution, they were from Mozambique and Nigeria, his Host country.

Several Diaspora Fellows also noted opportunities to pursue further collaborations with their Host Fellows and additional funding they have been able to receive from U.S., Canadian, or international higher education institutions.

Most Diaspora Fellows (44%) report that they are the Principal Investigator (PI) on the CADFP follow-on grant. Some include co-PIs through their Host Fellow institution or another institution (40%). Still, others are Co-PIs or on a broader research team (17%). In most cases, CADFP Fellows are central to the follow-on grant process and are often in leadership roles driving the activities being pursued.

Figure 6: CADFP Follow-on Grants by Donor Type, 2022



The total number and monetary size of grants varied by donor type (Figure 6). Whereas higher education institutions funded the greatest number of grants, the total monetary size of these grants was smaller than grants disbursed by government entities, foundations, or NGOs. A further area of inquiry or support could be related to differentiated strategies for follow-on grant funding by type of donor.



Philomina Okeke-Ihejirika (University of Alberta)

Carnegie placed us at what I call the forefront of challenge. If we're taking you this far, what can you do for that to expand your wings?

Following two successful grants as a Carnegie African Diaspora Fellow, Dr. Okeke-Ihejirika is now a leader and collaborator on multi-million-dollar grant projects across Canada and the African continent. She acknowledges the role that the CADFP played in her success, inspiring her to seize opportunities and develop deeper relationships with other scholars and institutions throughout Western Africa.

Carnegie opened doors for me, but it also enabled me to form relationships. ...having those relationships enabled me to form collaborations with them, starting from basic pilot studies and expanding to bigger pilot studies. I will say that what Carnegie gave me most, is the ability to dream big. Today I am running a multi-million dollar research program. I am involved in other collaborations. I don't think I would have had that kind of dream, or ever had the effort to dream, or to actually believe in myself that I could do it. But when you are thrown in the midst of opportunities, you begin to realize that there's so much I can do, and it's actually doable. It's possible I could basically mobilize all these resources, human material, to do something big.

As Dr. Okeke-Ihejirika's projects and network grew through relationships formed during her fellowship, so did her passion for mentoring and training the future generation of Canadian and African scholars. A recipient of the prestigious Canadian Queen Elizabeth II Diamond Jubilee Scholarship, Dr. Okeke-Ihejirika's project, *On the Path of Social Responsibility and Global Leadership*, brings emerging researchers from Canada, Nigeria, and Ghana together to develop innovative and community-focused leaders in Canada and West Africa. Dr. Okeke-Ihejirika is a co-Principal Investigator on the grant with professors from Nigeria and Ghana, whom she worked with as a Diaspora Fellow. She recognizes the value of her CADFP network in proposing grant-funded work, such as this project.

Carnegie has exposed me to a lot of stakeholders, university leaders, people in central administration, and scholars. So it helps you to also draw upon it, because whenever you want to do something, now we have a group of them. You can check across West Africa and Sub-saharan Africa and find people you can work with or people you can draw their insights, whether you're writing a proposal you are in, or you're already in a project.

Dr. Okeke-Ihejirika's influence on the next generation of scholars is evident. Her work leading a research center, training junior scholars, and securing grant funding exemplifies how the Carnegie Fellowship will leave a lasting legacy through the multiplier effect.

Collaborations between Diaspora and Host Fellows on CADFP Follow-on Grants

Our second research question explores whether the CADFP follow-on grants that Diaspora and Host Fellows pursue are indeed continued collaborations. To explore this question further, we asked Diaspora and Host Fellows whether they were pursuing their grant opportunity with their counterpart or pursuing the activity with another entity in their Host country, another country in Africa, or another country altogether.

The findings indicate that CADFP alumni continue to collaborate; however, they also include additional stakeholders in their CADFP follow-on activities. While most continued to include their counterpart as a collaborator (47%), another collaborator was also noted in most of these instances. This included another collaborator in their home institution (28%), African Host (31%), another African country (19%), or outside Africa (28%). In several instances, the CADFP follow-on grant opportunities were a larger research project that included several other professors or Principal Investigators (PIs) throughout the U.S., Canada, and Africa. As a result, one finding speaks to the need for CADFP Fellows to potentially go beyond just the bilateral relationship spurred by CADFP to garner follow-on funding. A multi-pronged approach to collaboration seems to cast a wider net and ensure more inclusion among collaborators working together.

To complement our quantitative data analysis, we collected data from nine CADFP Fellows (both Diaspora and Host Fellows) to understand better their collaboration on follow-on grants and to provide some insights into these partnerships. The following sections highlight key takeaways for success.

The CADFP offered an avenue of successful collaboration as proof of concept for follow-on grant applications

The CADFP was designed to develop Fellows' expertise and expand their network through partner-based projects and activities throughout the fellowship. Fellows viewed collaboration as a key element of participation in the CADFP and leveraged this understanding of collaboration to reach out to alumni, host and home institution colleagues, and their counterparts. All Fellows mentioned actively thinking about collaboration as an element of their fellowship and thought of ways to expand their projects beyond the initial CADFP fellowship.

All nine of the Host and Diaspora Fellows interviewed confirmed that the CADFP grant was the genesis of their collaboration and future projects. The fellowship offered time and support to work with their partners in the same geographic location. This proof of concept was an advantage when applying for follow-on grants. Partners could demonstrate an established relationship, a history of collaboration, and evidence of joint work product.

"The Carnegie awards helped me greatly by bringing me here, increasing the kind of quality relationship that I was expecting ... the Carnegie awards strengthened the bonds. So, for me, it's really facilitated the bones that I've developed with my host, which started somewhat before the awards, but then [with] the awards, in so many ways." - Diaspora Fellow, Ghana

“Being exposed to African higher education changed the way I think about research. Research is the social inquiry to generate knowledge that is culturally appropriate and relevant. The CADFP grants helped me with basic pilot studies and then developed into bigger pilot studies. Today, I manage about \$8 million CAD of research, and it started from those pilot studies. What Carnegie gave me the most was the ability to dream big.” - Diaspora Fellow, Nigeria

Four Diaspora Fellows mentioned that they began working on a follow-on grant during their first CADFP visit. Even though three of these Fellows did not receive funding for their initially proposed projects, it motivated them to refine their projects and build more opportunities in their second CADFP grant period. Fellows mentioned that the collaborative expectation of the CADFP compelled them to keep the relationship and research project active, whereas if they were on their own – they may have lost momentum. This points to the sustainability and success of these host-diaspora relationships as a key component of the fellowship design.

A pair of Host and Diaspora Fellows applied for their first follow-on grant from a major funder after their first cycle of CADFP. While they were not awarded the grant from this funder – they used the feedback to strengthen their proposed project and received funding from the Diaspora Fellow’s home institution. The institution’s recognition of their work and support allowed the Fellows to pursue the research while also refining their grant proposal for future funding opportunities. The duo has since won two follow-on grants and is applying for a third grant to increase the scope of their project.

“After my first visit, we developed this grant for the Rockefeller Foundation. Unfortunately, it was not funded. So, during my second visit to my host institution, we worked on the feedback, and then we applied for our second grant to the Pennsylvania State Education system through my home institution – we made it clear that we are advancing the project from the Carnegie Fellowship and it is research that I want to carry on for a very long time. We received the \$10,000 grant and I was able to return to Cape Coast was focus purely on that research.” – Diaspora Fellow, Ghana

Fellows also mentioned that CADFP grants helped them understand the geographies of their projects. Understanding the daily life, culture, and field area was a pivotal aspect of being awarded more grants, as their applications had concrete ideas and were grounded in the region they were familiar with. Furthermore, it enabled them to understand how the topics they were interested in researching in the region aligned with local priorities and research interests.

“The thing about working internationally is that you have to meet the needs of the local people. So, before going there we may come up with these great ideas but when you go there, they say – “everyone is doing this idea. Let’s change to this need.” – Diaspora Fellow, Tanzania

Fellows viewed their collaboration as a source of strength and innovation. They were both bringing valuable expertise to the table. The CADFP grant helped Fellows hone this collaboration and learn how to promote their joint work in future grants. Fellows did this by exploring the intersection of their expertise to identify projects that addressed local communities' needs and allowed each Fellow to make a meaningful contribution to their joint work. For example, a Host Fellow said that they were a human geographer and brought that lens to their projects but having met the Diaspora Fellow, who is a physical geographer – the scope of their projects evolved into something larger than either Fellow could have done on their own.

In addition to creating a space for collaboration for the Host-Diaspora Fellow pair, CADFP offers a robust alumni network of over 500 Diaspora and Host alumni. Five Fellows mentioned CADFP as a knowledge steward as the network is a place for subject matter and geographical expertise. Fellows are confident they can turn to the alumni network for support on any topic.

“This grant brings together close to 24 researchers from eight universities, so it’s a team effort. The initial grant was submitted, and when the feedback came back, they were told to include a logic model in the proposal. A colleague contacted me to join the proposal. The colleague knew about my international experience and my evaluation background. ...The best thing that the Carnegie Fellowship did for me was, first of all, interacting with scholars from all over the world.”, - Diaspora Fellow, Kenya

Fellows noted that in addition to working with other talented alumni in the CADFP network, the fact that the network was connected to the Carnegie Corporation of New York lent credibility to their work. Fellows believed that having a prestigious award such as the CADFP listed on their achievements demonstrated to funders that they perform high-quality work.

“Credibility is key. Even on feedback we received on our HIV project and the breast cancer seed grant – a strength in our statement is that we had worked with the Host Institution before – through Carnegie. So, that is positive.” – Diaspora Fellow, Tanzania

CADFP alumni utilized their network and strengthened relationships to apply for grants

Most CADFP Diaspora and Host Fellows reported receiving follow-on grants and are working on them with their counterparts. Four Diaspora Fellows who were interviewed described having a relationship with their Host Fellows and institution before receiving the fellowship. They shared how the fellowship served to strengthen these relationships. During their Fellowships, Diaspora and Host Fellows developed their ideas and formed new work connections.

A pivotal component of the CADFP was the focus on mentoring students. While most follow-on grants bring together the technical expertise of Fellows in research areas, Fellows also described these additional funding projects as opportunities to engage students at their home institution and on the African

continent. All nine interviewees mentioned developing students' research, technical knowledge, and project management skills as motivations in their teaching and research work. Students engaged in the project work also had opportunities to author papers and deliver conference presentations which advanced Fellows' work in the field, adding to their existing body of knowledge, longevity, and strength of their proposed research in new grant proposals. Through these activities, the students then became part of Fellows' networks. Fellows view mentoring students as building capacity and investing in the future workforce on the African continent.

Fellows also viewed building a broader network through the fellowship as an asset for applying for follow-on grants. Many Fellows initially received additional funding from their home institutions, demonstrating the recognition and support their institutions gave for them to continue or expand the work they began as Diaspora Fellows. However, as their work expanded, so did the need to seek larger funding sources and additional personnel to implement the work. As such, Diaspora Fellows found they were tapping into a broader pool of individuals that included CADFP alumni and student networks they had never met and faculty from institutions across the African continent and worldwide. This practical need further strengthened their follow-on grant applications while also increasing the value and credibility of the CADFP network itself.

"I am coming to the U.S. to my Diaspora Fellow's home university as a short-term researcher to grow the scope of our project and apply for more grants." – Host Fellow, Kenya

One of the things about the Mastercard Foundation is that they are very big and bold in some of the things they want to do, and it takes the whole village to do it. You can't do it alone. And, of course, when I got to that point, I needed people, and whom do I call? I called my fellow Carnegie partners. In the Mastercard Foundation program right now, there are three Carnegie people that we are working with, which made it very easy for me." – Diaspora Fellow, Kenya



Eric Tenkorang (Memorial University of Newfoundland)

The [Harry Frank Guggenheim Foundation] grant really came out of this fellowship because the idea was nurtured when I was visiting Ghana.

Dr. Tenkorang emphasizes the idea of impact and change through his research. With a vision to bring positive change to individuals, communities, and societies, Dr. Tenkorang focused on this research while serving as a Diaspora Fellow. His success is shared with his Host Fellow, Rev. Professor Adobea Yaa Owusu, from the University of Ghana. Their collaboration began several years before Tenkorang received the Carnegie Diaspora Fellowship. However, the three-month period Tenkorang spent in Ghana working closely with Owusu was pivotal to their relationship and research. As Dr. Tenkorang developed a stronger relationship with Professor Owusu, he found that they were conceptualizing a collaborative project that could build on their current work and take the research further. When the Guggenheim Foundation released a call for proposals shortly after Tenkorang arrived in Ghana, the two Fellows immediately set to work drafting a proposal, finding the time together in Ghana productive.

“We had some preliminary data right, so it positioned us to write the proposal quickly while I was in Ghana. We had published some findings already from that. So for three months, we had back-to-back discussions on how we were going to be conceptualizing this and the methodology that was going to be used for this kind of work, and so on. In the end, my host is a co-principal investigator on the project.”

The pair successfully won a \$90,000 award from the Harry Frank Guggenheim Foundation for their proposed research. This achievement inspired them to continue developing their research project and developing proposals. They have multiple submissions in progress and most recently submitted a proposal to expand their work further as a three-year project. Dr. Tenkorang valued Professor Owusu’s dedication and commitment to their work together as equal partners. After spending significant time together focused on crafting a successful grant application, Tenkorang noted that the tables have turned with Professor Owusu proposing new grant opportunities and leading the proposal writing process.

The Carnegie awards helped to a very large extent in bringing me here. It provided the kind of quality relationship that I was expecting because you know that you can do things via social media out there, but in my own experience, the quality of the relationship and the quality of interactions are often not the same if you’re doing a long distance compared to if you were here right with your collaborator.

Effective Practices in Collaborative Alumni Follow-on Grants

Creating ongoing relationships based on mutual understanding, commitment, and trust is essential to any successful collaboration, whether in person or online. Add international and academic dimensions and the need to consider cultural context and sustainability, which makes the basis for successful collaboration in CADFP. We asked Diaspora Fellows in our interviews to reflect on the elements of a successful, sustainable project that resulted in successful follow-on grants. We identified three cross-cutting themes.

Identifying and Applying for Grants

All CADFP Fellows mentioned the skill of identifying and applying for grants. Most grants were not successfully awarded during the first grant cycle or the Fellow's first visit to the Host Fellow. Alumni used the feedback and the second Carnegie-funded visit to bolster their projects and grant applications. As their research teams grew, Fellows held sessions on how to apply for a successful grant. Fellows said their second and third visits with the Host Fellow helped to produce successful grants as they spent more time discussing, deliberating, and developing the scope of their proposed projects. Once Fellows were successfully awarded a grant, they could build on that success and receive additional funding through other sponsors. Fellows' home institutions also offered additional support and resources to prepare their grant applications.

"I think one of the main insights that I have is funding. I think everybody will tell you that funding is a big issue. You either get it, or you don't get it, and once you get it, then the fund starts to come in from all different sources." – Diaspora Fellow, Uganda

Leveraging Collaborators' Interests, Expertise, and Network

CADFP Fellows recognized that they needed to leverage their collaborators' interests, expertise, and networks for successful projects and grant applications. An example of this is navigating research protocols in different countries – it was an opportunity for Fellows to learn from one another. As local faculty, Host Fellows are well-versed in research protocols and other local concerns that may affect the project. As such, their knowledge and relationships in the community can facilitate a more successful project that adds value to the local community.

"A mathematician from the Host Institution has a math model and has worked with the community to give them the data for mosquito risks in the area. One of the initiatives was to rethink how the mosquito traps were laid out in an open area. So, the community was coming in the evening, and they would kick the traps – not knowing what they were. I suggested that they make signage in the local language and a picture of a foot not kicking the ball and also providing the community with footballs that they can kick." – Diaspora Fellow, Uganda

Similarly, Host Fellows are aware of the projects in their local area already underway. In one instance, a Host Fellow suggested to the Diaspora Fellow that they shift the direction of their grant proposal and project to address an issue that is under-researched in the area and would benefit the community.

Fellows bolstered their community context and knowledge while working with students at their host institutions. All interviewees mentioned mentoring graduate students in their host institutions as a motivation for doing their work and seeing it grow and be carried forward by the next generation. In this way, Fellows sought to grow and leverage their available network to carry out project work and apply for future grant proposals. Fellows mentored students and brought them on to their projects formally through thesis projects, dissertations, and internships.

Trust and Commitment

CADFP Fellows frequently mentioned trust and commitment as essential for sustaining and nourishing relationships and networks as they identified and applied for future grants. Grants are rarely successfully applied in the first round. Therefore, increased collaboration and dedication are necessary to submit a proposal and continuously revise and resubmit an application. This ongoing collaboration shows the commitment of Fellows to work together.

CADFP Fellows also found that trust grew between collaborators when both partners contributed to the projects equally, leveraging their knowledge and expertise. This often required Fellows to be vulnerable – to identify and acknowledge their strengths and weaknesses and understand how their strengths and weaknesses complemented their partners.

“The relationship with my Host Fellow started when I was a student. He was my classmate, and we were very close in school. We started our first year in college together and were mentored well by another professor on research. So we know each other’s strengths and weaknesses. That’s how he ended up being the one and, until today, is the only one. We work very well together. We compensate each other very well.” – Diaspora Fellow, Tanzania

CADFP Fellows also cited respect as a crucial tenet in global academic networks and to fulfill grants. They emphasize recognizing that each individual has something to contribute to the project and that understanding areas where you need support is as valuable as providing support. Successful collaborations are built on this understanding of respect, expertise, and the perspective that everyone brings to the table.

When it comes to maintaining a relationship with networks you have built in Africa – this is when you come in from America – we’ve got to be respectful of the people we work with because already there is this mentality – okay, I’m coming from America. I know that you guys don’t know it. It doesn’t work. I learned that I knew less, and I ensured that I was respectful of some people I worked with, which has helped maintain that relationship. – Diaspora Fellow, Nigeria



Joseph Zume (Shippensburg University) and Simon Mariwah (University of Cape Coast)

The support that we received from the Carnegie Foundation has been very instrumental in consolidating our collaboration at the individual and institutional levels. - Mariwah

For Professors Zume and Mariwah, commitment and trust, with a dash of creative thinking to leverage their expertise, are a few of the “ingredients” to their successful collaboration. The two were initially introduced through a colleague in their network. This introduction led to two successful applications with the Carnegie African Diaspora Fellowship program, more than five years of collaboration, and \$18,000 of successful awards beyond the initial CADFP award.

Zume and Mariwah have submitted numerous grant applications together with varying success. Their joint dedication to draft and put forward a proposal, combined with their efforts to revise and resubmit applications and tweaking until they succeed, show their commitment to the work and to working together as academic partners.



Prof. Zume

The Carnegie Fellowship brought us together in the first place, and it was during his stay here that brought about these kinds of thoughts that we need to continue to work together. ... Then, we are fortunate to have the second time from Carnegie to consolidate our work. Now we know ourselves better, we know our strengths and weaknesses, and we can use that to apply for different grants. ... We won two additional grants, and we lost one too, but we’re making progress...Carnegie has been instrumental in bringing us together, staying together, working together, and forging ahead together.

- Mariwah

Mariwah remarked that this collaboration is critical because Diaspora partners, like Zume, bring their understanding of Western funders and grant writing to Africa, highlighting new opportunities for African scholars. Zume noted that drafting grant proposals during the first Carnegie Fellowship period was essential to their long-term project plans.

I appreciate Carnegie doing beyond funding by bringing fellows together, like at the Alumni Convening – bringing all this knowledge and resource in one room. We can talk about challenges we face in executing grants, especially in the African context, and learn from one another. –Zume



Conclusion

The CADFP model contributes well to building sustainable international networks and creating academic collaborators who use the initial funding CADFP provides to build on long-lasting projects. CADFP Fellows view their role in collaboration through a lens of more than a single project or grant. They apply a broader view of their role on the African continent and how each grant offers the possibility to further knowledge and build expertise within the next generation of scholars by including students in their work. We highlight three takeaways from the research study that can inform future programmatic focus on follow-on grant collaborations among fellowship and scholarship alumni.

- **CADFP Fellows continue to leverage their CADFP network and work with their counterparts to pursue additional grant opportunities. At the same time, they also leverage the greater CADFP network and other networks to strengthen their proposals.** The CADFP fellowship is the center point of all collaboration, and most CADFP Fellows collaborate in some capacity. That being said, they often leveraged other networks to propose follow-on grants. As a result, it is not only the bilateral relationship between the Diaspora and Host Fellows but also the greater CADFP network in African Higher Education that is critical for success.
- **CADFP follow-on grants are funded by diverse stakeholders and show that avenues of funding span donors in the United States, Canada, and Africa.** Our research points to funding from diverse donors, including governments, higher education institutions, corporations and foundations, and non-governmental organizations. As CADFP Fellows pursued these opportunities, they also noted that their CADFP fellowship with the Carnegie Corporation of New York often gave their proposals and proposed work legitimacy and prestige and that proof of funding is often a gateway to further funding, indicating that the initial fellowships from CADFP are fundamental in future opportunities for follow-on work.
- **CADFP's ongoing relationships and partnerships are essential to sustained collaboration.** CADFP Fellows often discuss the importance of maintaining relationships with their counterparts (whether Diaspora Fellows or Host Fellows) to promote sustained collaboration. This has not been easy and requires significant time, trust, and commitment. The assumption cannot be that these collaborations will naturally occur over time and beyond the CADFP fellowship. Most Fellows agree that to keep the work going, and they must work on these relationships regularly.

The linkages created by CADFP continue to inspire collaborations beyond the initial fellowship and speak to a growing ecosystem of CADFP Fellows and now with more colleagues whose commitment to work on and improve African higher education continues. As noted in the reflections of CADFP alumni, the commitment to these relationships provides the impetus for future sustained collaboration between African Diaspora scholars and African institutions.