

Proceedings of the African Diaspora Workshops on Sustainable Development

~ TMG – 2007 ~

21st July 2007

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Preface

In the preface of our conference proceedings of the 1st African Diaspora Conference on Sustainable Development - TMG 2006 (Nwana & Tah, 2006) - we noted in the why the conference was unique. We wrote:

“TMG 2006 is unique in three key ways. **Firstly**, it is one of the first of – we hope – a set of conferences organized by Africans, for Africans, in order to truly and pragmatically address African sustainable development. It is an action-oriented conference – and not one that majors on exposes of Africa ills. **Secondly**, it is a conference organized by African Diasporas – a clear hypothesis we hold firmly is that Diasporas will be key to addressing African problems. This is not only because there are enough Africans in Europe alone to fill a mid-sized African country, but also because for most black African countries, there are more Diaspora professionals per key sector than those back in Africa. So for example, two thirds of doctors trained in Ghana are working abroad; similarly, there are 5000 Cameroonian Diaspora doctors and only 3000 in Cameroon. Similar statistics apply to other key professions. **Thirdly**, the philosophical view we take to sustainable development is different to the classic donor-led model. We advocate “grassroots-based”, “micro projects-driven”, “stakeholder community-involving” and “Diaspora-supporting” initiatives, and we argue they bode much better for African sustainability than “Western-driven” and “donor-led” models”.

This is worth re-iterating. We therefore make no apologies that TMG-2007 – the 2nd African Diaspora Workshops on Sustainable Development is an unashamed *encore* to TMG 2006. It draws from feedback we obtained from the 150+ participants of this previous conference – who scored it at 4.2/5 across 8 questions in the post-conference questionnaires.

So the programme of TMG 2007 draws fully from last year’s feedback which requested:

- More elaboration and interactive sessions on the workings of the grassroots-based, micro-projects-driven and Diaspora-supporting model;
- More on Diaspora sustainable financing;
- More on the role of Diaspora umbrella groups – participants felt TMG should evolve into one;
- More on the pros and cons of UK charity registration. TMGF had just registered as one in June 2006;
- More on the role of electronic technologies for Diaspora Sustainable development.

Hence, from such feedback, it was an easy decision to organise TMG-2007 as a series of interactive tutorials and workshops around these core themes – also demonstrating how responsive we are to participants’ views. To ensure participants get more from the day, we have endeavoured to provide **position papers** for all the workshops and tutorials that we publish in this set of proceedings.

We may return to a more traditional conference format at a future conference depending on feedback we get on TMG-2007. This is not least because we already have had many requests by African Diaspora to report progress on more sustainable projects which they have set-up and got going, inspired by the learnings, networking, case studies, knowledge sharing, etc. from last year’s conference – which we could not accommodate in the programme this year.

Prof. Hyacinth S. Nwana
TMG Foundation, UK.

Dr. Rosemary Burnley
TMG Foundation, UK.

TMG 2007 Programme & Organising Committee

Dr. Rosemary Burnley, TMG Foundation & University of Bedfordshire, UK

Professor Hyacinth S. Nwana, TMG Foundation & Brunel University, UK

Dr. Jey Ngole, TMG Foundation & Semtech Ltd, UK

Dr Asa'ah Nkohkwo, TMG Foundation & Sickle Cell Society, UK

Dr. Forba Ngemoh, TMG Foundation & Fancom Technologies

Mrs. Andin Nwana, TMG Foundation & Practical Law Company, UK

Dr. Sam Atungsiri - TMG Foundation & Sony, **Coordinator of the TMG**

The rest of the Invaluable TMG Team

Dr. Sako Burnley - **Dean of TMG**

Mrs. Beatrice Atungsiri

Dr. Paul Chiy

Mrs. Elsie Chiy

Dr. Geoff Epie

Mrs. Teresa Epie

Dr. Charles Nche

Mrs. Rosemary Nche - **Commissioner for Children**

Mrs. Liz Ngemoh

Mrs. Belle Ngole

Mrs. Louisa Nkohkwo

Dr. Joe Tabe - **Secretary of TMG**

Mrs. Petronella Tabe

Dr. Caroline Tah

Professor Joseph Tah

SATURDAY 21st JULY 2007

African Diaspora Workshops on Sustainable Development (TMG-2007)

<http://www.tmg-foundation.org>

| | |
|--------------------------|--|
| 9:00 - 9:45am | REGISTRATION (Coffee, tea, etc, provided) |
| 9:45 -10:00am | OPENING CEREMONY |
| MORNING SESSION | <p>Chair: Dean & CEO of TMG</p> <p>Workshops Chair: Dr Rosemary Burnley (TMG, Univ. of Bedfordshire)</p> <p style="text-align: center;">Keynote 1: by Professor Sama Nwana, TMG, <i>Why Africa needs another model to Sustainable Development - let a thousand flowers bloom - and its Experienced Diaspora</i></p> |
| 10:00 - 11:00am | |
| 11:00 - 11:30 | Sponsor 1 |
| 11:30 -13:00pm | Workshop 1: The Role of Umbrella Diaspora Groups: What, How and the Emerging Case Studies of TMG and Afford, Facilitator: Dr. Ben Page (UCL, Univ. of London); Rapporteur: Dr. Charles Nche (TMG); Expert: Dr Carol Tah (TMG) |
| 11.30 - 13:00pm | Workshop 2: Electronic Technologies to Facilitate Diaspora Knowledge Sharing and Building Communities, Facilitator: Dr Forba Ngemoh (TMG); Rapporteur: Mr Fidelis Ngede (Strategium Group); Expert: Dr. Shiyghan Navti (IBM) |
| 13:00 - 14:00pm | LUNCH/NETWORKING/POSTERS |
| AFTERNOON SESSION | |
| 14:00-15:00 pm | Keynote 2: by Dr. Asa'ah Nkohkwo, Kalpa Patel, TMG & Sickle Cell Society, Mr. Ralph Tanyi (Cameroon Forum) <i>Sustainable Financing of Projects: Grants, Fund Raisings, Legacies, Subscriptions and Appeals</i> |
| 15:00-15:30pm | Sponsor 2 |
| 15:30-17:00 pm | Workshop 3: The Pros and Cons of Setting up as a Registered Charity, Facilitator: Linus Etube; Rapporteur: Ms Beatrice Njindou (YPCN); Expert: Dr. Jey Ngole (TMG) |
| 15:30-17:00 pm | Workshop 4: Core Leadership and Capacity-Building Skills Required by Diaspora for African Sustainable Development, Facilitator: Dr. Linda Deigh (University of Bedfordshire); Rapporteurs: Dr Montio Morgan/Pam Njawe (LESA-UK); Expert: Prof. Sama Nwana (TMG) |
| | PANEL & FEEDBACK SESSION Chair: Professor Joe Tah (TMG) Feedback Session from Workshops - Rapporteurs Reporting and Discussions |

| | |
|----------------------------|---|
| 17:00-18:00 pm | Workshops Chair (Dr. Rosemary Burnley) - Closes the Conference |
| 18:00pm 18.00 -18.45 pm | POST CONFERENCE RECEPTION - Sponsored by Fancom Technologies |
| | WORKSHOPS CLOSE |

Sustainable Development: Africa needs another model – *let a thousand flowers bloom* - and its Experienced Diaspora

Hyacinth Sama Nwana

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Abstract

In this paper, I outline why TMG – as an African Diaporan group in the UK - came to the realization that African Sustainable Development is not only the responsibility of many African stakeholders groups, of course, – but why we have particularly singled out the African Diaspora as key to its resolution! The reasons – we believe – are truly worth re-iterating to African Diaspora. This is a key contribution of this brief paper.

*The lack of sustainability is such a problem on our continent. However, as a group, we believe time for discussions and forensic analyses of the issues is well past. **It is time to act.** Indeed, this conference is just one of those “actions” which TMG is engaged in, and some of the papers, including this one, detail some of what we and others are **practically doing on the ground** – and not just discussing.*

*We contend the lessons we report from some of our evolving “grassroots-based”, “micro projects-driven”, “stakeholder community-involving” and “diaspora-supporting” initiatives bode much better for **sustainability** than “Western-driven” and “donor-led” models. We hope some of the examples we cover convince you of this other key contribution.*

1. Why the African Diaspora must be Key Players in African Sustainable Development

The Millennium Group (TMG) is a group of Cameroonian (and hence African) professionals (specifically company & NGO directors, university professors, self-made entrepreneurs, managers, IT professionals, top medical personnel and senior scientists) and their families who communion together to foster their professional, economic and social interests, and also pool their efforts to support social and charitable activities concerning Cameroonians both in Cameroon and in the UK.

So why did we collectively and suddenly get interested in African Sustainable Development. Indeed, it did not happen suddenly – it sort of crept up on us all over a long period – and the reasons and many and varied, and certainly understandable to most, if not all, African Diaspora. They include:

1. **Our Statures as African Diaspora and the African Brain Drain:** Therein in the first paragraph lies a key problem – we as TMG are all African professionals resident in the UK, and we have long since stopped pretending we will be returning to Cameroon to continue our professional careers. Selfishly or not on our part, we are part of the African Brain Drain problem – and we

have seen this continue to grow and grow to crisis proportions – yes, it is a crisis! Consider the following.

- 604 out of 871 medical officers trained in Ghana between 1993 and 2002 have left the country – indeed, today two-thirds of the doctors trained in Ghana are working abroad. In Zimbabwe, only 360 physicians out of 1200 trained in the 1990s remain in Zimbabwe (Gbary & Sambo, 2006). Musa (2006) recently filed a Reuters news story - “Cameroon seen losing all its doctors by 2009” – as there are only 3000 doctors left for 17 million people, i.e. 1 to 40,000 people. Musa reports that more than 5000 of Cameroon’s doctors are working abroad with 600 in the United States alone. Public Health Minister Urbain Olanguena Awono acknowledges the problem stating “the situation regarding human resources in the health sector is critical”. Most other African countries can recount similar dire statistics.
 - What most African Diaspora do not realize, until it is spelt out to them, is what an unjust subsidy this situation generates to Western nations like the UK – and it will only get worse. Blanchet *et al.* (2006) point out that it costs African countries £270M yearly to train doctors and nurses – but the UK saves 10 times that amount by not training these doctors and nurses themselves! This is an astonishing subsidy to the West by the poorest of poor African nations. Specifically about Ghana as an example, they point out that the brain drain of doctors has cost Ghana £35M and saved the UK £65M in training costs since 1998. Hence, a net loss to Ghana’s “balance of training” with respect to the UK of £100M. And this is just for doctors to the UK! Consider the case for other professions to all other developed countries for Ghana – and multiply this effect for all African countries – then the scale of the subsidy starts looking what it is – obscene.
2. **The Human Resources Crisis back in Africa:** naturally, the brain drain causes this. But it gets worse. Consider the HIV/AIDs crisis. It has been estimated that these accounts for 19% to 53% of all deaths among government staff in typical African country.
- In Swaziland, 10% of health workers are being lost to HIV/AIDS.
 - A quarter of all Malawi’s remaining health workers are expected to die from AIDS within the next 5 years (all quoted in Blanchet *et al.*, 2006).
3. **African Diaspora have a Moral Responsibility:** Drawing from 1 and 2, we in TMG concluded that African Diaspora all have a moral responsibility to bridge *the talent, skill and knowledge capital gap*. Not only does the brain drain “drain” away talent, skill and capital – but the little that remains is being killed off by AIDS/HIV, and the classic decades of neglect of our professional workforces back in Africa by most governments.
- As an example of such abject neglect, consider the case in Cameroon where as one doctor who asked not to be named in Musa (2006) rightly “complained that illiterate soldiers earn more than doctors do” in Cameroon. The scale of the problem from an African perspective is frankly humongous. Consider the following imbalance in health quoted in Blanchet *et al.* (2006). The Americas have 14% of the world’s population; 10% of global burden of disease; 37% of world’s health workers and >50% of global health expenditure. *Now for sub-Saharan Africa...:11% of the world’s population; 24% global burden of disease; 3% of health workers and <1% of global health expenditure.* Surely for example, with almost double the number of Cameroonian doctors outside Cameroon as within Cameroon, the Diaspora doctors have a moral responsibility to their homeland – even if they continue to live abroad.
4. **Tony Blair’s Commission for Africa, Sir Bob Geldof’s Live 8, HIPC & the G8 and Africa – Africa Diaspora must support:** TMG has also been influenced by such initiatives as UK Prime

Minister Tony Blair's Commission for Africa, HIPC as well as the G8 and Africa. African Diaspora may be cynical – but we believe this is mistaken. These initiatives give Africa and Africans a chance for a “new start”. We know they are not all what their Public Relations (PR) will lead us the public to believe – but it is a good re-start.

As a quick reminder, for decades, Sub-Saharan Africa, the poorest region of the World, was spending \$30M per day repaying debts to the world's richest nations, the IMF and the World Bank (Fin, 2005, p. 13). Many countries spent on debt each day than on health care and education combined. Between 1970 and 2002, Africa received \$540 billions in loans. Over this period, it paid back \$550 billions, i.e. \$10 billions more – but today, they still owe \$293 billions. In 1999, the world's richest countries came together to write off billions of dollars of this debt via the IMF's Highly Indebted Poor Countries (HIPC) programme (see Abah Ofon's paper in this volume). Of the 38 countries currently enrolled in the programme, 32 are African! The problem is – despite fantastic PR – HIPC did not completely cancel countries' debts. Indeed, it will immediately cancel \$40 billions of debt for the 18 countries that have already reached their completion point, and will eventually result in \$56 billions of debt cancellation once all 38 HIPC countries reach completion point. Many point out, rightly, that it is too little too late – it is only one-sixth of Africa's \$295 billions debt. However, as pointed out in Fin(2005), p. 14, the \$40 billions debt cancellation immediately:

- Enables Zambia to hire 7000 new teachers;
- Tanzania will no longer spend 12% of its annual budgets servicing debt, and could build new hospitals and roads. Whether it does is another matter of course as we know.

We believe, Diaspora have the responsibility to support the “pump priming” opportunities that this affords Africa – despite its limitation. We believe we should use the opportunity it creates as countries complete HIPC to advocate, support and help “implement” good governance, accountability, good leadership. ***TMG and this TMG-2006 conference (which we insisted should be free) is a clear antidote to such typical African cynicism of such initiatives.*** We implore all Africa Diaspora to join in, in whatever small capacity they can – and make a difference.

So, the core question – surely – is whilst others like Sir Bob Geldof with his Live 8, Tony Blair, with his Commission for Africa and his G8 initiative, etc – what are African Diaspora doing?

5. **The Donor-Led Model Comes with Strings:** as all Africans know to their cost, the donor-led model with key players like the International Monetary Fund (IMF), the World Bank and the African Development Bank (ADB), always had some perverse incentives. For example, the Poverty Reduction Growth Facility (PRGF) agreement signed between the IMF and individual countries has often been cited as a key reason for African governments not making human resource investments – indeed, they often incentivised human resource cuts! The Structural Adjustment Programme insisted on by the IMF in the 1990s constrained the Cameroon Government to perversely get rid of hundreds of nurses, health officers and teachers – just the resources the country needed to work its way out of the economic and AIDS/HIV crisis! Such reductions are happening today in 2006 under the guise of HIPC!

The message here is NOT that the donor-led model is wrong – though some may take this view, but rather that other models surely have a place.

6. **We have all started or been involved unsustainable projects:** Most Africa Diaspora would recognize this. They are all typically, individually, involved in cultural organizations, village/tribal communities in the Diaspora, old school clubs, etc. - and many have started

companies or key projects back in their African countries of origins. All TMG members have their individual stories of their catalogue of failed, struggling or unsustainable projects back home. With the experiences, we are honing in the UK, we believed there must be a better way.

7. **Stop the Analysis-Paralysis – Diaspora should make a Difference:** How many times do we as Africa Diaspora, analyse and rehearse our old analyses of the continent’s age old problems? As Chukwu-Emeka Chikezie points out in the conference programme of the AD3 conference (AD3, 2006), there are enough Africans in Europe alone to fill a mid-sized African country. TMG members fall into this category – and he wonders why we cannot be mobilized “to harness this financial, political, intellectual and social resource base within the Africa Diaspora to kick-start development”? He also proceeds to ask, tantalizingly, if each Africa Diaspora can create one job back in Africa? We as TMG Foundation agree, and like Chikezie’s AFFORD, we believe it is time to make a difference, and stop the analysis-paralysis.

We hope the above seven key points make amply the case for why the African Diaspora must be key to African Sustainable Development going forward – and how we meandered our way into the position where we, as TMG, are involved in several sustainable development projects which we report on in this volume. Indeed, this has led to our setting up the TMG Foundation as a registered charity in the UK.

2. A User Community-led & Diaspora-involving Model to African Sustainable Development

After digesting all the issues above, we decided that another model – surely - is needed for African Sustainable Development. For decades, the current models have been tried – and look where it got us.

Sub-Saharan Africa is the only region in the world that has got poorer. As reported in Fin (2005), *The G8 and Africa* (p. 16), its share of world trade halved between 1980 and 2002. It further notes that it makes up 13% of the world’s population and 28% of the world poverty. To date 13 million in this region has died of AIDS/HIV, and 26 million are living with the virus. Need I continue?

Suffice to say, I hope the point is clear, that we need other models, and preferably some where Africans and African Diaspora are key stakeholders in them. Not only the Western-driven, donor-led models – which despite being well meaning – involve decisions being made in New York, London, etc – with little understanding of local implications – with an army of Western consultants who charge in a day what an African will earn in a year.

Rather than go through an expose of the principles, I describe briefly an example of a good partnership between the Diaspora, Community Elites back in Cameroon, Elite Women Groups, the local Council and the Government – and how all these stakeholders are working for more sustainable developments back in Bali Nyonga, Bamenda, Cameroon. Then, I point out the key workings of this model – and argue why it is more sustainable.



Figure 1 – Some Scenes from Bali

2.1 The Bali-Nyonga (Cameroon) Case Study

This case is described in much more detail in Domatob (2006), also in this volume. As Domatob notes, the Bali-Nyongas is one African Diaspora community, which struggles to help with the development process in the homeland, North West Cameroon. Located in the grass field of Cameroon, the Balis - an amalgamation of achievement-oriented, driven and purposeful people - try hard to foster development, whether they are at home or abroad. To this end, Bali Diaspora associations have been formed in the United States, Britain and Germany.

Below are some key achievements of the Diaspora over the last decade. To further ‘prove’ the Diaspora-African Homeland cooperation, these achievements are drawn directly from a key note speech given by the Lord Mayor of the Bali-Nyonga Council (Nyamsenkwen, 2006) at the recent Bali-USA annual conference in the USA in May 2006. He noted the Bali Diaspora who he called “partners in development” had made “indelible” marks in Bali Nyonga including:

- In the domains of public health and public hygiene, he observed with gratitude that the District Hospital in Bali, and the Bali Health Centres are the best in the North West Province because of BCA-USA efforts (<http://www.bca-usa.org/>).
- Bali Sub Division can boast the best public toilets at its Ntanfoang Ceremonial Square, thanks to BCA-USA philanthropy.
- The most recognised Health Fair in the North West Province was conducted in Bali-Nyonga by BCA-USA covered all over the Cameroon Media.

- In the domains of Water Supply and other Social Welfare programmes, BCA-USA has played in role in saving the near-collapse of the Bali Water Supply Scheme under the control of BANDECA – the cultural association of the Bali Elites back with branches in all the big cities in Cameroon.
- The cripples in Bali now hop about thanks to the hundreds of crutches donated to them by BCA-USA.
- In the domain of education, poor and desperate pupils and students in various schools in the Bali Community have BCA-USA to thank for their continued education. The organisation funds something like 150 scholarships annually in Bali.
- Computer literacy was introduced to the Bali Community by BCA-USA.

There are more, but I have just abridged here for brevity.

Furthermore, more has been achieved – without any Government involvement - in partnership with other organisations back home like Nkumu Fed Fed (the Women Organisation of Bali Women who live outside the village), BANDECA (Bali-Nyonga Development Cultural Association), BANSAs (the Bali Nyonga Students Association), Local Churches and Schools, etc.

Let us describe a classic Sustainable Project which the Diaspora engaged and worked in partnership with all these groups in Bali Nyonga recently.

2.2 The Sustainable Bali – Nyonga Mortuary

The Bali Community – with an increasing number of its members outside Bali-Nyonga Village, and indeed outside Cameroon, decided that it was important to have a truly modern mortuary to be able to “hold” their loved ones when they died. This allows for other family members from abroad to be able to make it back to the village for the funeral without arriving when the dead would have already been buried as was typically the case before. The Balis increasingly were frustrated with the services provided by the provincial mortuary services at the Bamenda General Hospital which has a host of maintenance issues, electricity black outs, staff morale issues, etc. leading to very poor services all round. Most Cameroonians would recognise these!

Hence, the Bali Community decided to undertake a Mortuary project – with a difference. *They sought sustainability from the outset*, and took significant advice and participation from all the above stakeholders groups, but particularly the Bali Diaspora and the Bali Elites (Fongod, 2006). Some key sustainable aspects that were considered included:

- **Capacity:** The Bali-Nyonga mortuary now boasts the largest capacity in the North and South West Provinces with a capacity for about 50 corpses. It was expected that most in the North West Province would want to use it – and so it has transpired.
- **Diaspora-Local Cooperation:** The building and equipping of the mortuary was a story of true cooperation between the Diaspora, BANDECA, BANSAs, etc. The traditional ruler’s support by His Majesty Dr Doh Ganyonga III, Paramount Fon of Bali, was also very instrumental in such projects for their sustainability.

- **Maintenance:** Unlike most donor-driven projects in Africa, maintenance of the mortuary was a paramount concern from day one. It is equipped fully redundantly with a dual system – one that is “live” and the other “in spare”. This means there are indeed two systems from generators, to freezing units, etc. It undergoes routine maintenance – a novelty in Cameroon – and when a part goes bad, it is replaced immediately from the spare system – and the faulty part is repaired and refitted onto the spare system. This way, there is 99% availability of the Mortuary Services.
- **Governance:** A BANDECA-formed committee runs the mortuary, and provides regular reports to the BANDECA board chaired by its president Dr. Nyamdi.
- **Projects Committee:** A strong projects committee with strong accountability was set up under the guidance of BANDECA members Ba Nkom Gwanyalla and Ba Edwin Fongod.
- **Cash Positive:** Indeed, such is the “success” of the mortuary that it generates cash which is used to fund other BANDECA projects, e.g. the “sick” Water Supply project. This is largely unheard of for most donor and even Diasporan-driven projects: *that they are successful enough in their own right to be able to “fund” other projects.*
- **Good Public Relations (PR);** Considering it was not a Government-funded project, it was important politically to have its support still. Indeed, the Governor of the North West Province inaugurated this mortuary in December 2002 – thereby giving the Government’s “blessing” to this project. The occasion was widely covered over Cameroon Radio & Television (CRTV).
- **Retired Professionals doing the Day to Day Running:** In order to keep running costs as low as possible, the Mortuary funds are run by Retired Health Administrator, Mr Isaac Fokum. However, he is also charged with training “the next generation” and a “cohort of others” to sustainably run the Mortuary in his absence and after his departure.

2.3 Further New Projects – Municipal Multi-Purpose Centre & Library

Further new projects are underway. The latest is the planned Multi-Purpose Centre and Library in Bali. Indeed, at the recent convention in the US, about \$50K was raised for this project. The project would have the following benefits for the Bali population (Nyamsenkwen, 2006):

- An expansive hall that will hold up to 800 during development meetings – hence they will not have to be “selecting” delegates in the future.
- The official reception hall and dining rooms will stop the practice of hosting official guests to Bali at people’s private lodgings and homes.
- Bali pupils/students will no longer have to travel 15kms to Bamenda for Internet, fax, library and computer services.
- Local research documents including books, manuscripts, photographs, maps, videotapes, CDs, etc – shall now for a central and most accessible place for preservation and references. The would-be Presbyterian University may make use of it too as a resource centre.
- Also key, Bali antiques and historical objects will have a better and accessible home for exhibition and preservation for posterity.
- **Self-Sustaining:** like the Mortuary project, the multi-purpose centre would generate cashflow from conferences, weddings, etc – to be able to support future projects.
- **Diaspora Office:** BCA-USA for the first time shall have an office and a desk officer appointed to help coordinate Diaspora projects.

- **Many Stakeholders “designed in” from the Onset:** as can be surmised so far, there are many clearly identified stakeholders: pupils, students, the Institution of the Fon, the Urban Council, Tourists, the Bali Community, Schools and the Diaspora.
- **Land Already Acquired by Council and Mayor:** the land on which the centre will be built has already been acquired by the Lord Mayor of the Bali Urban Council, and the Council has also pledged that annual maintenance of the centre will be the responsibility of the Council.
- **Support and Patronage from the Paramount Fon of Bali:** Lastly, but by no means, the support and patronage of the Paramount ruler of Bali is not only invaluable, but absolute necessary for the project’s success.

All in all, this will clearly be net-positive project for the Bali community – being planned with *sustainability in mind*. Like the Mortuary project, the multi-purpose centre and library project is “grassroots-based”, “micro project” in nature, “stakeholder community-involving” and “Diaspora-supporting”, and such initiatives bode much better for *sustainability* than “Western-driven” and “donor-led” models.

3.0 Conclusions - the *Diaspora-Involving* Alternative Model

We argue the model demonstrated in the previous section (Section 2) meets the classic Bruntland Commission definition of Sustainable Development defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

The role of the Diaspora to provide talent, skill and capital (or intermediating for capital) should not be underestimated. It is estimated by the IMF that African Diaspora sent some \$32 billions back to Africa in 2005 – and this is almost certainly a significant underestimate as it only counts official remittances. Imagine if the Diaspora is encouraged and given tax incentives to partner with Diaspora in achieving African Sustainable Development as reported in this paper.

The Diaspora – we contend should play three key roles:

- **Advocacy:** Diaspora must be key advocates for good governance, accountability and leadership – particularly with the opportunity HIPC provides to many African countries. In projects TMG is involved in back in Africa, this is an absolute requirement.
- **Agents of Change:** we as Diaspora are clearly more credible agents of change than any other stakeholders in the mix. We clearly have more to lose and are inextricably linked to our homelands via family, investments – and frankly, it is “our home land”. We must organize ourselves, and convince Western donors that there are other models.
- **Act** – just act: Stop the analysis paralysis and endless analysis. More importantly, we must individually start “making a difference”!

This paper has made two simple contributions:

- Firstly, the paper has argued – hopefully cogently – why Africa Diaspora should take African Sustainable Development more seriously than we do to date.
- Secondly, that the donor-led model which typically relies on corrupt and inefficient governments should not be the only model to Sustainable Development. Arguably, most of these donor-led projects are not sustainable at all, and frequently result in “White Elephant” projects – and this is assuming the projects ever get commenced at all. How many projects have been “officially

completed” back in Africa without a single brick being laid? Recently, in a land mark ruling in Switzerland, the Abacha millions – some \$450M which could be traced – will be repatriated to Nigeria against the wishes of the Abacha family. These monies almost certainly were ear-marked for some “completed” projects!

We hope the reader is convinced that the sorts of “micro-projects” with respect to the typical donor projects we report in this paper, given the right support from stakeholders and Diaspora, are more achievable.

The vision of our alternative model is one of where thousands (if not tens of thousands) of such “grassroots-based”, “micro projects-driven”, “stakeholder community-involving” and “Diaspora-supporting” projects evolve. Sure, many will fail! But after the abject failure of current models in Africa for a myriad of reasons, it is time to try the “let a thousand [or ten thousands] flowers bloom” model - preferably with Diaspora support. Some will wilt and die, but with enough African Diaspora in Europe alone to fill a mid-sized African country, the chances are that many sustainable projects will survive.

If there is a last plea we make, it is one of us as African Diaspora organizing ourselves and be ready to partner to make such Sustainable projects happen on our continent – and for Western donor organizations to look for ways to start experimenting with, and supporting such models.

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Umbrella Diaspora Groups

TMG 2007 Workshop Position Paper

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Abstract

At last year's TMG 2006 African Diaspora Conference on Sustainable Development there were many suggestions that an Umbrella Diaspora for the UK Cameroonian Community emerge. Indeed this idea was also reflected by other nationals who attended the conference as well as emerged as a core theme from many post-conference feedback questionnaires. Furthermore, there were several suggestions that The Millennium Group (TMG) emerges as such an umbrella Diaspora Group.

However, it was not clear what role(s) such a group should play. For reasons of both the demand from TMG 2006 conference and because TMG may be fumbling its way towards such an umbrella Diaspora group, we decided it was a good topic for a workshop session at TMG 2007.

In this brief position paper to introduce this TMG 2007 Workshop, we attempt to define the need and the key roles of such a group as well as a possible scope of the workshop. In this vein, we have solicited, gained and reflect the views of other Diaspora Groups including YPCN¹, FOC-UK² and SHESA-UK³. This position paper draws largely from Cameroonian voices but we believe that views will "translate" to other African countries too.

We use our Charity – TMG Foundation⁴, as well as Cameroon Forum⁵ as emerging illustrative case studies.

¹ Young Professionals Cameroonian Network

² Friends of Cameroon –UK – <http://www.focc.net>

³ SHESA – Sacred Heart Ex-Students Associations –UK – <http://www.shesa.org>

⁴ www.tmg-foundation.org

⁵ <http://www.cameroon-forum.co.uk>

1.0 Introduction & Definitions

Africa needs to recognize the important contributions that members of their Diaspora communities can bring to the table as development partners in order to maximize their contributions to nation building efforts. Strengthening ties between African Diaspora communities and their Homelands/Home governments will help increase access to a critical mass of highly trained professionals with skill sets and experience(s) necessary for nation building. What's more? They already possess the cultural affinity to translate experiences acquired in host countries to serve the needs of home countries.

Vertovec (2005) notes that "Diaspora" is a word of Greek origin meaning "to sow over or scatter."

However, he notes that over the past decade or so, however, "diaspora" has become "a term of self-identification among many varied groups who migrated or whose forbearers migrated from one place to another or to several other places. Vertovec cites one Indian Diaspora website which states:

"The Diaspora is very special to India. Residing in distant lands, its members have succeeded spectacularly in their chosen professions by dint of their single-minded dedication and hard work. What is more, they have retained their emotional, cultural and spiritual links with the country of their origin. This strikes a reciprocal chord in the hearts of people of India."

We agree. African Diaspora groups – surely – must emulate this.

As Vertovec (2005) also points out, belonging to a diaspora "entails a consciousness of, or emotional attachment to, commonly claimed origins and cultural attributes associated with them". Such origins and attributes may emphasize in the cases of African Diaspora (using Cameroon and Nigeria as illustrative country examples) include:

- Ethno-linguistic and cultural: - e.g. Balis (as in Bali Cultural Development Association – BCDA-UK – see Nwana (2006)), Bangwas (Nkohkwo, 2006), Bali Women's Group, Bakweris, Bantus, Yorubas, Igbos, etc,
- Religious – e.g. KICC or Jesus House
- Gender-emphasising, e.g. Cambridge Cameroonian Ladies – CCL-UK or women empowerment movements (Alasah, 2006);
- Political – e.g. the Cameroon Peoples Democratic Movement (CPDM) Diaspora organization in the UK
- Regional, e.g. North West Cultural Group, Anambra State Diaspora – umbrella Diaspora Groups start emerging on a regional bases
- National: perhaps this is where Umbrella Diaspora groups should emerge most naturally – as members here are typically involved in other Diaspora movements. Cameroon Forum (<http://www.cameroon-forum.co.uk>) arguable falls in this category
- Social: typically to fraternize with your kindred in a foreign land e.g. Friends of Cameroon - FOC-UK⁶ and TMG
- Diaspora Charities: e.g. TMG Foundation⁷ or CacoWEDA – again good candidates to emerge as umbrella Diaspora Groups
- Diaspora Alma Mater, e.g. Sacred Heart Ex Students Association (SHESANS); Bamenda - Cameroon, Sasse Old Boys Association (SOBANS), Soppo, Cameroon; Lourdes ex-Students Association (LESANS) Bamenda, Cameroon, etc

⁶ <http://www.focc.net>

⁷ <http://www.tmg-foundation.org>

- Professional – e.g. Cameroon Nurses Association (CNA-UK)
- Or other miscellaneous features. This could include concerns for homeland developments, e.g. Chede-UK⁸, single issue Diaspora groups, e.g. the plight of co-diaspora members in other parts of the world, etc.

This list is hardly exhaustive but it becomes clear the numerous criteria underpinning the emergence of Diaspora groups.

2.0 Scope of Workshop

At the end of this workshop, delegates should be better equipped to commence understanding the role Umbrella Diaspora Groups could play and participate in answering questions including:

- What is an umbrella Diaspora Group?
- What are its roles? Why are they needed?
- Who needs Umbrella Diaspora Groups?
- How should such Umbrella Groups Operate with other Diaspora Groups?
- Where are some of the emerging Cameroonian Umbrella Diaspora Groups? Illustrate via TMG and Cameroon Forum. What are their differences?
- What is viability of such an Umbrella Diaspora Group?
- Should such groups emerge bottom-up, perhaps like TMG Foundation, or be invented “top-down”? What should be the next steps towards forming such Groups?

This workshop is designated an open platform for delegates to share their views and experiences on these issues. This brief paper touches on some of the *possible* answers to the questions above – suggested in the spirit of stimulating the debate.

⁸ <http://www.chede.org/>

3.0 What is an Umbrella Diaspora Group? What is its Role/Need? Who needs them?

3.1 What is an Umbrella Diaspora Group? How should it operate with other groups?

By definition, an Umbrella Diaspora group draws its membership from other distinct Diaspora groups and/or Individuals. Or, inferring from Vertovec (2005), belonging to an umbrella Diaspora Group “entails a consciousness of, or emotional attachment to, commonly claimed origins and cultural attributes” associated with that umbrella group. For instance in the UK, AFFORD-UK has identified the creation of jobs and enterprises in Africa as the answer to Africa's development. Hence, they are now engaged in transferring business and enterprise development skills/knowledge to some West African countries through volunteers to support small and medium size enterprises. This is an area of need that could be supported by all the above Diaspora Groups in Section 1. Hence, all these groups could decided to be affiliated (in some formal and/or informal arrangement) with AFFORD-UK. This will be because of a good cause if AFFORD is working with Cameroon and because it shows good practice, commitment and responds to job creation and enterprise as instruments in the fight against poverty.

Is Cameroon Forum the emerging AFFORD of the Cameroonian UK Diaspora – or is Cameroon Forum the ideal delivery partner for AFFORD in the Cameroon case? Indeed, can AFFORD succeed without the national Diaspora equivalents of Cameroon Forum and/or TMG Foundation?

To begin addressing such questions, let us start with the premise that Diaspora (whether individuals or organizations no matter how they emerge) are already doing their bit towards the development of their homeland and cannot continue to work in isolation, often with limited and irregular resources.

We would achieve much more by synergising and creating critical mass by focusing and directing our efforts towards specific measurable macro targets. By acting together and pooling our resources, we are likely to be taken more seriously by others. The Cameroonian Community in the UK numbers less than 5000 people, and there are an estimated 200 Diaspora Groups, suggesting an average of 25 Diaspora in each organization. This is hardly a critical mass number!

Therefore, we surmise that governments, businesses, civil society both in the host and home countries, financial institutions and the Diaspora themselves should be partners in this engagement. Such incentives should capture the need for sustainable development and as such address some of the areas of need identified by the Diaspora as crucial to their home country development.

Diasporas are in a unique position to help their leaders/people back home. Sometimes, it is simply because they do not know what to do and as they are panic struck, they resort to basic instincts (oppressive tactics) for survival. In that regard it is best to be apolitical in our approach. Hence there is a need for an entity, an umbrella Diaspora group, operating independently of the State/government, to coordinate the efforts of the various groups. It is worth noting that the realization of such a group is not going to be without “pain”.

3.2 The Role/Need for an Umbrella Diaspora Group

Our vision for an Umbrella Diaspora group includes being resilient, creative, has the ability to identify and target local and immediate needs. They also have to have the local knowledge of their country of origin.

- An Umbrella Diaspora group must have a common area of interest to attract other Diaspora groups. Be able to strengthen the links and support systems between Africans residing abroad and those at home and to deepen the collaboration and cooperation between the stakeholder groups that serve them.

- Facilitate and increase the scope and impact of the contribution of the Diaspora to the development of Africa.
- They must be capable of providing incentives for other groups to transfer their skills or knowledge for enterprise, invest in development-friendly community projects and/or in private sector of their home country.
- They should be able to enhance Diaspora resources to the benefit of development, thereby looking into possible multi-stakeholder partnerships (between Diaspora communities, national, regional and local governments, NGOs, financial institutions and business sector).
- Another role of a Diaspora Umbrella organization could be to create leadership, cohesion, networking opportunities, advocacy etc on behalf of smaller Diaspora organisations.
- One of the important aspects of such a group will be to advice and provide methods of raising funds, monitoring and feedback and accountability mechanisms on the part of beneficiary organisations.
- Cultural programmes could be developed aimed at engaging young people to participate in Diaspora activities.

3.3 Other Perspectives on the Role/Need of Umbrella Groups

In producing this position paper, we also sought the views of other Diaspora Group representatives – from FOC-UK, SHESA-UK and YPCN. The views also inform and add to ours above. On the role(s) of such a group suggestions included:

- Key objective should be to bring together all the groups within the Cameroonian community (assuming this is just related to the Cameroonian Diaspora).
- Need to establish if the umbrella group is for all Cameroonian/National groups i.e. Professional, social or charitable or if only aiming to represent one faction e.g. The Association of Cameroonian Professionals.
- Umbrella group should be apolitical.
- The aims/ mission of the umbrella group: e.g. “Speak as a united voice for all the groups under the 'umbrella', actively engage with the Cameroonian community in UK and Cameroon”
- Umbrella could act a 'lobby' group for Cameroon related issues.
- Governance: need to establish operational factors e.g. how often would the 'umbrella' group meet. What would be the remit of the group? Need to ensure that this does not overlap/ encroach on remit of groups within the 'umbrella'. This is a core challenge.

As regards the “usefulness” of such a Cameroonian Diaspora Group consider the following feedback we also received:

Economic Cooperation/Culture: I can see one key advantage in having a Cameroonian Diaspora group in lieu of the myriad of individual organisations which usually have similar aims and objectives. These smaller groups such as “njangis”, country meetings, etc. do a fabulous job in uniting friends and kin together primarily for a social purpose. These social purposes cannot be underestimated – for example, the ability to inculcate some of our cultural beliefs to the numerous Anglo-Cameroonian kids within such forums is immeasurable. This, kind of activity is best done within smaller organisations such as “njangis & country meetings”.

Set against this background, the key advantage I see of having a Cameroonian Diaspora Group is the economic (and by inference, social) potential that such an organisation will possess. Remittances to friends and relatives back in Cameroon are the main way in which

Cameroonians in Diaspora currently contribute to the Cameroonian economy. Whilst this is important – who can argue against feeding someone’s parents or educating their siblings –we need to start thinking at a plain that is higher than this one. Assume we had a Cameroon Diaspora organisation which had 1000 *registered and committed* members; it is not beyond the stretch of imagination that each member could contribute 100GBP per annum towards a worthy cause – say, improving the electricity supply in Cameroon via harnessing the hydro electric power from the Menchum falls. If you have been to Cameroon recently, I am sure you will agree with me that such an initiative to improve power supply is not just necessary for the convenience of everyday life, but is crucial if we really want to take the big step of moving our economy from its current state of infancy to a secondary/tertiary economy. The thousand Cameroonians will not only bring to the table the financial gravitas that is evidenced above, but it will also bring an incredible amount of technical and managerial expertise to be able to carry out feasibility studies and indeed manage projects of this scale.

The phenomenal financial and knowledge content of such a group will mean that the group will be quite powerful both to politicians in Cameroon who will have to bow to the inevitability of economics being a key driver of peoples’ contentment and hence politics, as well as to enterprising entrepreneurs. All of a sudden, the individual frustrations and inadequacies that we face by trying to impart change to our beloved country become reduced due to the clunking fist of economic and professional power from such a group. What is more, such a group with the financial backing of its own will be able to attract joined financial investments from reputable firms from the West.

Tourism: Another area which Cameroonians in the UK and abroad in general is the area of Tourism. I can expand on my thoughts about this at a later stage – but I think there is huge potential here.

3.4 On the Viability of Such Umbrella Diaspora Groups

Responses suggested significant hurdles to the formation of such a group and significant skepticism on their viability going forwards. For examples, consider the following:

- **Governance Issues:** “The Cameroonian community in the UK is very fragmented and some groups do not always seem willing to work with other groups or come together for a common cause. Who would chair the group or be on the 'Executive board'? It would be important to have representatives from all the Cameroonian groups.
- **Is such a Group even possible to form?** One respondent wrote “By way of a dampener, I do not think that a Cameroonian Diaspora Group is anywhere this side of imminent – in fact it is a long way on the other side and it will take shed loads of goodwill, grit and sheer bloody-mindedness of a few committed elephant-skinned individuals to carry it across the imminence hedge. And once over the hedge, these wonderful bird-eyed individuals will have bruises born of cynicism, accusations of elitism, fraud, tribalism, nepotism *et al.* to show for their troubles”.
- **Common Cause/Apathy:** This is a representative quote on this issue: “It will be a difficult sales job to be able to find a *common cause* to unite 1000 Cameroonians. Students before my generation had a vibrant NUCS organisation. They had two common causes; namely, the need to belong in what was a small community and the constant fight to get scholarships paid. By the time I became a NUCs executive member in 1995, these causes were withering and three years hence, NUCS died and decayed. Attempts to revamp NUCS were limited to one party in Birmingham in the early 2000s. The organisation no longer presented itself as a sine qua non for the needs of the average Cameroonian. The main advantage of having a Diaspora organisation is to gain collective

financial and intellectual power to be able to influence the social welfare of Cameroon. *Unfortunately, this message is an incredibly difficult one to sell to a large majority of Cameroonians in the UK whose summum bonum is the amassing of personal wealth.* As a result, it will be incredibly difficult to get a critical mass of individuals to subscribe to, or passionately believe in such an organisation”.

- **Talking Shop:** There is also the logistical problem of soliciting and debating ideas amongst a group of very highly seasoned intellectuals, who more often than not debate ideas and actions at philosophical level instead of the practical level that such an organisation will need.
- **Umbrella group will be still-born:** Thirdly, if such an organisation were to complete its gestation period and actually born, it would be subject to an enormous amount of envy and criticism – not to mention the fact that it will be looked upon as a political party in the making.
- **Funding** - how will the 'umbrella' organisation be funded?

In summary our respondents never questioned usefulness of such an umbrella Diaspora group – at least for the Cameroonian community – but they were very dubious about its viability: “dubious bordering on unachievable” as another respondent noted.

4.0 What should the next steps be then on the formation of such an Umbrella Group?

Clearly, from above, there is a clear perceived need for an umbrella group but its viability is very much in doubt. As regards core practical suggestions that we could get going today some suggestions include:

- **Website:** Set up a web site for the umbrella group with links to the websites of all the groups within the umbrella group. Could also put more information on Cameroon with links to news, tourism and key data.
- **Do Not Start Top-Down:** as a respondent noted “although such a group is necessary in order to coordinate our efforts, making the objective 'the forming of an umbrella group' is likely to defeat the purpose... and derail genuine debate”. We agree completely. In this vein, does how does the emerging Cameroon Forum stand? This suggests just start bottom-up?
- **Think Tank:** a respondent suggested “there is a need for some kind of 'Think Tank' that views Cameroon from the outside and that can suggest/implement creative ideas that can tackle some of the endemic problems back in Cameroon. As the great man – Einstein - once said, you cannot use yesterday's methods to solve today's problems. Any fool can list problems and complain. Much of this has been/is already happening. If we are serious about making a dent to the problem, we must move away from this”. Such a “think tank” will clearly lend itself nicely to be an umbrella Diaspora Group. The respondent also warns: “Avoid the rush to claim credit for things that are still incubating, never been tried/tested, not yet made any positive difference to anyone - leave that to history to judge... We must realise that this is not going to happen without pain. We are in an extremely unique position to help our leaders/people back home. Sometimes, it is simply because they just don't know”. TMG Foundation will learn from this comment – and perhaps this is a key role for it – being a “think tank”.
- **Start “Eclectic”:** “In order to be able to start the repair work, we need to state the problem as clearly as possible and explore creative ways to tackle these at a macro level in a non-disruptive manner by showing courage, sacrifice and leadership. Perhaps having said all the above, one can begin to see that we need a vehicle to bring together the best constructive minds in the Diaspora (with financial/brain muscle) to address these matters. Perhaps this is best achieved by creating an eclectic diasporan umbrella group”. TMG Foundation has clearly started “eclectic”.

5.0 Acknowledgements

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Electronic Technologies to Facilitate Diaspora Knowledge Sharing and Building Communities

TMG 2007 Workshop Position Paper

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Abstract

Following on from TMG 2006 African Diaspora Conference on Sustainable Development, where the role of infrastructure in development was extensively explored in both workshops and key articles, many participants expressed the need to focus on a narrower area of technology to permit a fuller and more meaningful exploration of its contribution and potential contribution within the Diaspora agenda

Electronic technologies stand out as one major area of technology with vast potential for facilitating Diaspora Knowledge sharing, community building and development. This TMG 2007 workshop provides the forum for participants to share and explore knowledge in this area of technology.

This brief position paper outlines the scope of electronic technologies and provides some background into the various technology solutions available for Diaspora knowledge sharing, community building and sustainable development. It examines the delivery and access requirements for those solutions and the capability of the Diaspora and home communities for leveraging those solutions. It further outlines real life examples where such technologies are being used or have been attempted and presents the key issues for the workshop to address.

1.0 Scope of Electronic Technologies

Electronic Technologies cover a wide spectrum of technologies that employ some form of electric energy to achieve its functionality. Electronic technologies for communication and collaboration date back to the invention of the Morse code and the Telephone in the 18th century. These technologies have evolved over

the 160 year history into different levels of sophistication to meet the varying demands of modern society. Developments in digital electronics have been key to growth and sophistication of electronic technologies in the last three decades. The digital computer, the Internet and digital communications are the complimentary areas of extensive growth in electronic technologies and together have given birth to a new area of technology now know as Information and Communications Technology (ICT). This combination of the Digital Computer, Internet and Communications technologies is creating a revolution in information sharing, information processing and information management.

This paper focuses on practical electronic technology solutions for knowledge sharing, collaboration and community empowerment. This paper does not attempt to examine the theory behind the technologies or the complex implementation details other than as required to explore the benefits or potentials of the technology within the scope of sustainable development.

2. What are the Electronic Technologies for Diaspora knowledge sharing and community building?

Electronic technologies for collaboration have evolved through different paths and exist to meet the different needs of society. The requirement for knowledge sharing is not unique to the Diaspora community but the characteristics of the Diaspora community, along with the driving goal of development in the home community impose some specific requirements on the use of such technology

- a) The technology employed must be fit for purpose. It must have the capability required to achieve the particular Diaspora objective.
- b) The technology should have the capability to function or remain functional across long distances – The Diaspora are a dispersed community spread across large geographic boundaries
- c) The technology must be universally deployable and share a common language- The Diaspora live within different cultural, political and regulatory zones
- d) The technology must have clear benefits identifiable to those using it. The Diaspora have better need for their resources than gambling

The potential benefits achievable by the Diaspora or home communities from any one technology depend on the specific capabilities of the technology in relation to its specific deployment. Careful choice of technology and its deployment method are therefore key to the success of the Diaspora objective. Table 2.1 gives a summary of the different technologies that exist today and that can be deployed for knowledge sharing and community development within the Diaspora and the home communities.

| Technology Type | Capability | Key Requirements |
|-----------------|---|---|
| 1. Telephony | Two party voice communication, discussion | Telecommunications infrastructure |
| 2. Emails | Written communications, data transfer non real-time discussions | Computing device, Interconnected networks |
| 3. Text | Short text based communication | Mobile phone network |
| 4. Chat | Near real-time two/multi-way text communication | Internet-network, computing devices |
| 5. Photography | Visual communication | Digital cameras, digital storage, Internet |
| 6. Video/TV | Visual communication, entertainment | Digital video cameras, Digital storage, Internet, TV networks |

| | | |
|---------------------------------------|---|--|
| Multimedia | | |
| 7. Web Information resources | Large information sharing, referencing | Internet, Web hosts |
| 8. Web conferencing and collaboration | Real-time collaboration with voice, video and text | Internet, Webcams, computers |
| 9. Ecommerce | Commerce transactions, advertising | Internet, computers, web hosts, Ecommerce software solutions |
| 10.e-Learning | Interactive Training | Computer networks, e-Learning software |
| 11.Online communities | Discussion forums, chat rooms, community interactions | Internet, computers, Host solutions |

Table 2.1

3. Who has access to the key Technologies and how?

What delivery infrastructure is needed for the key Electronic Technologies?

The different technologies available to the Diaspora community require appropriate delivery infrastructures to make the technology appropriately accessible for the fulfilment of the Diaspora objectives. Two major infrastructures types are key to the delivery of electronic technologies for collaboration – The Internet and the telecommunications infrastructure. Digital technological developments in recent years have led to convergence of these key infrastructure technologies however. Traditional telecommunications networks including terrestrial and satellite-based infrastructures now form the backbones and connecting elements for the Internet and data traffic, while the Internet and data networks now deliver traditional telecommunications services like voice and video.

Suitable technology solutions available to facilitate Diaspora knowledge sharing are typically deployed through a multitude of systems that reside in different geographic areas, across elaborate backbone infrastructures, such as the Internet. The backbone infrastructure (*Enablers*) links the Resource centres to the Clients Access devices and the *providers* to the *users* [2].

How accessible are these technologies to the Diaspora community?

The African Diaspora live within the affluent Western Societies where technology infrastructures have been highly developed and availability is near universal. This has made it possible for members of the Diaspora community to function within the roles of both providers and users. The result is that it is now possible for members of the Diaspora to design and deploy solutions for users all around the globe. A growing number of members of the community are also extending to cover the role of operators, allowing the Diaspora to manage the whole technology deployment chain. This has tremendous potential as Diasporas can now create solutions that are optimised end-to-end to provide full benefit.

How accessible are these technologies to the home community?

The home communities in Africa has realised the potential benefits of technology and have embraced it whole-heartedly with the hope of harnessing its enormous benefits. The uptake of mobile telephony is

currently very high but the lack of material means to acquire the necessary technologies for access as well as the lack of affordable delivery infrastructure to link users to global information Resources Centres has limited the ability of the home community to exploit most electronic technologies as users [2]. Further, lack of government investment and lack of private sector incentives such as those provided elsewhere in the world [3] in the operation and training of citizens as providers has led to a poor exploitation of opportunities available to the home communities.

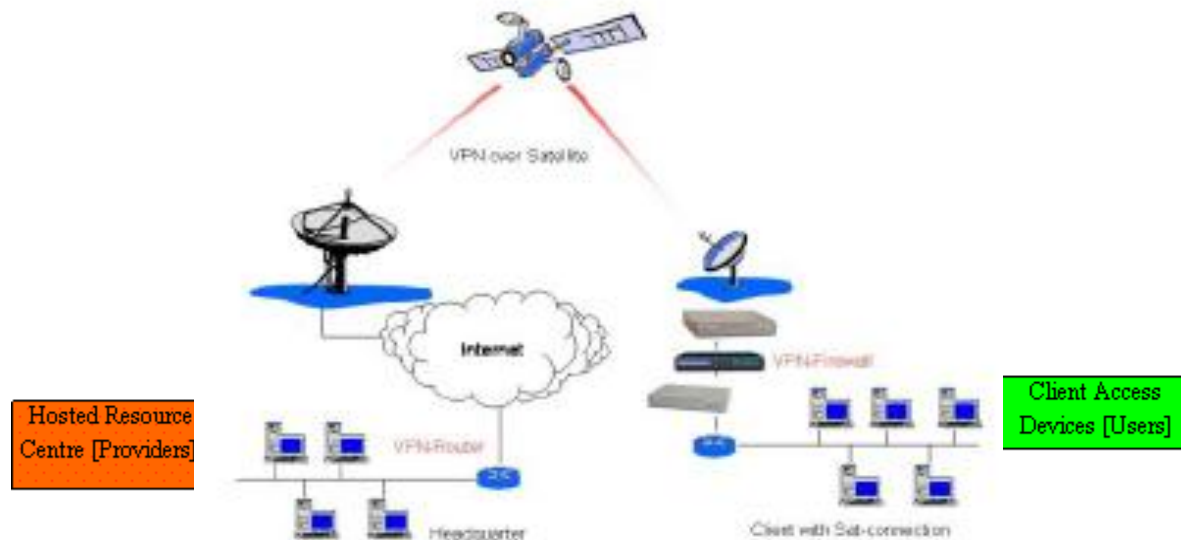


Fig 3.1 Technology delivery Infrastructure Components

In what ways can the accessibility gap between the different communities be bridged for effective exploitation of technology?

In view of the opportunities presented by Electronic Technologies to the home and Diaspora communities the drive to tackle the current obstacles preventing the full exploitation of technology is well underway. Public and private initiatives are helping to tackle some of the Client Access problems through the creation of private and community Internet access facilities. Entrepreneurs from both the home and Diaspora communities [4] are taking the role of *Enablers* and are building the delivery infrastructures to link the home communities to the global information resources. With many members of the Diaspora community already contributing as providers of the information Resources it is now possible to develop end-to-end solutions that are optimised to give full benefit to the Diaspora and home communities. A lot more is still required to bridge the gap and the question we should be asking is -How?

4. How are organisations and individuals exploiting electronic technologies for knowledge sharing, community building and above all, Sustainable Development?

4.1. What are the different areas of Electronic Technology exploitation?

- Fundraising
- Education and healthcare
- Project management and accountability
- Surveillance and Security
- Entertainment and leisure
- Commercial – Sales, Marketing and Tourism, Currency transfer and banking

4.2. How effective are the different electronic technology solutions and the exploitation of those solutions in delivering real benefits?

Ample evidence of successful use of electronic technologies in the delivery of Diaspora projects exist within the Cameroonian and other African communities.

MoneylineUK (www.moneylineuk.com) has been able to leverage technology in the transaction and management of money transfers to Cameroon, Kenya and other African Countries. The Web based solution is used by both the agents in the Diaspora and the home communities to carryout currency transfers, accounting and verification in near real time.

Fancom Technologies (www.fancom.net) currently uses a multitude of electronic collaboration technologies including web conferencing, instant messaging, SMS text messaging, email and direct remote access to implement, manage, support and audit business operations across multiple sites in different regions of Cameroon. The use of electronic technologies has made it possible for Fancom management in the Diaspora to interact in real time with staff and equipment, and contribute to the day-to-day management of all operations in the home community.

PickAfrika (www.pickAfrica.com) is using its web-based collaboration platform to implement novel fundraising strategies noted in Nwana (2006) to allow for voluntary organisations in the home communities to access Diaspora funding through direct appeals to target audiences. This approach works by presenting the Diaspora targets with near real time evidence of their needs using digital pictures and video.

The NWDI (www.nwdiapora.org) is currently using various electronic technologies such as web, email, text and telephony to organise and implement a launch project in Germany, through members in the UK and other major Western countries. The launch project is relying on electronic technologies to mobilize over 1000members of the Diaspora into a three-day event in August.

The workshop will explore further examples where Electronic technologies are being used in the delivery of Diaspora projects (including solutions from Solar Source) and will evaluate the key themes contributing to successes and failures.

4.3 In what ways can we improve on the effectiveness of electronic technologies and its exploitation for the delivery of real and sustainable benefits to the Diaspora and home communities?

A review of the electronic technologies available to the Diaspora and home communities along with an understanding of the means and limitations for accessing those technologies (see Sections 2&3), should provide a clear indication of what is achievable with technology on the Diaspora agenda. Further

understanding of the key themes within successful implementations should help prevent failures and enhance benefits. However, this does not address areas that are failing or areas that do not currently see the use of technology as viable.

The effectiveness of electronic solutions as a tool for the delivery of benefits to Diaspora projects would be greatly enhanced through the following considerations

- **Access**- Increasing accessibility to the Internet in home communities (how?)
- **Design**- Simplifying technology solutions for easy access through the different Diaspora and home communities (how)
- **Education**- Spreading the knowledge and skills for exploitation across the target communities

5. Conclusions

The review presented thus far leads us to conclude the following:

- i) Electronic technologies are effective and central to the future of Diaspora knowledge sharing and community building
- ii) Substantial gains in productivity and efficiency can be achieved through the use of appropriate electronic technologies in the delivery of Diaspora projects
- iii) Getting full benefits from electronic technology solutions require appropriate access capabilities and in particular, access to the Internet in both the Diaspora and home communities
- iv) Investment in the provision of access to the Internet, communications infrastructures and training are key priorities within the home communities to assure sustainable development.

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Sustainable Financing of Projects in Africa: A Diaspora Perspective (Part I).

TMG 2007 Keynote Tutorial Paper

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Abstract

The African Diasporas in Europe & America have the unique and largely under-harnessed potential of catalysing sustainable development initiatives in homeland Africa. TMG 2006 highlighted this (Nwana & Tah, 2006; Nwana et al., 2006).

This tutorial will focus on the various ways diasporas can leverage their connections, savoir-faire and access to the vast reservoir of philanthropic funds and goodwill out here to support the initiation and sustainability of social enterprise in Africa.

In this initial appraisal (Paper 1) will be made of the range of sources for “good causes” funding, including: restricted & unrestricted income streams; community fundraising; corporate social responsibility, affinity & sponsorships; legacies & venture philanthropy; investments and merchandising.

In the second article (Paper 2), (Nkohkwo & Tanyi, 2007), the importance of sustainable philanthropy through endowment or trust funds raised previously (Ngu, 2006) is exemplified by the work of ETAYA/PFP, a possible goal for a diaspora- initiated social security fund . The micro-credit model is not only to ensure that the users who are predominantly rural dwellers access funds, but to engage in some form of income yielding activity and a culture of savings and investments in order to participate sustainably in their self-development (including market linkages). The role of women (the backbone of rural communities) and that of the diaspora (a major source of remittances) will be highlighted.

Paper 2 will similarly consider the potential challenges of adapting and extrapolating charitable income generation, the UK 3rd Sector way, into the African NGO sector. As much as possible the tutorial shall draw on case-based exemplars, such as the ETAYA model, although the aim of the lecture shall be largely to ‘swish’ the audience onto an

hour of can-do thinking. We hope thereby to inform and inspire many into exploring the vast untapped catalytic potential that they represent for sustainable development of their native land and Africa in general. They could thus ably serve as consultants in fundraising, management and PR for various outfits.

Finally, it must be stated that, rather than an erudite academic appraisal of the topic, this tutorial will draw, largely and pragmatically so, from the practical experiences of the presenters. Although those interested in further reading will be signposted accordingly.

1.0 Introductory: A Central Dogma of Business Process

At the heart of any sustainable business planning would be a central dogma: Constitution/Incorporation > Corporate Plan > Fundraising > then Implementation Plan.

The dogma assumes that an idea leads to incorporation (idea takes a business personality), which in turn leads to a corporate plan and then on to how the idea will be implemented.

Resources, especially funds (capital &/or revenue fundraising), are vital to implement the idea. There are several ways to generate the funds/revenue (capitalisation) to enable the business idea, including taking out loans and/or deploying individual or pooled stakeholder funds (shares). In the case of charitable business ventures, a major premise of revenue acquisition/fundraising is the need to support a “good cause” idea or bond with your stakeholders (e.g. a business client community), usually through a not-for-profit intention.

For the purpose of scoping, setting aside the for-profit sector, this tutorial will focus on philanthropic work or “good causes” that are undertaken from a bona fide charitable intention. This is the charity/voluntary or civil society sector (the wider 3rd Sector). Mindful of the opening dogma, we will focus on the various ways Diasporas can leverage their connections, savoir-faire and access to the vast reservoir of philanthropic funds and goodwill out here in the West to support the initiation and sustainability of charitable business or social enterprise in Africa. For an appraisal of Diasporas and their connections, we refer to contributions to TMG Conf 2006 & TMG Conf 2007 (Nwana & Tah, 2006; Nwana, 2007). Also see www.tmg-foundation.org.

Also of note, is the use of the term “business” in the description of the implementation of the philanthropic idea. This stems from the premise that the days of “alms” as basis for sustainable financing of good causes are long gone, never mind contemporary insinuations of “active citizenship” (Williams, 1989).

Sustainability today belongs to those charitable organisations that embrace the practice of social enterprise, running the good cause (social) initiative from a contemporary business perspective (efficiency, for effectiveness, for success!). Indeed, these are the ones that are today considered fit for partnership as governments search for people-responsive delivery appendages.

2.0 Sustainable Funding: Staying Power

Sustainable funding is about ensuring the ongoing viability of an organisation. Sustainability requires effective planning and robust financial management together with an understanding of what funding and income opportunities are available and a willingness to diversify into these where possible. It also involves building organisational skills and capacity to ensure the best and most effective use of resources.

Recommended good practice in order to achieve financial sustainability includes:

- **Planning effectively** – knowing where you want to be in three, five or ten year's time will help you understand the type and amount of funding needed.
- **Diversifying Income** – avoid relying on any single funding source to ensure work continues if and when one income stream dries up.
- **Developing organisational skills** – this will help you to access and manage income sources and build capacity more widely.
- **Fund appropriately** – the kind of funding or finance your organisation needs depends on what it does; who it does it for, and how it plans to develop in the future; use the right income sources to drive development at the right time.

3.0 Fundraising: Making the Win-Win case through Object, Accountability and Capacity

The principle of fundraising is to raise money by creating or asking for it. This might be from investments (creating wealth), individual donors, private businesses or grant funders. Fundraising should complement a voluntary organisation's primary objectives and organisations need to ensure the ongoing integration of fundraising plans with wider organisational plans – so that money raised matches organisational need in terms of type, size, duration and appropriateness.

There are many ways to raise funds; however a key skill of fundraising is *communication*.

Good fundraising requires being able to show donors how their gift will enable a voluntary organisation to meet the needs of its beneficiaries, or for grants that the delivery will meet funder objectives.

Recommended good practice for Fundraising includes:

- **Always plan** – effective fundraising is planned not rushed; this helps you develop a range of activity, manage time and resources, and fundraise before the need becomes critical.
- **Think about how fundraising complements charitable activities** – e.g £20 will buy a child food for two weeks - donors often give to help solve a particular problem.
- **Research donors and Funders:** knowing an individual is committed to a particular area can help you to gain their interest. Knowing what areas a funder will and will not fund saves precious time on wasted applications and provides a firm basis on which to build a case for giving to you.
- **Follow grant application instructions** – applications often fail simply because people submit the same blanket application they sent everyone else, find out what a funder actually wants to know and answer appropriately.

- **Communicate effectively** – telling donors about an organisation’s work thereby encouraging them to engage and give is fundamental success. It is important to show how the proposal would fit both your organisation’s as well as the donor’s objective- the win-win formula.

4.0 Fundraising Sources: the UK 3rd Sector

There are many sources of income streams available for voluntary organisations (the wider 3rd Sector). However each organisation must decide what is appropriate for them. Not-for-profit organisations receive two basic types of income: *restricted income* and *unrestricted income*.

Restricted income is money that is used for a specific purpose, usually one which is specified by the donor. The money is used to fund special projects and programmes as agreed by both the funder and organisation delivering the project or programme, before the money is given. Once you accept donations for a specific purpose, then those donations are restricted income and can only be used for the purpose specified by the donor.

Unrestricted Income is money that is donated to an organisation for no specific purpose other than to support the organisation. Unrestricted income does not have to be tracked as carefully as restricted income because it can be used for any legitimate purpose for your organisation. You can use unrestricted income for administrative costs, expansions, employee salaries etc.

| Restricted funding (conditional) | Unrestricted funding |
|--|--|
| <ul style="list-style-type: none"> • Trusts & grants • Legacies • Project funds • Partnerships (indirect) • Major gifts (capital) • Venture philanthropy | <ul style="list-style-type: none"> • Community patronage • Investments • Corporate affinity • Campaigns • Appeals • Legacies • Corporate social responsibility: • Business sponsorships & community help. • Merchandising • “Alms”: collections • Payroll & other giving • Lottery & gaming (raffles) • Celebrity endorsement • Partnerships |

Table 1: Restricted & unrestricted charitable funding streams in the UK

4.1 Examples of Unrestricted Income Sources

- **Collections house-to-house and on the street:** Collecting money from passers-by or by knocking on doors is a traditional method of fundraising. Such collections also increase an organisations profile within a community as well as raising one-off donations from people's loose change. Another option is to ask shops to place a sealed collecting tin on their counters, into which customers can add their change from purchases. You need permission from the shop manager first and once a month or so return to collect the tin.
- **Raffles & Lotteries:** A lottery or a raffle is a game where prizes are distributed by chance, after individuals have brought tickets for entry into the game. Raffles & lotteries can be a useful way to interest and acquire new donors.
- **Internet and Email Fundraising:** More and more people have internet and email access. You can collect donations through various websites including your own organisation website. Sites such as justgiving⁹ and www.bmycharity.com¹⁰ allow donors and voluntary organisations to set up fundraising web pages, though they do charge a fee.
- **Community/Support Group Events:** These are events organised by community groups, support groups, local schools and youth groups to raise money directly for a voluntary organisation. Events can range from sponsored and challenged events such as the London Marathon to Dinners and Entertainment.
- **Tax Effective Giving:** In 2000, the UK Government introduced a range of measures to encourage individuals and organisations to donate to voluntary organisations through the provision of various tax reliefs. This method is used to increase income through tax-effective giving, build new donor relationships and improve donor care by offering them tax relief and other sophisticated giving opportunities.

4.2 Examples of Tax Effective Giving

- **Legacies:** People can leave money or property to charity following their death by making provision for this in their will. This is known as a legacy or bequest. There are several forms in which it can be left. It may be a pecuniary legacy which is a specified sum of money, or a specified item of value, such as a painting, property or shares. Alternatively, it may be a residuary legacy. This means a percentage of the net value of their estate. Charitable donations in a will are completely free of Inheritance Tax. Legacies are the largest single source of voluntary income to UK charities.
- **Gift Aid:** Gift Aid allows charities to reclaim the basic rate of tax on donations received from UK taxpayers. As the basic rate of income tax is 22%, this means that you can claim an extra 28p for every £1 you are given. This means that a £10 Gift Aid donation, is worth £12.80 to the charity - and it doesn't cost the donor a thing.

⁹ www.justgiving.com

¹⁰ www.bmycharity.com

4.3 Examples of Restricted Income Sources

- **Trusts and Foundations:** Trusts and Foundations give grants to voluntary organisations that have projects or activities that match their funding objectives. There are approximately 8,800 trusts and foundations in the UK ranging from the Big Lottery Fund which fund projects across the UK, to regional funders such as Lloyds TSB Foundations¹¹, to county or smaller specific funders¹².
- **Sponsorship:** Sponsorship involves a business providing money or gifts in kind to support an organisations fundraising appeal, awareness campaign or event. If their business is promoted during the event, a business may be willing to cover advertising costs, in exchange for their logo on the advertising material.

5.0 Why Grant Applications Fail

Grants, especially project grants, for most charitable organisations offer the lifeline. A vital element in making the (grant) case to the donor is the Concept Grid. Underlying your case will be the aim to present to the funder in an imaginary or real format, your entire bidding picture. This is the concept grid. It inspires confidence in your intended funder by detailing the management capacity and picture of your proposal (mindful of the central dogma)

- your SMART (specific, measurable, achievable, realistic, timely) objectives as related to your corporate plan and the funder’s intentions
- your resource requirements
- your monitoring & control arrangements (the how-will-you-knows)
- your stakeholder input in mapping direction
- your organisation’s track record and/or experience of the people who will direct.

It must be stated that, even after producing the most water-tight case, you may still not receive the funding. This is especially when there are competitors for the same grant fund- too many excellent applications chasing a limited pot.

Most worryingly, however, is the revelation that many a grant application fail simply because the application was un-assessable. Simply put, the applicant did neither follow the application instructions or guidance, or did so poorly. The Big Lottery Fund¹³, the biggest charitable funder in the UK, estimates that over 75 percent of applications (i.e. 000s) are incomplete and/or unassessable (2006 figures from the Reaching Communities Fund of the BLF, www.biglotteryfund.org.uk). Of the remainder, a huge number of applications do not directly match the funding intentions of the funder, largely because of the “lazy” practice of the applicants introducing ready-made applications.

¹¹ www.grantsonline.org.uk

¹² www.fundingagents.com

¹³ www.biglotteryfund.org.uk

6.0 Concluding Recommendations: 7 Principles

To conclude, remember these following 7 principles:

- **Clarity of purpose to yourselves and the customer:** do people know what exactly your cause is and how relevant it is to them?
 - **Confidence:** let your bid inspire confidence, by exhibiting
 - **Planning:** adopt a culture of dogmatic entrepreneurship for your social cause
 - **Diversify revenue streaming:** explore the revenue range discussed here as you set your budget, so that you do not re-invent the wheel of Cancer Blackcare UK, who, allegedly, relied solely on the McMillan Cancer Fund and went cardiac when the tap suffered a constriction.
 - **Evaluative culture:** show that you monitor your progress, so that you can take stock and map your next steps- exhibit reflective learning culture. Have you got a knowledge acquisition system? If not try impact assessment by Metrology (Nkohkwo, 2004).
 - **Accountability:** how can your donor be convinced that you can offer value for money entrusted to you. What structures have you put in place to safeguard the business? Are you officially incorporated and accredited? Any audited annual reports?
 - **Stakeholder nurturing:** know who your stakeholders are and nurture a professional framework with them, politically.
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Sustainable Financing of Projects in Africa: A Diaspora Perspective (Part II).

TMG 2007 Keynote Tutorial Paper

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Abstract

The African Diasporas in Europe & America have the unique and largely under-harnessed potential of catalysing sustainable development initiatives in homeland Africa. TMG 2006 highlighted this (Nwana & Tah, 2006; Nwana et al., 2006).

This tutorial will focus on the various ways diasporas can leverage their connections, savoir-faire and access to the vast reservoir of philanthropic funds and goodwill out here to support the initiation and sustainability of social enterprise in Africa.

In Part I, (Nkohkwo & Patel, 2007) covered the range of sources for “good causes” funding, including: restricted & unrestricted income streams; community fundraising; corporate social responsibility, affinity & sponsorships; legacies & venture philanthropy; investments and merchandising.

In this second part (Part 2), (Nkohkwo & Tanyi, 2007), the importance of sustainable philanthropy through endowment or trust funds raised previously (Ngu, 2006) is exemplified by the work of ETAYA/PFP, a possible goal for a diaspora- initiated social security fund . The micro-credit model is not only to ensure that the users who are predominantly rural dwellers access funds, but to engage in some form of income yielding activity and a culture of savings and investments in order to participate sustainably in their self-development (including market linkages). The role of women (the backbone of rural communities) and that of the diaspora (a major source of remittances) will be highlighted.

We will similarly consider the potential challenges of adapting and extrapolating charitable income generation, the UK 3rd Sector way, into the African NGO sector. As much as possible the tutorial shall draw on case-based exemplars, such as the ETAYA model, although the aim of the lecture shall be largely to ‘swish’ the audience onto an hour of can-do thinking. We hope thereby to inform and inspire many into exploring the vast untapped catalytic potential that they represent for sustainable development of their native land and Africa in general. They could thus ably serve as consultants in fundraising, management and PR for various outfits.

Finally, it must be stated that, rather than an erudite academic appraisal of the topic, this tutorial will draw, largely and pragmatically so, from the practical experiences of the presenters. Although those interested in further reading will be signposted accordingly.

In this second part, the tutorial attempts to adapt and extrapolate the experience of the diaspora into the African setting. The importance of sustainable philanthropy through endowment or trust funds raised previously (Ngu, 2006) is exemplified by the work of ETAYA/PFP, a possible goal for a diaspora-initiated social security fund. The micro-credit model is not only to ensure that the users who are predominantly rural dwellers access funds, but to engage in some form of income yielding activity and a culture of savings and investments in order to participate sustainably in their self-development (including market linkages). The role of women (the backbone of rural communities) and that of the diaspora (a major source of remittances) will be highlighted.

1.0 Adapting & Extrapolating UK Fundraising to the African NGO Sector

1.1 Learning the Ropes from Others [Executive Shadowing]

Through the concept of “executive shadowing” (Nkohkwo & Moukori, 2005) an organisation could learn the ropes, hands-on, by seconding a key member of its staff to a “mentoring” organisation. The Sickle Cell Foundation of Ghana emerged following a 6-month secondment of the director-elect to the UK Sickle Cell Society. Upon graduation she then took up the role of executive director and embarked upon setting up structures for the budding foundation in Ghana in 2004.

Although all the revenue examples discussed above are accessible in and from Africa, it is best to approach the exploration of these streams from a position of shadowing the experienced. TMGF (www.tmg-foundation.org) is presently looking into exploring this route of offering “shadowing services” with the Catholic Education Services in Cameroon.

1.2 Venture Philanthropy

A funder may wish to share their expertise as well as their cash donation to a cause. Most often this is the case with large corporate donations. The donor thus ensures that their donation makes a lasting impact. Bill Gates, Bill Clinton, Goldman Sachs among others are increasingly prominent in this novelty of social entrepreneurship. Closer to home, TMG Foundation is doing just that with the Cameroon Deaf Empowerment Organisation and the Fako Sisters in Rural Development in Cameroon. TMGF is specifically keen to impart an ethos of structural accountability to the CDEO & FASIRUD (Burnley & Nkohkwo, 2006). Perhaps, therefore, this could serve as key growth area for the charity business sector in Africa as well as for diaspora groups or professionals to explore. The Commonwealth Diaspora Health Focus Group set up by Dr Titi Banjoko at the Commonwealth Business Council could be supported to serve for role model (www.reconnectafrica.org).

1.3 CSR & Affinity

Corporate Social Responsibility (CSR) is a contemporary concept, through which a business organisation wishes to show that it is in communion with the concerns of its stakeholder community. This would typically involve openly sponsoring good causes that are of visible relevance to its client base. A typical example is Guinness Cameroon sponsoring community sport activities across the country. The company

may then take this even further by directly strapping their customer recruitment strategy to the CSR. This is the affinity model, typically increasingly practised by insurance & telecommunication billing companies. The customer helps their charity by taking up, say, telephone billing from a specific company “carefully selected” for them by their favourite charity, which then gets a cut each time the customer is billed.

1.4 Partnerships

Partnerships allow the charity to deliver its charitable objectives by associating with others who are equally needy but different and yet have the resources, which they do not have. E.g. the Sickle Cell Society UK is presently delivering its longstanding key objective of screening advocacy, by associating with the government’s screening programme. The partnership thus allows the government access to the Society’s community platform to engage with its target population. The Society on the other hand not only achieves that foundation advocacy goal, but also thereby ensures the government “screens to care” as a *sine qua non*. The added benefit here is the need to create specialist care centres around the country for those who happen to screen positive for the sickle cell gene. LECDA-USA exploited this partnership route, (involving Cameroon Government, the Focolare Movement of Italy and LECDA-Cameroon), to establish a 1-million plus catchment centre of excellence for HIV-AIDS treatment at the Mary Health Africa Hospital in Fontem, Cameroon in 2006.

1.5 Delivery Partnership [Extrapolation]

How about TMGF of UK applying for project grants from the UK, with a Cameroon-based charity on tow as the contracted delivery partner, under a service level agreement. In fact, TMGF was set up to explore this extrapolation niche currently available through the Big Lottery Fund UK for example. Indeed, it is conceivable that this could become a major growth formula, as diaspora organisations increasingly incorporate into more competent and accountable institutions in their affluent host countries.

1.6 Diaspora as Benefactors - Capacity-Building Homeland Associations

With accountable incorporation, diaspora homeland organisations could serve for pooling of individual resources. This capacity building route could truly empower the home-based delivery partners mentioned previously. For example, the achievements of BANDECO in the Bali region of North-West Cameroon, thanks to the “fuelling” of the Bali-based counterpart by the US-based Bali Diaspora (Nwana, 2006). Similarly, several villages were recently permanently linked through a concrete bridge at the Fiangep falls in rural Lebialem in Western Cameroon (see Pictures 1 & 2). This construction work was realised through financial donations from the Lebialem diaspora. It must however be pointed out that the unifying factor of the expected accountability of the formally incorporated homeland association (LECUDO-USA inc), played a deciding factor in arriving at a more permanent solution to a long-standing seasonal head-ache for resident Bangwa people.



Pictures 1 & 2 - Fiangep Bridge funded by Lebialem Diaspora

Perhaps then this formula could progress into the setting up of development trust funds by the homeland associations. Jude Ngu argues (Ngu, 2006) that the trust fund approach could endow home-based institutions, such as the Sacred Heart College, Bamenda Cameroon, with the kind of financial independence (sustainability) that the Harvards & Oxbridges enjoy today, capable of running effectively without collecting tuition fees from students !

1.7 International / Major Donors

Major organs of the UN, such as the WHO are always good places to target with bold and well-conceived projects, which may eventually receive funding from the UN's funding organ- the World Bank, which, after all, was set up for that singular humanitarian purpose. Other major donors include regional institutions such as the African Development Bank, the Islamic Bank and the European Union. The Gates Foundation, the Wellcome Trust and similar major philanthropic funds are also good sources for bold and convincing strategic projects.

2.0 Financing Rural Projects (Micro Credits): The ETAYA / PFP NGO¹⁴ as a Case Study.

The importance of micro-credit is not only to ensure that the users who are predominantly rural dwellers access funds, but to engage in some form of income yielding activity and imbibe a culture of savings and investments in order to participate sustainably in their self-development (including market linkages).

Microfinance has emerged as a successful and sustainable tool to help people increase their incomes by starting or expanding micro-businesses. Yunus (2003) offers a host of positive impacts on families of micro-finance across a wide range of economic and social indicators. Like other types of financial services, micro-finance is a *facilitator* rather than a creator of economic opportunities. With more than 90% of rural population involved in agricultural production and living in poverty, the provision of micro-finance is of particular importance.

The following case study highlights how a local non-government organisation, Etaya, is making successful strides at surmounting these challenges to support improved productivity and sustain viable economic activity in the rural communities in Manyu Division, in Cameroon.

2.1 Financing appropriate technology (for improved productivity)

In the remote regions of Manyu division, most villagers are subsistence farmers. Women work hard to farm small plots of land to enhance their livelihoods and those of their children. Due to its labour intensity, rural women exert hard physical work to support of their families.

Traditionally, cassava - the local staple food - is thought to be the “woman’s crop”. It is regarded as a subsistence crop for low-income families - providing high levels of carbohydrates during shortages of other crops because of its tolerance to drought and ability to grow in poor soils.

2.2 Need for Processing

The crop is usually processed within two days of harvest to maintain product quality. The basic activity sequence in processing involves sorting, peeling, washing, cutting/grating, pounding or milling, fermenting, dewatering/drying, sieving, roasting, cooling, sieving, packing, and storing.

Cassava is grated or rasped as part of its processing. Grating the root into fine shreds helps to facilitate later steps in the process, for example de-watering, drying, fermentation or pulping. Grating is a laborious activity carried out by hand. A range of simple hand held and mechanical graters are also available. Low-cost hand graters made from a sheet of tin or galvanised mild steel are used. The grating surface is made by puncturing the surface with holes.

¹⁴Etaya (*Etum Akuwa Ya Akpak*) ejaghām translation for ‘Relief to Orphans and the Poor’, is a community-based organisation founded in 2000. The NGO provides project management and advocacy in education, health and economic development. People Funding People (PFP) is a US-based [non-profit organization](#) with the goal of “connecting people who care with people in need”.

Together both partners have completed over 200 micro-projects impacting the lives of thousands of rural households. <http://www.peoplefundingpeople.org/ETAYA.html>; <http://www.peoplefundingpeople.org/index.html>

Hand grating is time-consuming and hard work and susceptible to drudgery. For example, it can take in excess of 250 man-days to process 1 ton of cassava (1 man-day is equivalent to 6 hours). In contrast, a motorized processor yields approximately half a ton of cassava in one hour, thereby immensely increasing the *productivity* of women.

Therefore the availability of a cassava grating machine would significantly increase production of cassava, providing more food as well as income to many families. There is a range of graters that can be used from the most basic manual and pedal operated graters through to fully motorised machines.

2.3 Equipment finance: case of Cassava grinder

Etaya provides support to interest groups of people who guarantee each other. Rural women are encouraged to constitute groups of between 10 and 15 members in order to promote solidarity and a shared interest. Although membership is open to any women willing to work hard on the group farm, some groups have male members. In such cases it is policy that at least half the members of a group be women.

To acquire a motorized cassava grinding machine group members are required to raise 25% of the cost of this equipment. The remainder of the cost of the machine is raised by Etaya through sponsorship appeals.

Each group charges a rental fee for the use of the machine. The fees collected are used to procure fuel and maintenance for the machine. For example, Mpokofu owned a grinder that is maintained by club but made available to approximately 700 local women.

At the end of each year, any excess fee income is used by the group to purchase farming implements (shovels, hoes) and inputs (fertilizers and seeds). This money is used for tools (machetes, wheelbarrows and wooden hoes) and for the hired labour needed to clear additional land. A portion of the income is set aside as a sort of group insurance and loan fund. An important objective of the clubs is to enable members raise income that can be used at the discretion of the group.

2.4 Collateral and risk management

In place of collateral, women secure the loans via collective responsibility. As members of the business interest groups, each member of the group accepts responsibility for any loan made to another group member. During their weekly group meetings the groups collect loan payments as well as providing support, encouragement and advice on business plans are implemented. This peer monitoring enables group members to receive small loans, one or two at a time and then, after all loans are repaid, the group is eligible to apply for larger loans.

ETAYA

Sponsoring appropriate process improvement technologies

© 2005 Etaya/PFP



Figure 1: Promoting appropriate processing technology adoption by rural women.

2.5 Outcomes of Etaya micro-finance activities

Micro-finance programmes can become effective vehicles for social development. Some of the income generated by the clubs is reinvested into the communal farm. Revenue from the group farm are kept by an elected treasurer of the group. Group members may borrow some money for unexpected expenses, e.g. in case of illness. In most cases, these groups have contributed 25% of the cost of the equipment from their group savings plan.

One farming club in Mbakem village had 47 members, each owning their individual farms, in addition to two small plots which they farm together. Another group, Mpukufu of Ntenako, had 25 members and owned a Cassava grinder. Group members take turns to transport the machine to neighbouring villages and to supervise and operate it for the use of local women.

The effect on group income is immediate. Mpukofu group income went from \$155 in 2002 to more than \$500 in the first nine months of 2003. The increase was due to both the increase in the group's cassava crop and the service charge to group members and other women in the community. This was also a result of more women producing more gari than was traditionally possible by manual method. Many groups plan to triple their plot sizes, and so can expect even larger income gains in future years.

2.6 Diaspora and Challenges to Micro-finance programmes

Although micro-finance outcomes are encouraging, serious constraints to the expansion of such programmes remain. The most critical is finding the funds to lend to the needy people.

Between 2000 and 2003, African diaspora remitted an average of USD17 billion dollars per annum (UN, 2005)¹⁵. Remittances are more important to the livelihoods of rural households, sometimes representing up to 40% of household income (Wimaladharmasiri *et al.*, 2003¹⁶). However, claims that 75% of remittance monies is spent on food, clothing and healthcare, with little investment (Orozco, 2003), inform that there is an urgent need for the African Diaspora to target some of their remittances to financing micro-enterprises.

The prevalence of poverty should not presume a lack of skills. More often poverty is created by policies and institutions which surround the poor. To eliminate poverty African diaspora need to make appropriate changes to institutions and policies, and/or create new ones. Charity creates dependency and reduces the individual's initiative to breakout of poverty. When the creative energies of the diaspora is unleashed, the bonds of poverty will be broken. This will have an impact on achievement of the MDGs.

The importance of sustainable philanthropy through endowment or trust funds raised previously (Ngu, 2006) could be tested/exemplified by the work of ETAYA/PFP, as a possible goal for a Diaspora-initiated social security fund. The micro-credit model not only ensures that the users who are predominantly rural dwellers access funds, but engage in some form of income yielding activity and a culture of savings and investments in order to participate sustainably in their self-development. The role of women (the backbone of rural communities) and that of the diaspora (a major source of remittances) is also highlighted

3.0 Why would a grant application from Africa fail?

The short answer is that, it would fail certainly for want of addressing the same issues as the case for UK discussed in Part 1 of this article - Nkohkwo & Patel (2007). But it would most likely fail for want of confidence in the accountability and capacity framework presented. This latter is more so due to the stigma of corruption, inequity, nepotism and all the usual social ills that smear any and everything African. This is not helped by the increasing realisation that the huge explosion in NGOs in Cameroon, for example, is not matched by effective policing. Often times the activities of these often one-man and his family is hardly questioned/scrutinised by anybody, not even the very office that gave him official registration. The caveat emptor is laid bare when you ask for an audited annual account- there is hardly any. Hence, it is vital to end this tutorial paper by listing some key principles of professionalism that would help move the bidder closer to the financial resources they so badly need to sustainably deliver the objectives of their no-doubt very seemingly good cause. These summarize the savoir-faire which we hope many a diasporans would leverage from their competencies and networks to help the financial sustainability of community good causes in their homeland and Africa in general.

¹⁵ United Nations Office of the Special Adviser on Africa.

4.0 Concluding Recommendations: 7 principles

To conclude, remember these following 7 principles:

- **Clarity of purpose to yourselves and the customer:** do people know what exactly your cause is and how relevant it is to them?
 - **Confidence:** let your bid inspire confidence, by exhibiting
 - **Planning:** adopt a culture of dogmatic entrepreneurship for your social cause
 - **Diversify revenue streaming:** explore the revenue range discussed here as you set your budget, so that you do not re-invent the wheel of Cancer Blackcare UK, who, allegedly, relied solely on the McMillan Cancer Fund and went cardiac when the tap suffered a constriction.
 - **Evaluative culture:** show that you monitor your progress, so that you can take stock and map your next steps- exhibit reflective learning culture. Have you got a knowledge acquisition system? If not try impact assessment by Metrology (Nkohkwo, 2004).
 - **Accountability:** how can your donor be convinced that you can offer value for money entrusted to you. What structures have you put in place to safeguard the business? Are you officially incorporated and accredited? Any audited annual reports?
 - **Stakeholder nurturing:** know who your stakeholders are and nurture a professional framework with them, politically.
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The Pros and Cons of a UK Registered Charity Status TMG-2007 Workshop Position Paper

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Abstract

At last year's TMG 2006 African Diaspora Conference on Sustainable Development (see www.tmg-foundation.org), several presentations and papers suggested or extolled the virtues of organizations registering with the Charity Commission.

It is widely believed that registration with the UK Charity Commission can facilitate access, by the registered organisation, to the pool of funds, here in the UK and elsewhere, which is earmarked for philanthropic purposes. However, this school of thought hardly goes without awakening serious reservations. Other concerns include the unavoidable administrative burden, on charity Trustees, to meet the significant number of restrictions and rules laid down by the Charity Commission.

In this brief position paper, we define the scope of this TMG-2007 workshop and summarise some key pros and cons to acquiring a UK charity status. We use our Charity – TMG Foundation – to illustrate. We hope it provides a good aide-memoire to the workshop.

1. Introduction

An important focal point of synergy within a Diaspora group, beyond the intra-group social agenda, has to do with the often common desire to support livelihood creation and sustenance in the Homeland. At last year's TMG 2006 African Diaspora Conference on Sustainable Development¹, several case studies were presented, describing activities that are aimed at improving the quality of life in poor communities, in the Homeland, as well as creating opportunities for people to realise their potential.

The strength of these Diaspora-driven initiatives lie in the fact that problems tend to be addressed directly from the local perspective and turned into opportunities for community transformation through capacity building.

Quite often, the sponsoring Diaspora association is a not-for-profit organisation. Further, the activities it supports obviously benefit the public or a section of the public. These are the two tenets that, fundamentally speaking, tend to underlie the activities of a charitable organisation.

In addition to these basic features, in order to meet the requirements for a registered charity, as prescribed by the UK Charity Commission⁴, an organisation's objectives must fall under at least one of (i) the relief

of poverty, (ii) the advancement of religion, (iii) advancement of education and (iv) other purposes that are beneficial to the public. During the second half of 2007, these objects will be replaced by thirteen purposes.

Essentially, however, a typical Diaspora organisation already operates as a charity, given that it is likely to satisfy the above criteria. It can further acquire the Registered Charity status upon registration with the Charity Commission.

Until recently, registration with the Commission was mandatory for any charity that has permanent endowment or occupied land. On April 23, 2007, this ceased to be the case. In general, charities with an annual income of £5000 or less no longer have to register with the Commission. In the future, i.e., from around 2009, these small charities will have the right to register voluntarily.

A central objective of this workshop is to explore the pros and cons of registering your Diaspora group with the Charity Commission, drawn on a real example like TMG Foundation.

Incidentally, during TMG 2006, participants questioned the wisdom of registering a Diaspora group with the UK Charity Commission to become a registered charity. In fact, the theme of the pros and cons of registration as a charity emerged in several sessions at the conference. Further, the post-conference questionnaires clearly highlighted the need for a workshop session to address this core issue. Indeed, TMG itself had just taken this momentous step in June 2006 - and registered itself as a UK registered charity (see www.tmg-foundation.org) – just ahead of the July 2006 conference.

It is worth emphasizing that a Registered Charity status is not necessarily a legal structure per se. Rather, it is somewhat of an overlay on an already organised group, with a clear set of objectives, including an incorporated entity. These objectives may or may not qualify as being charitable, from the standpoint of the Charity Commission. Hence, it is essential to also understand the criteria that must be met to become a Registered Charity and the consequent advantages and disadvantages.

2. Scope of the Workshop

At the end of this workshop, delegates should be better equipped to concisely address some or all of the following, sometimes, daunting but elemental questions vis-à-vis their affiliated groups or associations:

- Is registration as a charity the best way forward?
- Do the objects of your organisation qualify as being charitable?
- What are the pros and cons of charity registration?
- When must you register your organisation as a charity?
- What other options do you have to registration as a charity?
- What are the candidate structures for a registered charity?
- The roles of a trustee and the requirements to establish a board of trustees
- How to operate a charity

This workshop is designated an open platform for delegates to share their views and experiences on these issues. Additionally, there will be ample opportunity to uncover potentially novel and more pragmatic ways of navigating through these issues to arrive at a decision that is more appropriate for your group or association.

The next section asks the question of whether or not registration with the charity commission is the best way forward for your organisation, considering the pros and cons of a registered charity. A registered charity is governed by, for example, a board of trustees. We will outline the legal names associated with

trustees, depending on the type of governing document adopted by your organisation. The qualifications of a trustee will also be summarised. We will then examine what the different options are for a registered charity status. This will be followed by a brief look at some of the issues to consider in operating a registered charity. The paper will end with a set of concluding remarks.

3. Do the objects of your organisation qualify as being charitable?

A set of candidate objects has already been outlined, in the previous section, which must underlie any organisation in order that its application for a registered charity status may be considered by the charity commission. Other examples of “charitable works” include (Pat Richter, Pros and Cons of Creating a New 501 (C) Organisation)⁵:

- Relief of the poor, distressed or underprivileged - a key plank for TMG Foundation’s contributions to Cameroon
- Lessening the burdens of government: Governments can do everything
- Advancement of religion
- Erection or maintenance of public buildings: like helping erect schools in Cameroon
- Advancement of education or science – again another key TMG Foundation plank
- Elimination of prejudice and discrimination: again another TMG Foundation plank, particularly the disenfranchised such as the blind, the deaf and the disabled
- Defence of human and civil rights
- Lessening societies’ tensions
- Combating community deterioration and juvenile delinquency

See the TMG Foundation website (www.tmg-foundation.org) for our purpose which demonstrates clearly our “charitable” focus or core thesis²:

“to help create, build and support organisations that alleviate the plight of the Cameroonian poor and disenfranchised, *actively* applying, exploiting and investing our UK-earned professional experiences and pooling from other Western resources to foster *education, capacity building, good governance* and *transparent business practices* in Cameroon”.

In pursuit of this purpose, TMGF hopes and expects to create varied and satisfying opportunities for the beneficiary community to share key positive values and a sense of self-belief.

4. Is registration with the charity commission the best way forward?

Notwithstanding the nobleness of any purpose, such as exemplified above, registration with the Charity Commission has its advantages and disadvantages.

If your group now has an annual income of £5000 or more then you may indeed be required to submit an application to register with the Charity Commission. If your group has an annual income of less than £5,000 you may, in the future, be able to apply for voluntary registration, although this may be refused.

You are advised to consider carefully at this point. There are several issues which you need to consider before you make a decision. It often comes down to the trade off between ongoing bureaucracy versus lack of status (with potential donors and suppliers).

These are summarised in the following table.

| Pros | Cons |
|---|--|
| Income tax relief for income derived from investments (e.g. property, shares, and securities) where the income is applied for charitable purposes. | Once registered the group will be required to complete more paperwork. You will need to send annual reports and annual returns to the Charity Commission. Most groups will also be required to hold Annual General Meetings. |
| Eligibility for schemes such as Gift Aid and payroll giving (GAYE). Both of these enable the group to claim the tax on donations from tax payers. The value of such schemes will vary with income tax rates. | Most charities are subject to the jurisdiction of the Charity Commission. The Charity Commission can institute formal enquiries in cases of misconduct/mismanagement and has wide powers including the removal and replacement of trustees. |
| Many charitable trusts and foundations as well as some businesses and corporations will only give to registered charities. | Charity trustees may not generally benefit personally, whether through receipt of a salary or of profits or otherwise. |
| The public perceives registered charities as being more credible than organisations which are not registered. This may assist you in fundraising. | Charities must comply with charities legislation (imposing, for example, strict requirements on the keeping and filing of accounts). |
| Charities can apply for grants from many funding agencies. | Trustees can be held personally liable for misuse of funds. |
| <i>Perpetual Existence</i> : this is a key reason. The Sickle Cell Society, for example, has been in existence for a quarter of a century – and has outlived many of its original founders. We need more sustainable institutions with long term interests in Africa. | The objects of a Charity must be exclusively charitable. They cannot, except in certain circumstances, carry out or fund activities or undertake permanent trading which falls outside those objects. To overcome this, a separate non-charitable subsidiary company is often established to carry out such activities, and covenants its profits to the parent charity. |
| If you do the following below – no matter if you only do a few core projects a year - <ul style="list-style-type: none"> ▪ Be transparent ▪ Show results ▪ Stick with what you do best ▪ Promote – do NOT harass Your charity is likely to be successful. | An organisation intending to register with the charity commission must be able to prove that it can raise a certain amount of money each year - £5000 for unincorporated charities and £10000 for a charitable company limited by guarantee. |

It is clear from the above table that the advantages of a registered charity status broadly fall under two headings. These respectively relate to the consequent public perception of your organisation and the qualification for certain tax exemptions as well as tax relief for taxpayers who make charitable donations to your organisations.

Similarly, the majority of the disadvantages of a registered charity concern the general control and management of the administration of the charity. Some of these will be further explored in sections 5 and 6.

The projected impact of either the pros or the cons on your charitable organisation's ability to pursue its objects should partly influence your answer to the question in hand. The credence associated with each advantage or disadvantage could also depend on the legal structure you adopt for your organisation.

The motion to register TMG Foundation as a charity was scrutinised during several of the parent TMG's monthly sessions. The consensus that emerged from these debates was that the benefits of acquiring a registered charity status would significantly outweigh the combined impact of all the known disadvantages. Some of these benefits mainly relate to TMG's image as a leader in community action and net contributor in both Cameroon and the Cameroon immigrant community in the UK.

5. Candidate Structures for a Registered Charity

Strictly speaking, there are currently two types of structures that a charitable organisation can adopt to become a registered charity. These include a trust deed and a charitable company, limited by guarantee. A third structure, essentially the status quo (often referred to as an association), is generally documented for completeness. More recently, the Charities Act 2006 has, in addition, introduced the Charitable Incorporated Organisation (CIO) whose implementation is expected in early 2008. CIOs will combine the advantages of a cooperate structure, such as the reduced risk of personal liability for trustees, without the burden of dual regulation by, respectively, the Charity Commission and Companies House.

Prior to registering as a charity you will need to select a board of trustees. This is a legal definition of those people who will be responsible for applying the charity's governing document. The following table summaries the available governing documents and the associated name for the charity trustees.

| Governing Document | What Charity Trustees would normally be called |
|--|--|
| Constitution or Rules | Executive or management committee members |
| Trust Deed | Trustees |
| Memorandum and Articles of Association | Board, council of management or directors |

Whatever name is associated with the trustees, their duties and responsibilities are wide ranging and very much identical. Mindful of the self-sacrifices that charity trustees need to make in order to realise the desired positive change in communities where the charity operates, the selection of charity trustees must be taken seriously. Anyone can become a trustee except the following⁴:

- no-one under the age of 18 can be appointed as a trustee unless the charity is a registered company
- anyone who has been convicted of an offence involving deception or dishonesty, unless the conviction is spent;
- anyone who is an un-discharged bankrupt;
- anyone who has previously been removed from trusteeship of a charity by the Court or by the charity commission;
- anyone who is subject to a disqualification order under the Company Directors Disqualification Act 1986

Part of the application process is the formal adoption by the organisation of the relevant governing document.

i. Constitution

A constitution creates an unincorporated association. The 'association' part of the description means that it is an organisation consisting of a group of people who have decided to co-operate in furthering a particular

course, and who have certain parts to play in its administration. The ‘unincorporated’ part of the description tells you that the organisation is not a company. In the case of a constitution, the charity trustees are liable for any debt they may have incurred on behalf of the charity, especially where they may have contravened the charity’s governing document.

Well, in case you are contemplating on registering your organisation with the charity commission, the organisation should at least already have a constitution which must:

- be signed by all the charity trustees;
- dated the day of the meeting at which it was agreed; and
- a note that the constitution was formally adopted should be made in the minutes of that meeting.

TMG charity and public relations (TMG C & PR), supplanted in June 2006 by TMG Foundation, was governed by the parent TMG constitution (an association).

ii. Trust Deed

It may be appropriate to establish a **trust** where some or all of the following apply:

- The organisation is to be run by a fairly small group of people.
- There is no time limit on how long the charity trustees will be in office (although this needs to be reviewed regularly).
- New charity trustees are going to be appointed by the continuing charity trustees.
- The organisation is not going to rely on a membership for any part of its administration.
- The administration of the organisation is going to be simple.
- The organisation is to be a grant-making body only.
- Land and buildings are to be held on trust for permanent use for the purposes of the charity.
- There is to be a restriction on spending capital.

A trust deed is a formal document, so you may need the help of a professional legal adviser to complete and execute it. A trust cannot own land or sign documents in its own name.

In addition to the application form and the declaration of trustees’ form, both of which are included in the Application to Register a Charity pack, the following must be provided:

- Two certified copies of the dated trust deed showing the names of the first charity trustees and the witnesses to their signatures;
- Evidence of adjudication by the local Stamp Office or a valid exemption certificate; and
- Certified copies of any supplemental deeds or deeds of variation showing subsequent amendments, duly signed and witnessed, showing evidence of stamping, if necessary.

TMG Foundation is indeed governed by a trust deed run by eight trustees. As already indicated, the choice of this structure emerged from several rigorous debates during many of the parent TMG plenary sessions, mindful of the above prescribed structure for a trust.

iii. Memorandum and Articles of Association

It may be appropriate to establish a company where some or all of the following apply:

- the organisation is quite large;
- it will have employees;

- it will deliver charitable services under contractual agreements;
- it will regularly enter into commercial contracts;
- it will be a substantial owner of freehold or leasehold land or other property (which is not permanent endowment).

A company has an advantage over a trust and an unincorporated association in that it is "incorporated". This means that the law considers it to be a person, in the same way as an individual. Therefore a company, like an individual, can own land. Further, members are liable for the debts of the company only to the extent which they have undertaken to guarantee them.

In addition to the application form and the declaration of directors' form, both of which are included in the Application to Register a Charity pack, the following must be provided:

- two certified copies of the memorandum and articles of association;
- a certified copy of the certificate of incorporation; and
- certified copies of any special resolution showing subsequent amendments.

Having arrived at some decision to adopt one of the above structures, it is important to appreciate some key operational issues relating to the chosen structure, including possible funding options.

There already exists a separate non-charitable TMG subsidiary. Little consideration was therefore given towards registering TMG Foundation as a charitable company.

6. How to Operate a Registered Charity

A professional relationship with the charity commission and the ability to raise the required funds to apply the charity's object are essential ingredients to operate a registered charity.

After registration, the charity trustees will have a number of ongoing duties and responsibilities to pursue the charity's declared objects. Proper operation of the charity entails informing the charity commission⁴:

- about any changes to your governing document (for example, changing the specified date of an Annual General Meeting or changing the number of trustee meetings)
- about any changes to the details of your charity shown on the Register of Charities (for example the correspondent's address)
- if your charity no longer exists or operates

Another key operational requirement includes keeping of the charity's accounts. Notably, charities with an income or expenditure over £10,000 have a legal duty to return the Annual Return issued each year by the Charity Commission. This should be accompanied by the Accounts, Examiner's or Auditor's Report and Trustees' Annual Report. These documents must be sent to the commission within 10 months of the end of the charity's financial year.

We noted at the start of this paper that the prospects of securing funds for projects in the Homeland constitute a key incentive for Diaspora organisations to want to register with the charity commission. Ironically, the commission itself cautions that the funding available to the charitable sector is limited. Perhaps quite significant is the fact that new charities tend to find it even more difficult to get funding

because most donors may prefer to continue to give to charities with a proven track record, rather than a new charity.

Since acquiring the registered status last year, TMGF has indeed undergone this challenging experience first-hand, from the conventional front of applying for project grants. However, it has also successfully tested more innovative ways of raising funds for a charitable organisation (whether registered or not). Examples of these include:

- *Trust Funds:* (see “Sustainable Philanthropy through Endowment or Trust Funds”³, *Proceedings of TMG 2006*, p54.) - by raising a significant sum of capital up-front and investing it in a Trust Fund run by trustees, an annuity stream of payments could be generated in perpetuity. Many university Chairs or professorships are set up and funded this way.
- *Creation of New Corporates/Ventures:* ultimately, wealth creation is the biggest anti-dote to poverty and deprivation on the African continent. TMG has a subsidiary that is responsible for the creation of new ventures that occasionally elect to covenant its profits to TMGF.

The pursuit of the above management and fiscal responsibilities should of course be consistent with the norms of perpetual existence suggested in the table of pros and cons.

7. Conclusions

This brief paper was conceived primarily as a position paper and an aide-memoire to support the TMG-2007 Workshop on the Pros and Cons of Registering as UK Registered charity. However, we have found it necessary to raise other key fundamental issues to facilitate the registration process as well as provide some basic guidelines on how to operate a registered charity.

Registration with the Charity Commission can be a daunting process. The first steps of this process involve determining whether or not the objects of your organisation meet the “charitable works” criteria. This paper has raised some of the issues that may need to be address to complete the registration process.

Using TMG Foundation as an example, we have underscored the fact that, for many organisations, the desire to acquire a registered charity status is not always influenced by the expected access to charitable grants, after registration. Under certain circumstances, it may indeed be mandatory for your organisation to be registered with the Charity Commission. It is clear that several factors need to be taken into account in order establish why your organisation should consider registering with the Commission.

The choice of a registered charity structure may be influenced by the purpose for which your organisation was set up. However, irrespective of the chosen structure, the duties and responsibilities of the trustees are similar and must be executed in accordance with the rules and regulations laid down by the Charity Commission.

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⁵Richter, P. (2003), *Pros and Cons of Creating a New 501 (C) Organisation*, www.supportcenteronline.org

About the Authors

Dr. Jey Ngole is founding trustee of TMG Foundation and serves as its pioneer secretary general. He is also the founder and Director of Chede UK - a charity contributing to building Africa from its village socio-cultural and economic foundations. This goal is very complementary to TMGF's vision. At the professional front, he currently works as a Consultant Design Engineer at Semtech Ltd, UK, and has previously held a number of senior academic positions, including at the University of Uppsala, Sweden, and the University of Oxford, UK.

Professor Hyacinth Sama Nwana, PhD, MBA founding trustee of TMG Foundation. He is responsible for policies formation - and more importantly their implementation. He is Managing Director, Mobile Media Solutions at Arqiva Ltd (www.arqiva.com). He is visiting Professor at Brunel University, West London, and has previously held similar roles at the University of Calgary, Canada and is involved with the Universities of Buea and Bamenda, Cameroon.

Diaspora Core Leadership and Capacity-Building Skills Workshop for Sustainable Development

TMG 2007 Workshop Position Paper

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Abstract

At last year's TMG 2006 African Diaspora Conference on Sustainable Development (www.tmg-foundation.org) many suggestions were raised which resulted in their incorporation at the TMG 2007 as workshops: the roles of Diaspora Umbrella Groups; the pros and cons of UK Charity registration for sustainable development; and the role of electronic technologies for Diaspora Sustainable Development.

*However, underlying all these good suggestions, participants also correctly realized the absolute primary necessity for “**Core Leadership and Capacity-Building Skills Required by African Diaspora**” for realizing such African Sustainable Development. For this reason, it is also a workshop at TMG 2007, and it is perhaps arguably the most important of them all.*

In this brief position paper to introduce this most important TMG 2007 Workshop, we attempt to introduce this important subject as well as a possible scope of the workshop. In this vein, we have solicited, gained and reflect the views of other Diaspora Groups including YPCN¹⁷, FOC-UK¹⁸ and SHESA-UK¹⁹. This position paper draws largely from Cameroonian voices but we believe that views will “translate” to other African countries too.

We use some of the activities we have carried out in our Charity – TMG Foundation²⁰, for illustration.

¹⁷ Young Professionals Cameroonian Network

¹⁸ Friends of Cameroon –UK – <http://www.focc.net>

¹⁹ SHESA – Sacred Heart Ex-Students Associations –UK – <http://www.shesa.org>

²⁰ www.tmg-foundation.org

1.0 Introduction: Leadership and Capacity Building

1.1 Definition: Leadership

Leadership – simply defined – is achieving results through people. At its most basic, it must happen because tasks need to be achieved by more than one person – typically scores if not hundreds or thousands of people as in organizations ranging from Small & Medium Enterprises (SMEs) to multinational organizations. Hence, by definition too, African Diaspora Leadership is achieving results through African Diaspora – who by definition reside elsewhere other than their own homelands - but may want to work towards contributing back in their own homelands. Clearly, one can see many of the difficulties already:

- **Lack of Ownership of Problems/Geography:** African Diaspora do NOT necessarily “live” the problems of the homeland – because they have “escaped” them for what ever reasons. So they hardly own the problems since they do not “live” them, and therefore they ONLY have, at best, a “moral” ownership to them. And to many, even the moral ownership is tenuous.
- **Diaspora Fragmentation:** As pointed out in Nche & Nwana (2007), African Diaspora – even when they hail from the same country, yet alone many – are very fragmented in many groups in terms of their affiliations in the Diaspora. These groups range from ethno-linguistic, religious, gender, political, regional, national, social, charities, NGOs, professional and many other miscellaneous criteria. Each of these groups typically do NOT have the critical mass to do anything significant to their homelands on their own;
- **Different Priorities:** Following on from the latter, they all have by definition different views on priorities. Hence, how on earth do these priorities and objectives coalesce? Via and umbrella group? Via creating new macro priorities which are likely to be too vague and therefore useless? Different priorities furnish the classic reason why many African Diaspora organizations are “talking shops” – who “talk the talk”, but can never “walk the talk”, yet alone “walk the walk”!
- **Funding:** How to fund anything your Diaspora group wants to do is already hard enough. Now, you have to worry about funding even larger and even more conflicting projects if different priorities now have to be considered.
- **The ‘Diaspora-Homeland’ Dilemma:** then there is the classic – what I call - Diaspora-Homeland dilemma. Stated simply, it is “if you know so much as to continue lecturing us back in the Homelands how to do it, why don’t you just come back home and do it?” Good question! The Diaspora is on the defensive (metaphorical back foot) even before he/she starts responding to this - and responses like ‘I can contribute more as a Diaspora via remittances, starting new businesses back home’, etc – typically sound hollow. The simple point: you do NOT only have to gain the commitment of the fragmented Diaspora – that is arguably almost impossible already – you now have to convince a skeptical audience in your own homeland.
- **The Political Dilemma:** to cap it all, Diaspora Homeland Development is undeniably a political task – some argue it is a minefield! Many well-meaning Diaspora take one look at it and run a mile – quite understandably too in many cases. They may have to engage/lobby their homeland governments, bureaucracies, High Commissions/Embassies, etc. And they take the view that this is either akin at best “to making love to a porcupine” or at worst “being truly mired in a cesspit of sleaze, mud and corruption”. Clearly, neither of this is palatable to many a Diaspora!

1.2 Why Inspired Diaspora Leadership is so Invaluable?

After enunciating the six reasons, do I really need to make the case for why more than “normal leadership” of organizations is required to lead successful and significant Diaspora initiatives? The tasks are Herculean! It truly needs inspired leadership.

1.3 Capacity Building is Key: Definition and its role in Diaspora Leadership

Such inspired leadership alluded to above is rare. The Diaspora who have it are typically pre-occupied “elsewhere” for the many reasons noted above. So how do you even get some of them interested? Therefore, those who may want to lead – or find themselves leading Diaspora organizations - need to be able to nurture capacity building skills into their teams.

By ‘capacity’, I mean the resources – material, human, intellectual, know-how, funding, etc – that are invaluable to be brought together to achieve any homeland sustainable development projects – along with the (more or less effective) ways in which those resources are brought to bear.

So, one is left with some key conundrums:

- How do you get inspired Diaspora Leadership when, in the first place, such leaders are impossible to find?
- And even for those that find themselves leading - facing such problems as listed in Section 1.1 - how do they cope if they are to succeed?

We in TMG Foundation believe the answer lies in ‘*capacity building*’ the skills of the team you have. This appears to be the only pragmatic solution. There is NOT a Diaspora government/funding or bureaucracy which will train Diaspora Leaders at leading universities.

So, one is left with the only option there is – *capacity build your way to better African Diaspora Organisations*.

2.0 Scope of Workshop

Therefore the scope of the workshop addresses the following:

- How do you better identify Diaspora Leaders and encourage them to lead in the first place?
- How do you help these Diaspora Leaders to succeed?
- What individual leadership qualities would they need to possess/develop themselves as well as cultivate for their Diaspora teams?
- What type of leaders do they need to be?
- What does the Diaspora Leader need to put in place in terms of teams, governance, funding, organizations, and objectives? Lessons from the fledgling TMG Foundation
- How do Diasporas “train” for these Core Diaspora Leadership and Capacity-Building skills required of Inspired Diaspora Leadership?
- How can TMG Foundation help achieve the last question in any small way it can?

This workshop is designated to be an open platform for delegates to share their views and experiences on these issues. This brief paper touches on some of the *possible* answers to the questions above – suggested in the spirit of stimulating the debate.

3.0 How do you better identify Diaspora Leaders? How to encourage them in the first place to lead?

3.1 How do you better identify Diaspora Leaders?

It is usually said leaders are born – true enough. But leadership is largely an acquired skill. However, in light of the Herculean challenges of Section 1.1, I venture to state the following criteria to look for in effective Diaspora leaders in the first place.

By failing to choose the “right” Diaspora leader(s) in the first place, your organization is already preparing to fail! How about the following “top five” suggested criteria for better Diaspora Leaders? I briefly explain each, why.

- **Evangelical:** A leader who borders on the “evangelical” – or else how do they address the problem of not “living the problems” being in a different geography? Or how do they address the Diaspora-Homeland dilemma as well as the Political Dilemma of Section 1.1?
- **Ability to Work with People, Other Diaspora Groups and Homelands:** A pretty rounded leader/visionary – or else returning to Section 1.1, how do they deal with Diaspora fragmentation and radically different priorities?
- **Ability to Conjure up Funding:** A Diaspora organization needs the “oxygen” of sustainable funds too like other organizations to be sustainable.
- **A Need to Achieve Results:** run away from any emerging leader who does NOT yearn and/or strive to achieving results. He/she will be found out very soon by the membership who will drift in their droves.
- **Apolitical:** it will be ideal for the Diaspora leader NOT to be (too) party-political – less he/she is not perceived as being capable of tackling the Political Dilemma. He/she must enunciate “think tank”-type ideas which transcend party-political lines.

3.2 How do you encourage them to lead? How do you help these Diaspora Leaders to Succeed?

Assuming you do identify the above in someone(s) in your Diaspora Community, how do they get encouraged to lead after all the implications spelt out in Section 1.1? Particularly, when you will NOT pay remunerate him/her. This is one for the workshop participants to ponder but consider the following (it is all about motivation theory):

- Appeal to his/her *intrinsic motivation*
- *Extrinsic motivation:* What other incentives other than monies? Status? Achievement? Recognition? Praise?
- *Climate/Environment:* the better homeland governments (e.g. Irish, Israeli, Australians, Indian, etc) – who depend heavily on their Diaspora create the requisite environments to encourage Diaspora participation in their economies. This will in turn encourage Diaspora leadership to emerge. This may be via business councils, tax legislations, tourism, grants, funds, etc. I always wonder what else African High Commissions/Embassies do – if they do not devise ways to tap into their Diaspora?

The last demonstrates the need for a range of stakeholders: Diaspora Groups; Governments and the Society/Environment and the Individual. Typically, in the African Diaspora context, different Diaspora Groups, the Government/High Commissions and the Context/Environment are all lined against the sorry and emerging Diaspora individual leader.

Only other Diaspora individuals typically can continue encouraging the emerging leader to succeed.

4.0 What individual leadership qualities would they need to possess/develop themselves as well as cultivate for their Diaspora teams? What types of Diaspora Leaders exist?

4.1 What individual leadership qualities would they need to possess/develop themselves as well as cultivate for their Diaspora teams?

Including all the skills noted in Section 3.1, TMG Foundation suggests the following ranking of skills (drawing largely from a study of chief executives in the UK) of influences on success: (from the most important at the top. Ranking scores are drawn from Armstrong (1994) as well as from the author's experience.

- Ability to Work with People: 78%
- Ability to Raise Funding: 78%
- Early responsibility got important tasks: 75%
- A Need to Achieve Results: 74%
- Early responsibility for important tasks: 74%
- Ideally, must be apolitical: 70%
- Have leadership experiences earlier on of Diaspora Organisations: 70%
- Ability to make deals/negotiate with a myriad of other groups: 68%
- Wide experience in many functions: finance, marketing, fund raising, etc – typically needed on company Boards: 68%
- Willingness to take risks: 63%
- Ability to have better ideas than colleagues: 60%
- Ability to change managerial style to suit the occasion: 58%

These, in my view, are the skills needed by a Diaspora Leader, and his/her team, collectively. If not, the Leader will need to cultivate them across the team some how.

4.2 Types of Diaspora Leaders

Next then is a quick review of the types of leaders. It is important Diaspora Organisations are aware of these. There are typically three categorisations:

- **Charismatic/non-charismatic:** charismatic leaders rely on their aura, their personality and their inspirational qualities which are natural qualities. Non-charismatic leaders rely on know-how, quiet confidence, their cool and analytical approach to problem solving. *Diaspora Leaders need a mixture of both ideally.*
- **Autocratic/Democratic:** autocratic leaders impose. Democratic leaders encourage participation. *It is fair to say a good Diaspora leader MUST tend towards the democratic side of the spectrum and use persuasion more often.*
- **The Visionary/enabler or The controller/manipulator:** The visionary/enabler leader inspires with their vision of the future. Controller/manipulators are concerned with operating the internal system. *Clearly Diaspora leaders must be of the visionary/enabler type – drawing from Section 1.1.*

Hence Diaspora leaders need to be charismatic and cool doers! They need to be democratic and visionaries/enablers.

5.0 What do the Diaspora Leader need to put in place in terms of teams, governance, funding, organizations, and objectives? Lessons from the fledgling TMG Foundation

The Leader of the significant emerging Diaspora Organisation is now faced with all the problems outlined in Section 1.1. We use TMG Foundation for illustration.

- **No Team/Virtual Team:** He/she will have no team at worst or a Virtual team at best. He/she needs to create and hold on to a virtual team, motivate them and keep them together. TMG Foundation has had to do this.
- **No Office/Infrastructure:** Naturally, no phones, face to face meetings, fax machines, etc. He/she needs to make do with the Internet, VoIP, virtual office, etc. As of 2007, TMG Foundation does not have a physical office yet – but is still operating effectively.
- **No Funding:** so a funding strategy is needed and execution on funding is key. Do you register as a Charity to access funds (Ngole & Nwana, 2007)? Do you raise funds in other ways (Nkohkwo & Patel., 2007; Nkohkwo & Tanyi, 2007). TMG Foundation has been executing on its fund raising strategy covering applying for grants, private fund raisings, appeals, subscriptions from the parent TMG, etc. We have no legacies strategy as yet.
- **Achieve Early Results:** make things happen or else all the momentum saps away and so will your team. TMG Foundation has been busy as exemplified by the TMG set of conferences, 25+ odd projects, training, etc. See the “Our Achievements” section on www.tmg-foundation.org
- **Agreed Objectives and Actions to Achieve them:** the leader must set the objectives and sign them off early as well as publish them to the world. This way, the world/public also helps “hold their feet to the fire” on what they have set out to do. Organisations that do NOT do this typically flail, drift and do nothing. TMG Foundation appointed a Trustee responsible for Policy Formation and Implementation. He is responsible for this area.
- **Commitment/Cooperation from the Team:** the leader has to do this – particularly for a virtual team at that. In TMG Foundation, this role largely falls to the Dean – a fully respected leader by all TMGers – who would always command the commitment and cooperation of the team. This is in addition to intrinsic commitment of key Foundation Trustees too.
- **Governance:** meetings, minutes, actions, processes, reporting, website, etc and all such mundane organizational issues need to be set up and run. Policies and Values need to be defined and implemented, e.g. expenses policies, etc. The TMG Foundation Chair is responsible for all these.
- **A Clear Philosophy (Think Thank):** with all the problems outlined in Section 1.1. The Diaspora organization will need to have a clear philosophy to bridge the different priorities of other Diaspora Groups and/or Individuals. TMG Foundation has tried to be clear on this with a distinct philosophy articulated in Nwana (2006) – *Africa needs another model to Sustainable Development - let a thousand flowers bloom – and its Experienced Diaspora*. This should all be encapsulated in the Diaspora’s organization mission, vision, objectives. TMG Foundation’s is largely on our website (www.tmg-foundation.org) and/or see Burnley & Nwana (2007).

In summary truly, leaders have two essential roles: [1] defining and achieving the tasks and [2] maintaining effective relationships (covering individual member needs and group needs).

6.0 How do Diaspora “train” for these Core Diaspora Leadership and Capacity-Building skills required of Inspired Diaspora Leadership?

Given the difficulties to possess the Leadership Qualities of Section 4 in Diaspora Leaders and the Execution Capabilities of Section 5 – how do the Diaspora collectively “train” for them. This is arguably the crux of this workshop – and a core journey the Africa Diaspora should be on. This is clearly NOT a trivial problem, but one that a sustained programme should own.

This MAY be an area of sustained education/training for TMG Foundation in the years to come at other conferences like TMG 2006 and TMG 2007.

Having said this, the following suggestions seem apt:

- **Understand and Acknowledge the Problem by Diaspora Individuals/Groups:** as the maxim goes, a problem understood and defined is a problem half-solved. We hope this position paper has clearly begun articulating the need for Core Diaspora Leadership and Capacity-Building Skills. The previous sections have clearly articulated leadership skills capacity execution skills. So by knowing what they are in the first place, we have a better chance of knowing what to “train” for. Diaspora as Individuals and/or Groups must first start by acknowledging their individual/group’s shortcomings.
- **Choose the Right Leaders in the First Place:** A key suggestion of this paper is to choose the “right” Diaspora leaders in the first place for reasons explained in Sections 3 and 4.2.
- **Tutorials & Workshops by Diaspora for Diaspora:** Next, workshops sessions like TMG 2007 should provide a combination of tutorials and/or workshops to “train” for the gaps in leadership skills and/or execution capacity of its attendees. This is a core raison d’être for the TMG series of conferences.
- **Best Practice/Failures:** there is no substitute for experience. This position paper – in a way – is a synthesis of TMG Foundation’s successes and challenges to date. It both shares some of our “Best Practices” principles (see Section 5) and points out some of our “could be better” areas.
- **Diaspora Leadership Skills & Capacity Building Think Thank/Consultancy:** arguably, a key derivation of all I have noted so far is that there is perhaps a need for an organization or NGO addressing this sole and important area. We know organizations such as the UN, Commonwealth, etc try to address these – but typically NOT from a Diaspora Perspective. AFFORD is perhaps the closest example we know – but even they do NOT see as their clients, other African Diaspora organizations. I leave this issue open.
- **High Commissions/Embassies must Lead:** it seems to me as if these organizations have a pivotal role to play in African Sustainable development – something which they manifestly are failing to do. Diaspora leaders and organizations should perhaps start by getting these organizations to buy in – something which TMG Foundation has failed to do with respect to the Cameroon High Commission for reasons including some noted in this paper.
- **Start “Eclectic” with a Fledgling Umbrella Diaspora Group:** it seems to me totally impossible to start putting together into practice, making mistakes and learning along the way, etc – all the recommendations and best practices I have enunciated in this paper – without an Umbrella Diaspora Group. If you disagree please email the author with an alternative view. This, in a way, fully explains the direction of travel of TMG Foundation – rightly or wrongly!

7.0 How can TMG Foundation Better Help achieve the “training” for these Core Diaspora Leadership and Capacity-Building skills required of Inspired Diaspora Leadership?

Perhaps this could be an area for the workshop to major on. Beyond what this paper has succeeded or failed in doing/achieving.

8.0 Acknowledgements

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Brief Bios of TMG 2007 Leaders

1. **Dr Samuel Atungisiri**, CEO of the parent TMG, currently works as a Consulting System Architect for Sony's Semiconductor Business in Europe. Prior to joining Sony he held engineering posts at Orbitel Communications and Ericsson. Sam holds a PhD and MSc in Communication Engineering from University of Surrey and BSc in Computer Engineering from University of Wales. In academic circles he is still an associate lecturer at The Open University Faculty of Technology and also serves as a member of the UK EPSRC College of referees in the area of digital communication.
2. **Dr. Rosemary Burnley** is Founder Trustee and Chair of TMG Foundation's Board of Trustees. She is a Senior Lecturer and Postgraduate Course Director within the Department of Marketing and Entrepreneurship at the University of Bedfordshire, UK. She holds a PhD in Marketing from the University of Salford in Manchester. Prior to her current appointment, she taught at the South Bank University, London. Rosemary is a Patron of the Cameroonian Nurses Association as well as a Governor of Norbury Manor Primary School, London.
3. **Professor Hyacinth Sama Nwana, PhD, MBA** founding trustee of TMG Foundation (www.TMG-Foundation.org). He is responsible for policies formation - and more importantly their implementation. He is Managing Director, Mobile Media Solutions at Arqiva Ltd (www.arqiva.com). He has held many senior management/directorial positions at major European firms. He is visiting Professor at Brunel University, West London, and has previously held similar roles at the University of Calgary, Canada and is involved with the Universities of Buea and Bamenda, Cameroon.
4. **Professor Joe Tah** is Professor of Construction Information Technology at Oxford Brookes University. He has over 15 years research, teaching and consultancy experience in the application of advanced IT and artificial intelligence techniques to the provision of decision support within integrated computing environments for designing and managing construction projects using open distributed computing standards. Joe is a Founder Trustee of TMG Foundation and is responsible for Policy. He holds a PhD and MSc from Loughborough University and a BSc from the University of Birmingham.
5. **Dr Asa'ah Nkohkwo** the Chief Executive of the Sickle Cell Society - the largest UK medical Black registered charity. Prior to his current appointment, Asa'ah was a senior clinical scientist in Nuclear Medicine at the Royal Marsden Hospital, London, Europe's leading cancer referral centre. He is a Fellow of the Royal Society of Health Promotion and an alumnus of the UK NHS Public Health Leadership Development programme. Known traditionally as Mbi Asaatong Fontem, he is the Europe Ambassador of His Majesty Fontem Njifua of Bangwa, Cameroon.. Asa'ah is a Patron of www.YPCN.org , a founding trustee and Adviser-General of www.TMG-Foundation.org .
6. **Ms Kalpna Patel** is the Fundraising Manager of the Sickle Cell Society. Kalpna holds a BA Hons in Business Information Management & Psychology from Westminster University. Prior to her recent appointment, she was a finance researcher at the City of London.
7. **Dr. Linda Deigh** is lecturer in Marketing at the University of Bedfordshire within the Department of Marketing and Entrepreneurship.
8. **Dr Montio Morgan** achieved NHS Consultant Surgeon with Paediatric ENT (Ear Nose & Throat) status at only the age of 36. She runs a Diaspora Group – LESA-UK in addition to being a consultant.
9. **Ralph Tanyi** is Doctoral Research Associate in the Enterprise Integration Department of Cranfield University, Bedford, UK. He has served as an international trade finance specialist and credit officer for major financial institutions in the City of London and Europe. Ralph also contributes his professional skills to support community and voluntary organisations. He served as deputy Finance Manager with the Council for Voluntary Services, London, where he was responsible for Small Grants administration under the UK Government's Neighbourhood Renewal Fund. He also served in Africa under the Commonwealth Services Abroad Programme (CSAP), undertaking micro-finance and e-commerce systems development and implementation projects.
10. **Dr Augustine Forba Ngemoh** is Founder Trustee and mainly responsible for TMG Foundation's programme management. He is currently a Senior IT Manager at the Children's Society - one of the largest UK 3rd Sector Organisations. He holds a PhD and BSc in Engineering from Kings College,

- University of London. Augustine is an entrepreneur and is also Founding Director of Fancom Technologies Ltd, which provides IT and Software Consulting Solutions.
11. **Dr. Charles Nche** is member of TMG and currently drives the group's investment activities. Charles is currently a Consultant Design Engineer at Nemerix Ltd, UK (<http://www.nemerix.com>) specialising in semiconductor chip designs. Charles holds a PhD from Loughborough University.
 12. **Dr Ben Page** teaches geography at undergraduate and masters level at University College London. He has worked in Cameroon, Nigeria, Tanzania and Malawi. He started his professional life as a water engineer but wasn't much good at it so instead he wrote a PhD thesis about the history of water supply in Cameroon, looking at the attempts that have been made to try to force consumers to pay for water. For the last three years he has been working on a project called 'Development and the Diaspora', which has been looking at the ways in which diaspora groups are involved in the development of their home towns. His own hometown is London, though he only feels really at home when he is south of the river.
 13. **Dr Carol Tah** is Deputy Director of Research at a Home Office Department. A member of TMG, she holds a PhD from Leeds University and held academic roles before her current appointment. Carolyne has advised 3rd sector Diaspora organisations like AFFORD and brings good experience to Diaspora-based Sustainable Development.
 14. **Mr Fidelis Ngede** founded Strategium Group – an Ecommerce Consultancy. He has designed and implemented many websites for clients across many sectors.
 15. **Dr. Shiyghan Navti** works for IBM. He is currently a Senior IT Specialist at the IBM's UK offices. He holds UK BSc, MSc and PhD degrees. He has over 10 years of experience delivering technical services, developing business solutions and services offerings using miscellaneous E-Commerce solutions. During his 6 years at IBM, Shiyghan has delivered professional services to over 70 IBM partners and customers. He can be contacted at shiyghan@gmail.com
 16. **Ms. Beatrice Njindou** is a Sales Account Manager for a well-known international financial institution, Bloomberg. Having seen the impact of successful networking for other groups, she has become a convert to the power of using your contacts wisely. She is founder of the Young Professional Cameroonian Network (www.ypcn.org).
 17. **Dr Linus Etube** holds a PhD from University College London.
 18. **Ms. Pamela Njawe**, RGN, DipHE, BSc, MScPH (Ongoing) is Practice Nurse, E12 Health Centre, Newham, London, with a special interest in public health and health improvement. She is a member of LESA-UK. She can be reached at Pamela.njawe@newhampct.nhs.uk

