

Outputs, Outcomes, and Impacts of Three Diaspora-Engaging Public-Private Partnerships

This research provides further detail on the activities – aka outputs – and longer lasting outcomes and impacts of the three public-private partnerships (P3s) evaluated as case studies in the upcoming publication, *Many Voices, Many Hands: Strategizing and Measuring Engagement in Public and Citizen Diplomacy with Dialogic, Participatory Communication*. That evaluation along with this supplement will be offered to the administrators of the (U.S. government-administered) International diaspora Engagement Alliance (IdEA), along with volunteer leaders of the Chicago-Kyiv and Montgomery County-Morazán sister cities and the local officials and other paid staff among the twinnings' governmental and nonprofit partner organizations.

Using the framework of *Many Voices, Many Hands*, this supplement addresses key questions about how the outputs, outcomes, and impacts of the three partnerships support and influence governmental interests, strategy, and policy.¹ It borrows the tables below and various excerpts from *Many Voices, Many Hands* to provide sufficient context for readers of only this supplement. Interviewees for each case study reviewed relevant content for the primary publication and supplement.

1. IdEA

I. Promoting Shared Interests

In 2013, Calvert Impact Capital (formerly known as Calvert Foundation) was invited by the U.S. Department of State's Office of Global Partnerships (S/GP) to serve as managing partner of IdEA, particularly to advise on impact investment. This study concentrates on the period of October, 2013, to August, 2016, when, through a cooperative assistance award, Calvert Impact Capital was IdEA's managing partner.²

With the United States as home to more than 60 million first- and second-generation immigrants,³ IdEA engages in projects of mutual socioeconomic benefit with global publics across the country and the globe. The Diaspora Map of IdEA membership shows more than 500 organizations, 322 of which operate from the United States, with the balance in most other world regions.⁴

II. Pillars and Goals, Outputs, Outcomes, and Impacts

Table 1, below, first displays the four IdEA pillars and goals: heritage country investment and entrepreneurship; philanthropy; volunteerism; and innovation. To the right are the

P3's outputs. These are demand-driven projects, many of which grew out of IdEA's surveys of individual members. Along with the pillars and goals, the outcomes and impacts in the table are based on: the "IdEA Impact Report"⁵; interviews; participant observation; and online news and social media accounts.

Table 1. From Pillars to Impacts: INTERNATIONAL diaspora Engagement Alliance (IdEA)*			
Pillars and Goals	Outputs	Outcomes	Impacts
Pillars: Investment & Entrepreneurship, Philanthropy, Volunteerism, Innovation	Over 200 conferences, forums, and events, including 160 during Global Diaspora Week in 2014 and 2015.	Capacity-building across sectors	Increased diaspora engagement in investment & entrepreneurship, philanthropy, volunteerism, and sustainable development in heritage countries
Expand diaspora engagement in development and diplomacy	Networking virtually and in person to connect and collaborate	Promotion of corporate social responsibility among private sector partners	Strengthened diaspora community-building and capacity to build bridges across generations, cultures, ethnicities, and nationalities
Build skills and reputation of diaspora organizations as agents of cross-cultural understanding and socioeconomic development	37 partnerships to design and conduct capacity-building training webinars on organizational strategy, fundraising, management of social media and volunteers, and other topics	Empowerment of diasporas through training, networking, access to public speaking opportunities	Larger role for nonprofit and private sectors and P3s for integrating diplomacy and development
Generate new partnerships and	Training in leadership (4), multi-cultural	Knowledge-sharing and codifying	

Table 1. From Pillars to Impacts: INTERNATIONAL diaspora Engagement Alliance (IdEA)*

networks	competency, organizing, public relations, marketing for social good	through the IdEA web platform	
Capacity development within diaspora organizations and across social and economic sectors	Research on member interests/training needs/satisfaction with IdEA programs, investment tools, remittances	New and expanded channels for public diplomacy advocacy and equitable, sustainable development	
	Diaspora Map tool including 500+ organizations, 110+ countries	Enhanced diaspora and diaspora organization trust-building inside and outside government	
	200 blogs by members, staff, and guests		
	Informal and formal listening sessions and ad hoc coaching		
	33 entrepreneurs-22 mentors, 98 projects via MicroMentor program		
	Fish 2.0 competition		

*This table is published in *Many Voices, Many Hands*. Its sources are: <http://www.diasporaalliance.org/idea-infographic-2014-2016/>, interviews, IdEA Impact Report (August, 2016).

1. Outputs

Material outputs, in the second column, are the products of the events strategy, research, online collaboration, and partnering with established programs. The most expansive effort, Global Diaspora Week, was held in October 2014 and again in 2015 on the web and in person at the Department, around Washington, D.C., and at venues across the globe. The breadth of the 160 events conducted in 2014 and 2015 demonstrated that “diaspora is not a standalone issue, but a lens, that touches every sector.”⁶ The D.C. launch day in 2015 addressed the accomplishments and aspirations of diasporans in government, public health, science and technology, and religion.

Two other major efforts noted in the IdEA Impact Report were promoting diaspora participation in the Latin American Impact Investing Forum in 2014 and 2015 and convening the African Diaspora Investment Symposium in 2014 and 2016. The former is Latin America’s largest impact investing conference, where IdEA and the U.S.-Mexico Foundation co-hosted an unprecedented gathering to engage diaspora.⁷ The latter symposium was conceived and initiated by IdEA in 2014 and first held in Washington, D.C., and then in California’s Silicon Valley.⁸ Collectively – due to IdEA, partners, and lead stakeholders, principally the African Diaspora Network, that hosted the 2016 symposium and the most recent one in early 2017 – over 600 attendees in business, nonprofit development, and education created new initiatives to strengthen U.S.-African diaspora engagement and address the Sustainable Development Goals.⁹

The last output in Table 1 is IdEA’s most recent competition. It exemplifies the genuine dialogue practice of collaboration through non-competitive relationships from which new, jointly determined outcomes emerge.¹⁰ Fish 2.0 is a sustainable seafood business competition and field-building initiative. In 2015, IdEA approached Fish 2.0 about bringing a Pacific Islands and diaspora focus to the competition to connect fishing, aquaculture, and mariculture entrepreneurs with potential investors. Calvert Impact Capital was supported by the Department of State East Asia Pacific Bureau to organize diaspora participation as part of the Pacific Islands track of Fish 2.0.¹¹ State personnel generated media coverage around two pre-competition workshops specially designed by Calvert Impact Capital after reviewing past IdEA competition feedback surveys to improve future training.¹² They focused on the participatory communication practices of horizontal dialogue and deliberation to understand and motivate through training to compete, not just to win, building community, encouraging leadership development in the process.¹³ Some of the 59 total news articles for the competition overall either featured or mentioned the five Pacific Islander participants from Micronesia and Fiji, and Radio Australia also covered the events.¹⁴

In total, IdEA has delivered approximately 339 exchanges and other activities directly related to the four pillars and the basis for broader, longer-term program outcomes and impacts. As in Table 1, they include: 200 conferences, webinars, and

webchats; 37 partnerships, four leadership trainings; 98 MicroMentor projects; and the Fish 2.0 competition.

2. Outcomes

There are many examples of IdEA's producing the first two outcomes listed in Table 1. Fish 2.0 stands as a project that helped propel the outcome of capacity-building, through joint strategic planning and multiple information channels to scale local efforts.¹⁵ The Latin American Impact Investing Forums promoted corporate giving and other socially responsible activities.

Toward the outcomes of diaspora empowerment and knowledge-sharing, MicroMentor has supported IdEA members in establishing an English-language business train-the-trainer program for Hondurans, a U.S.-based NGO to empower Kenyan women, and a Caribbean volunteer initiative to promote corporate social responsibility and philanthropy. After IdEA's initiating of diaspora engagement in the Latin American Impact Investing Forum for two years, in 2016, forum organizers independently included Latin Americans.¹⁶ Conferences, leadership trainings, and blog-publishing have likewise provided skill-building and entrée to diasporans across societal and commercial sectors.

Over 1,500 IdEA members have gained myriad other professional and citizenship skills in support of sustainable development and people-to-people diplomacy. They received training in entrepreneurship, marketing, and fundraising to start their own organizations. They gained experience in public speaking, policy advocacy, storytelling, social media operations, and information-sharing. They strengthened ties with their countries of heritage and other nations through cross-cultural opportunities for dialogue across the 110-country network. Increased diaspora competencies and connections will continue to build trust within their organizations and among their growing cross-sector networks.

3. Impacts

Lack of a comparison group and pre-program measurement prevents precise assessment of the degree to which the IdEA partnership is responsible for any of the three impacts – or the outcomes leading to them. However, there are clear signs of progress on the IdEA pillars of investment, entrepreneurship, philanthropy, volunteerism, and innovation in sustainable development and diplomacy.

Calvert Impact Capital's management of IdEA attracted 887 new members and a 300% increase in email and social media followers and convened over 10,000 participant stakeholders interested in diaspora engagement in development.¹⁷ The communication, relationships, and collaboration comprising these outputs generated outcomes for lead and

participant stakeholders individually, in their diaspora organizations, and for their heritage countries. IdeA has played a major role, fostering cross-cultural awareness, and new businesses and non-profits. A Calvert Impact Capital manager described the impact as the 'seeding of a broader entrepreneurial ecosystem and diaspora community-building.'

One impact is that the IdeA partners cultivated a practice in government officials to seek out, and collaborate with, diaspora organizations. Diasporans gained confidence through that networking, recognition, and training. Department officials, desk officers, and program managers connected ECA grantees with IdeA members in the United States. Abroad, U.S. ambassadors responded to diaspora organization interest in a wide range of projects, e.g., the Hovnanian Fulbright program that doubled the budget for scholarly exchanges with Armenia.¹⁸

An impact in the area of investment and entrepreneurship is found in Gebeya, a software business incubator in Ethiopia, Kenya, and other African nations. The two co-founders met at the 2016 African Diaspora Investment Symposium, co-sponsored by IdeA and hosted by partner African Diaspora Network. One of the Gebeya founders became its first investor. A recent African Diaspora Network email announced Gebeya's initial round of venture capital financing, to raise \$6M USD. It credited the Network with "helping to "connect[] Gebeya to a network of African diaspora keen to promote sustainable development in Africa," further noting that "[t]hrough this connection, we can now work with the African diaspora in shaping a robust African IT Ecosystem."¹⁹ Gebeya is also making an impact on diaspora community-building as a pan-African enterprise mediating across diverse cultures and interests²⁰ seeking to employ African graduates who want to contribute to addressing Africa's socioeconomic challenges.

A Calvert Impact Capital interviewee noted the emergence of a small Ethiopian diaspora-led project with strong potential for impact. After consulting informally with Calvert Impact Capital, a group of Ethiopian Americans in California raised funds and launched the Ethiopian Diaspora Fellowship program.²¹ At least five scholarships have been awarded.²²

Globally, IdeA has raised the profile of strategic diaspora linkages in complex, polyilateral diplomacy, e.g., via the Google Hangout panel during Global Diaspora Week 2015 moderated by Sister Cities International.²³ Panelists were: an Afghan participant in "Afghan Youth Connect" – a multi-year project of the San Diego-Jalalabad twinning and La Jolla Golden Triangle Rotary Club Foundation; a board member of the Ulaanbattar-Denver Sister Cities committee; and a civic leader, entrepreneur, and former mayor of Belfast who has been a strong proponent of the Boston-Belfast partnership. They demonstrated how to contribute to their sister city relationships through cross-cultural competencies accelerated by digital technology skills. Afghan Youth Connect operates in the midst of the Taliban. Mongolian Americans in Denver are fostering municipal infrastructure development in Ulaanbattar. The Boston-Belfast twinning strengthens the musical, historical, and commercial ties among the thousands of Bostonians who are part of the

global Irish diaspora of 70 million. Their experiences affirmed what S/GP interviewees had observed about the impact on peace and mutual understanding of Sister Cities International's network.

The public diplomacy/socioeconomic development/citizen diplomacy nexus of IdEA and many sister cities is a compelling area of practice and research deserving more attention. The second and third sections of this evaluation make a small contribution.

2. Chicago-Kyiv

I. Promoting Shared Interests

Similar to many other sister city programs, the Chicago-Kyiv relationship shows a long pattern of addressing national priorities while pursuing the two local governments' interests.²⁴ The author of this study was advised that it is part of a large, multi-layered partnership. The importance of the twinning is indicated by the financial sponsorship of the Kyiv Committee in Chicago, not only in the form of a yearly grant from the city and at least one major fundraiser per year by the volunteers, but also by grants from Open World (the exchanges arm of the U.S. Congress) and the Department of State to carry out professional, diplomatic, and other exchanges. This evaluation, limited to English-language sources, only partially documents the results of Chicago-Kyiv.

Though several employees of the city of Chicago liaise with and support it, the all-volunteer committee of 29 initiates most activities and supplies most of the labor for fundraising and project implementation. Several of the members live and work in Kyiv, facilitating interaction with the mayor's office, where Ukraine-based activities are coordinated. Key partners of the committee include World Business Chicago, a nonprofit arm of the city government, and one of its divisions – Chicago Sister Cities International, whose mission is to be "committed to promoting Chicago as a global city, developing international partnerships and networks, and sharing best practices through citizen-to-citizen connections."²⁵ The division apportions a \$528,643 city grant for salaries and administration among all 28 sister cities.

The partners are linked directly to the office of the mayor, the Chicago consular corps, and banks and other businesses that partner on the committee's goals to increase ties in medicine, economic development, tourism, culture, education, and other areas (see the foci in column one of Table 2, below). The genuine dialogue practice of commitment, in this case to improving governance and humanitarian response, also grounds the committee's projects.²⁶

Table 2: Achievements and Aspirations of the Chicago-Kyiv Sister City Committee*			
Foci	Outputs	Outcomes	Impacts
Medical services	Exchanges and events: 1-Signing of the SC agreement 42-Culture	Better trained medical professionals and improved health care facilities	Raise quality of mental and physical health care delivery
Trade/tourism			
Culture	33-Education	Enhanced cross-cultural understanding	Continue the 26-year pattern of long-lasting individual relationships, projects, welcoming community, and promotion of trade and tourism
Education	20-Government		
	14-Health/medical and social services		
Agriculture	8-Economic development/business	Foster improved public service delivery, from education to anti-corruption	
Immigration and naturalization	4-Media 2-Sports 2-Humanitarian	Strengthen commercial ties across agricultural and manufacturing sectors	
Humanitarian response	2-Celebration	Increase international goodwill and sportsmanship	Increase cross-cultural awareness and competency
	1-Environment		
	1-Diplomatic	Improve current infrastructure and prevent future environmental hazards	Foster governmental and private sector transparency and reform
	1-Mayoral visit/street-naming		
	4-New Partnerships		
	Total = 135	Expand opportunities for Ukrainian youth; open minds to change	
	26+ Fundraisers		
\$10,000+ value of in-kind			

Table 2: Achievements and Aspirations of the Chicago-Kyiv Sister City Committee*			
Foci	Outputs	Outcomes	Impacts
	donations	Save lives and heal society	

*Sources are: “History of Exchange” (<http://chicagosistercities.com/wp-content/uploads/2013/03/Kyiv-2013.pdf>) and unpublished update, [interviews, and desk research.](#)

II. Foci, Outputs, Outcomes, and Impacts

1. Focus Areas and Outputs

Table 2 summarizes the foci, outputs (aka activities), and desired and achieved outcomes and impacts. The foci and categorization of outputs are based on the “History of Exchange” by Chicago Sister Cities International (CSCI).²⁷ It chronicles visits and events involving civil society, corporate, and government officials as well as students, educators, and medical and information technology professionals. Each entry is designated with a specific focus corresponding to mutual interests. For example, on education in business and sustainable urban planning, in August, 2008, the committee hosted 27 Ukrainian MBA candidates at a Chicagoland university campus and relevant local agencies and firms. The History is a tool for tracing the outputs to outcomes and impacts. Especially considering that most travel by U.S. participants is self-financed, the cumulative outputs occurring in a quarter century of collaboration are extensive and varied.

Through corroboration by interviewees, news accounts, and social media postings, the committee’s outputs indicate that Chicago-Kyiv has contributed to making a positive difference in Ukraine and in Chicagoland. One interviewee, a lead stakeholder, described how the partnership spans the medical, cultural, educational, agricultural, and trade fields – in addition to supporting immigration and naturalization efforts. He reflected that this broad agenda poses for the committee a complicated question about how to most effectively direct their engagement with, and help to, Ukrainians.

The consular gala to raise funds for Chicago’s 28 sister cities is one key annual event. The Kyiv Committee has sponsored HIV-AIDS and breast cancer prevention projects – including the donation of medical equipment, a summer camp, a Chicago street-naming campaign to commemorate the relationship, art exhibitions, and other activities in addition to the exchanges related to the federal grants.

According to the History of Exchange, by the end of 2016, the number of exchanges reached 130.²⁸ Among the 15 output categories, the 42 cultural exchanges span the visual

arts, classical to rock music, dance, theater, film, and fashion. Thirty-three educational exchanges have supported elementary school to graduate-level scholarship and research. The government category refers to management training and consultation on various public utilities and other agencies. Media exchanges have supported visits of journalists. The two sports exchanges honored Ukrainian boxing champions.

The History's categorization as humanitarian of only two outputs/activities (that raised donations for wounded Ukrainian soldiers and their families) might be misleading; in addition, several of the committee's medical and social service activities have addressed crises. They include, for example, awareness and reduction of sex trafficking, breast cancer prevention, and treatment of illness related to the 1986 explosion of the Chernobyl nuclear plant.

Also beyond the History of Exchanges record and tabulated humanitarian events and celebrations is a multi-day program in August, 2014. The sister city committee arranged a variety of cultural and philanthropic events in Chicago to mark the 23d anniversary of modern Ukrainian independence as well as the Maidan revolution triggered that February and a music education project on respect and tolerance sponsored by the U.S. embassy in Kyiv.²⁹ This event, which garnered major media attention, exemplifies transnational official and citizen diplomacy by national and subnational government, demonstrating how a network of cross-sector partners conveys a humanitarian message to myriad stakeholders through richly layered cultural exchange.

It may seem odd to see in Table 2 only one exchange categorized with a "diplomatic" focus when all the exchange activities have a citizen diplomacy or official purpose. The purpose of this May, 2008 activity was expressly to host United Nations diplomats. The History chronicles regular participation of Ukrainian and U.S. embassy and consular officials in this partnership's events, whether they occur in Kyiv, Chicago, or Washington, D.C.

The History of Exchange and Table 2 show that raising cash and in-kind contributions is a major effort. Well beyond \$100,000 has been donated to finance events and exchanges.

As with IdEA (and will be shown below with Montgomery County-Morazán), the Chicago-Kyiv sister cities have generated new partnerships. Two are with universities, one is between two secondary schools, and the fourth is a digital library partnership tracing directly from the diasporan ties of a former chair of the committee.³⁰

2. Outcomes

At the outcome level (Table 2, third column), interviewees underscored achievements in the health/medical area. Medical professionals who have been exchanged (or had some other role, e.g., hospital administrator, corporate donor of diagnostic instruments) gained deeper understanding of the long-lasting benefits from these exchanges to psychosocial as

well as physical health. The post-Chornobyl medical missions are an example. A lead stakeholder-interviewee explained that one of the committee members, a toxicologist, put together the original U.S. team to assist right after the nuclear power plant disaster. That and subsequent efforts to upgrade Ukrainian public health and wellness facilities, support training of healthcare professionals, and increase collaborative medical research, also represent broader outcomes yet to be achieved. Among them is the interviewee's interest in 'healing a society' and experience that 'sister city connections are among the ways because they open minds to change,' especially among young people.

The committee and its partners have created many opportunities for cross-cultural understanding through appreciation of each country's history, including their independence movements. Media accounts and official records demonstrate the international goodwill and sportsmanship generated by the partnership. Its achievements and strong leadership so far suggest strong potential for continuing to broker new ties and collaborations in the visual and performing arts.

The twinning has worked consistently to improve education at all levels, strengthen relationships among leaders in the agricultural and manufacturing sectors, and promote infrastructure upgrades to prevent future environmental crises. These efforts have contributed to stronger academic institutions, greater market access, and more effective waste management and urban planning.

3. Impacts

Chicago-Kyiv is primarily a volunteer activity, whose lead stakeholders have little time to consider the long-term, broad impact of their efforts. Despite the informal nature of the members' evaluation process, an interviewee noted that ongoing collaboration in health care is "where positive change takes place." For example, visiting cardiologists maintain communication about cases, mutual research interests, and new medical techniques. These impacts, he asserted, are "invaluable," implying longevity and potential for sustained transformation.

There are several other indicators of this partnership's impact. First, the narratives of two interviewees reflect the significance of individual relationships across many areas to promote global citizenship and citizen diplomacy.

Second, according to one of these two lead stakeholders, the partnership has grown and strengthened over the years. She noted that the partnership is looked upon favorably by the Ukrainian American community and beyond, in Chicago as well as Ukraine. As with other cross-cultural efforts from grassroots efforts, the partnership's convenings at the local level can affect global relations with their diversified bridging activities.

Third, the partnership reinforces the welcoming community policy toward new Chicagoans by city government. It also fosters cross-cultural competency, tourism and trade, and better governance through exchanges in both locales.

Fourth, interactions among lead and participant stakeholders in the partnership have led to unexpected insights on reducing corruption and other political and civic issues, according to an interviewee. Although anti-corruption falls within the broad category of mutual interests of the two cities, it has not been an explicitly desired impact. During their U.S. visits, Kyivan exchangees observe Chicagoans' demands for governmental transparency and improved service delivery. They notice how corporate social responsibility can reinforce citizen action. Discussions with their Chicago hosts create space for interpreting nuances of American and Ukrainian culture and politics. Also during these visits, Chicago participants have opportunities to compare their own civic experience with those of their Ukrainian counterparts.

3. Montgomery County-Morazán³¹

I. Promoting shared interests

The Morazán-Montgomery County program addresses the shared subnational goals of increased educational, health, trade, and cultural opportunities of the respective locales in El Salvador and Maryland. However, interviewee perspectives differed on the degree to which national interests are involved as well as whether the program is a *public-private* partnership with *stakeholders*. It would be more apt, as a volunteer leader of the Morazán Committee in the county asserted, to identify it as *a partnership among community-based organizations*. Either way, this evaluation finds clear stakeholder commitment to proactive engagement around mutually beneficial goals.

The Montgomery County-Morazán sister cities emerged from labor migration and civil strife as well as shared cultural and trade interests, somewhat similar to the Chicago-Kyiv partnership. According to a founding member of the Morazán Committee, the twinning came about largely because Salvadorans comprise the largest immigrant population in the county and are an integral part of the community. This interviewee also noted that some believe the 1980-1992 civil war causing many Salvadorans to leave their homeland was due in part by the military support of the U.S. government to the Salvadoran government.

At the 2009 “public forum to solicit ideas for prospective Sister Cities” a linkage with Morazán was the most strongly favored by residents and was the first to be sponsored by the nonprofit Montgomery Sister Cities and the Montgomery County Office of Community Partnerships (OCP).³² The lead county stakeholders of the partnership consist of the members of the sister city committee and the Montgomery Sister Cities board, county OCP liaisons, and members of the Association for Educational Development in El Salvador

(ADEES). Additional frequent participants are: Comunidades Transnacionales Salvadoreños Americanos (COTSA, the metropolitan D.C.-based network of Salvadoran hometown associations);³³ Montgomery College; Habitat for Humanity;³⁴ Healthy Montgomery; and hospitals in both locales.

A founding member of the Morazán Committee explained that its primary partner is their counterpart committee in El Salvador. That committee is composed of a wide-ranging group of local stakeholders, led by the governor of Morazán, including representatives of: the Association for Local Economic Development (ADEL); the region's Ministry of Education; groups of youth and women; cooperatives, the Youth National Institute, the Ministry of Health, and other organizations.

A lead stakeholder noted that since its official start in 2011, the partnership has targeted educational and career opportunities for youth and growth in the education and health sectors. This interviewee emphasized that both the Morazán and Montgomery County partners consider youth outreach and engagement to be inextricably linked, top priorities for both locales. Most foci of the partnership are tied to opportunities for future generations. Through cultural, educational, technical, and business activities, Salvadoran and Salvadoran American youth have opportunities not only to advance their skills, but inform a healthy sense of belonging and identity to, or familiarization with, both cultures.³⁵ As with the Kyiv partnership, this one also reinforces the goals of the welcoming community.³⁶

Also in common with Chicago-Kyiv, these findings are limited mostly to the United States and English-language sources. Although this more recent linkage lacks an official history of exchange of the type compiled by Chicago-Kyiv stakeholders, activities have been publicized by media outlets and in blogs, and corroborated by interviewees. The annual reports on this twinning, minutes of committee meetings, the partnership's Facebook wall³⁷ and partners' websites are additional secondary information sources. The author compiled a chronology of activities³⁸ to prepare Table 3, below.

Interviewees advised that activities are planned and implemented by the 12 Morazán Committee members largely on their own and through informal working relationships, with facilitation by an OCP liaison and part-time OCP sister cities fellow and other partner organizations as needed. The activities are described below and listed in Table 3's outputs column. Several volunteers in OCP, the Montgomery Sister Cities board, county nonprofits, Salvadoran governmental and nonprofits, and exchanges are participant stakeholders engaging in the output activities and events.

Basic planning and meeting expenses are funded from an annual county grant of \$25,000 covering all sister city partnerships. Other major revenue sources are in-kind and cash donations from nonprofits, individuals, local businesses, and fundraisers. The annual fiesta is the main fund drive, for college scholarships. Similar to the Chicago-Kyiv program, most if not all travel to El Salvador is self-financed.

Table 3: Achievements and Aspirations of the Montgomery County- Morazán Sister City Committee*				
Foci	Outputs	Outcomes	Impacts	
Youth	Exchanges and events: 1- Exploratory Trip	Strengthen educational and career opportunities for youth through scholarships and instructional assistance	Higher quality education and healthcare	
Education				1- Signing of the SC agreement
Culture				23-Culture 14-Socioeconomic justice & development
Health	2 -Education 1-Government	Update medical and educational equipment and facilities	Improved local governance and civil society/private sector engagement	
Economic development	1-Economic development/business	Enhance cross-cultural understanding	Migration by choice rather than necessity	
Local governance	1-Sports 2-Celebration 4-New Partnerships			
Social support for recent immigrants	Total=50 \$12,000+-Fundraising			
Science/technology**	\$30,000+-In-kind donations	Strengthen business ties		
<p>*Sources are: interviewees; online research; media reports; and <i>Montgomery County, Maryland-Morazán, El Salvador Sister City Partnership Chronology of Activities, 2018</i> (http://www.civilstrategies.net/about/). Several interviewees who have been lead stakeholders in the partnership reviewed the chronology and the table.</p> <p>**An interviewee advised that the exchanges have not yet included science or technology.</p>				

II. Foci, Outputs, Outcomes, and Impacts

1. Focus Areas and Outputs

Table 3 shows how the mutual interests of the partnership are envisioned and undertaken. For the regional Department of Morazán, exchanges of people, donations of equipment, and fundraisers contribute to better schools, housing, medical care, and improved governance overall. The partnership offers to Montgomery County residents a way to deepen connections in El Salvador and further enact a collective sense of responsibility and commitment to the rising and future generations of the heritage country.³⁹

Increasing youth access to education and employment opportunities and improving health services are the three main program thrusts. Similar to the two other cases, some of the outputs of the Morazán partnership reflect more than one focus. The youth focus corresponds with the 23 culture outputs, two college-level education outputs to support the partnership's main education goal of establishing a branch campus of the national University of El Salvador,⁴⁰ and one sports output.

Other cultural outputs of the partnership that support both youth opportunity and education have occurred several times yearly or ad hoc. According to a lead stakeholder, seven intergenerational exchange visits by MoverMoms⁴¹ from 2010 to 2015 found teams of parents and their school-aged children facilitating enrichment programs at a primary-secondary school in the Department and donating recreational equipment, art, and other supplies.⁴² (A Peace Corps volunteer working in the Salvadoran education sector helped MoverMoms identify the school.) Over those five years, the Marylanders engaged with approximately 200 Salvadoran schoolchildren along with some of their parents and teachers. The non-profit Hungry for Music also donated money for instruments to a Salvadoran community center.

Each fall is the annual fiesta and scholarship fund drive. There are several holidays when the committee and partners promote Salvadoran culture across generations, often with table displays and live music and dancing. In 2014, the Montgomery College Global Humanities Institute and the Arts Department curated an exhibit that was in part a collaboration with artists of the University of El Salvador.⁴³

Another annual event is the World of Montgomery festival organized by OCP. At the 2015 festival, the committee organized a musical performance, exhibit tables, resource people, Salvadoran food sales, and participation in a parade. On several passes through the area the author noticed dozens of people enjoying the band and five-ten of various ages and ethnicities browsing the exhibits. Add to these 75-100 participants at the festival attendees at the committee's annual fiesta in the county, which likely surpasses 100, and multiply by six years, for an estimate of 1,000 participant stakeholders.

Also supporting youth opportunity, and second in frequency to cultural exchanges and events, are socioeconomic justice and development activities, i.e., the 14 project trips by Habitat for Humanity (see also below, regarding partnerships). According to an interviewee who led several of the trips, the projects reduce poverty through financial literacy training, female home ownership,⁴⁴ and access to underground plumbing and Internet service.⁴⁵ Rehabilitation and new construction of 42 homes in the northern village of El Barrial was negotiated between 2010 and 2012 by Habitat for Humanity Metro Maryland and H4H in San Salvador. Building took place from 2013 to 2015. Directly involved in the financing, construction, and ownership of the rehabbed and new homes, 42 families have been the principal beneficiaries. Moreover, all 109 families of the village have benefited from the new infrastructure and training to support it. Habitat volunteers brought the first underground plumbing and sanitation to the area. The Maryland volunteer contingent also helped arrange with H4H El Salvador to connect the village to the Internet and successfully lobbied the Salvadoran government to build a computer lab. Thereafter, to equip it, Maryland volunteers delivered donated laptops. These outputs thereby also address the health, technology, and economic development foci of the sister cities.

Generally, the economic development focus has helped Department of Morazán mayors leverage the annual visits of Marylanders to introduce Salvadoran nonprofits to the committee. The economic development/business output listed in Table 3 occurred in 2014, when a Salvadoran financial services company was introduced to the Maryland nonprofit Latino Economic Development Center, initiating discussion about a business venture.⁴⁶

Health, the fourth priority, has so far included a donation in 2012 of medical equipment by the wheelchair society and a hospital in the county, and a 2015 cash donation to modernize the neonatal unit in Morazán's only hospital.⁴⁷ The 2015 donation was announced at rodeo in Morazán by the leader of the visiting delegation. Hundreds of Salvadoran spectators heard that Maryland residents and businesses had donated \$11,000 to the neonatal unit of department's only hospital and that 150 surplus computers were donated by the county government.⁴⁸ Photos of other parts of the visit show interaction with dozens of local citizens, from students to shopkeepers to government officials.⁴⁹

The foci of local governance and social support for recent Salvadoran immigrants correspond to the administrative reform efforts in Morazán and to the county's welcoming community policy, including access to healthcare and other social services. Related emphases are science and technology advances, which the committee has not yet specifically pursued. The output categorized as governmental occurred in October, 2014, when former Morazán Governor Miguel Ventura visited the committee in Maryland to provide an update on sister city projects as well as to describe the current social, political, and economic landscape in El Salvador.⁵⁰ Ventura's briefing exemplifies accountability and knowledge-sharing, effective governance practices that have been reciprocated by county officials on several trips to the region counted under culture.

Two outputs designated in the table as celebrations were organized by the Salvadoran embassy in Washington with the committee's support in publicizing and attending. In January, 2017, the 25th anniversary of the signing of the Chapultepec Peace Accords ending the civil war was marked in the county with a concert of local musicians and dancers, an art exhibit, and regional cuisine.⁵¹ In November, 2016, the committee supported the annual Salvadorans in the Exterior Day hosted by the Salvadoran ambassador.⁵²

New partnerships are the other output category in Table 3. As the founding committee member had previously launched the county organization ADEES, the two entities were natural partners for creating educational initiatives in Morazán. A second partnership is with COTSA, to facilitate humanitarian, educational, and social service aid and donations. A third partnership was with Habitat for Humanity during the planning stage of the homebuilding project. This partnership is considered by an OCP official to be 'perhaps the most significant output' of this twinning. Emerging in the first quarter of 2017 was a partnership with Level the Playing Field, involving donations of athletic equipment to Salvadoran youth organizations aiming to increase access to sports and motivation to learn.⁵³

After a November, 2015 delegation to Morazán, the Montgomery County Council president recalled the Vice President of El Salvador's message of hope that Salvadorans abroad continue contributing to equitable development in the Department through their remittances, but that cash infusions must be accompanied by human resources and infrastructure. The council president stated that the sister city partnership was another way to stem the losses of emigration, break down racial barriers, and build lasting social and economic ties.⁵⁴ The committee's output activities, made possible through fundraising and in-kind donations valued at \$30,000, are material steps toward these goals.

Just as important is relationship-building generated by these events. One lead stakeholder, not of Salvadoran descent, shared that her spouse was concerned about the risk of their young daughter traveling to Morazán. Mother and daughter did pursue their travel and had a smooth and fulling exchange visit, increasing their cross-cultural connection. A founding committee member noted that the two have continued to visit El Salvador every year, often accompanying other visitors from the county to engage in community service activities.

2. Outcomes

The first outcome listed in Table 3, increased opportunities for youth, is being seeded by several sources. One is support to the new university campus in Morazán. Another is scholarships at the postsecondary level, so far granting one for a Salvadoran student and one to a Salvadoran American student in the county. A third source is exchanges between

elementary and secondary schools. Computers, other educational supplies, musical instruments and athletic equipment have also made their way to the region.

On the second outcome, cash and equipment donations have improved hospital facilities. A County Council member who has championed the Morazán partnership and was largely responsible for the \$11,000 donation to the hospital expressed hope that exchanges will be expanded to include medical doctors. Indoor plumbing providing more sanitary living conditions for 40 families has been made possible through the Habitat for Humanity exchange visits.

Third, cross-cultural understanding has increased quantitatively and qualitatively. With about two dozen exchanges and events of varying kinds, the committee is dispelling negative stereotypes about El Salvador with accurate information about Morazán. Diplomats and elected officials as well as volunteers and staff have noted how the exchanges, along with history and arts exhibits and performances, have raised awareness about Salvadoran culture among county residents. One indication is the November, 2016 presentation of the Friend of Salvadorans award to the County Executive in celebration of Salvadorans in the Exterior Day by the current Salvadoran ambassador.⁵⁵ Interviewees who had had no prior acquaintance with El Salvador each emphasized their favorable opinion of the country.

The fourth and final outcome area is to strengthen business ties. There are not as many signs of exchange activity to help expand the Salvadoran private sector. Potential exists in the many Salvadoran American businesses in Montgomery County, a regional Salvadoran-American chamber of commerce, and the two committees' shared vision for more transnational commerce.

3. Impacts

In majority-minority Montgomery County, this partnership celebrates and advances cultural diversity and transnational ties. Marylanders and Salvadorans are contributing to more cohesive, vibrant communities.

Between 2011 and 2017, the desired and anticipated impacts of the sister cities partnership on Morazán and Montgomery County vary across the areas of higher quality education and healthcare, improved local governance and citizen/private sector engagement, and migration. Completed projects have instilled confidence in all partners to make a difference in their communities. To achieve more, the lead volunteer-organizer of the Morazán Committee hopes for technical assistance in strategic planning, fundraising, participation of more non-Salvadoran American county residents, and greater knowledge of the business processes and resources in Maryland.

The two largest impacts have been on educational and career opportunities for youth and the residents of El Barrial. Cultural activities, cash and in-kind donations, and the

nascent scholarship program provide lasting benefits to individual students and several schools and colleges in both locales. Over 100 families in El Barrial have significantly raised their living standards with the help of Habitat for Humanity and many exchangees from Maryland.

Supporting youth opportunity, social services for new immigrants, cross-cultural competency, and other welcoming community efforts with its activities has been part of a county effort that, according to a former county council president, has been associated with reduced gang violence, stronger trust in government, and enhanced global competitiveness.⁵⁶

As one interviewee observed, efforts to improve healthcare delivery in Morazán have begun and will be a long-term project. Perhaps seeking assistance to gather evidence of impact of the donation to the hospital, since it happened in late 2015, would further boost confidence and additional fundraising efforts.

The sister city agreement stresses people-to-people exchanges in local governance to improve public service delivery. A lead stakeholder noted that the committee also hopes to demonstrate through exchanges how citizen engagement works to expand the private sector. These are large-scale undertakings to which this modest partnership contributes small, albeit useful, cross-sector links in the development chain.

An interviewee explained that the partnership has been a valuable process for the committee and other lead stakeholders to learn about the differences in governing in Morazán and the county. He reflected that it has been instructive for Salvadoran and Salvadoran American stakeholders to experience ups and downs in engaging volunteers, nonprofits, and the private sector in implementing educational, cultural, and public health exchanges. Sometimes a small community partnership can raise awareness and address citizen interests more nimbly than government alone. The partnership, he hopes, can promote governmental accountability and corporate social responsibility.⁵⁷

Last but not least, migration by choice rather than necessity is an aspirational impact of the partnership voiced by the same interviewee. Enhancing diversity, cross-cultural understanding, social integration, education, and quality of life for the people of Morazán and Montgomery County complements the benefits of remittances and official development assistance that reduce “brain drain” due to emigration.

¹ Methodology and limitations of the impact evaluation are discussed in Deborah L. Trent, (forthcoming), *Many Voices, Many Hands: Strategizing and Measuring Engagement in Public*

and Citizen Diplomacy with Dialogic, Participatory Communication, University of Southern California Center on Public Diplomacy.

² Since September, 2016, S/GP has resumed IdEA management, with USAID's Global Partnerships Division continuing as a federal agency partner.

³ See <http://www.migrationpolicy.org/research/select-diaspora-populations-united-states>

⁴ See <http://www.diasporaalliance.org/the-diaspora-map/>

⁵ "IdEA Impact Report," made available by the Office of Global Partnerships, (August, 2016).

⁶ Ibid, p. 13.

⁷ Ibid, pp. 34-36.

⁸ Ibid, pp. 31-33; <http://www.diasporaalliance.org/idea-infographic-2014-2016/>; http://www.africandiasporanetwork.org/wp-content/uploads/2016/10/2016-ADN_PostSymposium_Summary.pdf

⁹ Ibid; <http://www.africandiasporanetwork.org/wp-content/uploads/2017/03/ADIS2017-Symposium-Synopsis.pdf> ; <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

¹⁰ See *How Practices of Genuine Dialogue and Participatory Communication Work Together in Public and Citizen Diplomacy Partnerships*, available at <http://www.civilstrategies.net/about/>

¹¹ IdEA Impact Report, pp. 23-26.

¹² Ibid; interviews.

¹³ See *How Practices of Genuine Dialogue and Participatory Communication Work Together in Public and Citizen Diplomacy Partnerships*.

¹⁴ Calvert Impact Capital, 2016a, "Fish 2.0 Pacific Islands Hotspot Program: Outcomes and participant Feedback," unpublished.

¹⁵ See: p. 164, Silvio Waisbord, "The strategic politics of participatory communication," in K. G. Wilkins, T. Tufte, and R. Obregon (eds.), *The Handbook of Development Communication and Social Change* (John Wiley & Sons Ltd, 2014), pp. 147-167; *How Practices of Genuine Dialogue and Participatory Communication Work Together in Public and Citizen Diplomacy Partnerships*.

¹⁶IdEA Impact Report, pp. 34-36.

¹⁷ Ibid, p. 43.

¹⁸ See <http://www.diasporaalliance.org/diplomats-diaspora-dynamism/>;
<https://am.usembassy.gov/new-fulbright-hovnanian-program/>.

¹⁹ July 26, 2017 African Diaspora Network email, *Celebrating African Diaspora Entrepreneurs & Changemakers*.

²⁰ The mediating role of Gebeya and other nongovernmental organizations engaged in public and citizen diplomacy projects is explained in *How Practices of Genuine Dialogue and Participatory Communication Work Together in Public and Citizen Diplomacy Partnerships*.

²¹ <http://ethiopiandiasporafellowship.org/>

²² Rediate Tekeste & Meseret Hailu, "Ethiopian Diaspora Fellowship & Public Diplomacy," APSD, accessed May 23, 2016 at <http://publicdiplomacymagazine.com/wp-content/uploads/2016/03/MPD-Mag-Winter-2016-Official-.pdf>.

²³ The video of this Google Hangout was accessible at <https://www.youtube.com/watch?v=Er0dNshGXp8> as of August 3, 2017. The increasingly complex, polyilateral dynamics of diplomacy are discussed in: Trent (forthcoming).

²⁴ Sister Cities International has received partial support from the Department of State, and the U.S. Congress Open World Leadership Program sponsors visits of sister city participants. See also: Laura A. Mitchell, "An assessment of the Sister Cities International Program as an international public relations entity," Master's Thesis, Rowan University (1997); Wilbur Zelinsky, "The twinning of the world: Sister cities in geographic and historical perspective," *Annals of the Association of American Geographers* 81, no. 1 (1991), pp. 1-31; David Horton Smith, "Voluntary inter-cultural exchange and understanding groups: The roots of success in U. S. sister city programs," *International Journal of Comparative Sociology* 31 (1990), pp. 177-192.

²⁵ <http://www.chicagosistercities.com/who-we-are/>

²⁶ *How Practices of Genuine Dialogue and Participatory Communication Work Together in Public and Citizen Diplomacy Partnerships*.

²⁷ The Chicago Sister Cities International, 2013, "History of Exchange: Kyiv, Ukraine: Chicago's Sister City Since 1991," accessed on 22 March 2018 at <http://chicagosistercities.com/wp-content/uploads/2013/03/Kyiv-2013.pdf>, was updated in 2016 and a copy provided by an interviewee but not available online.

²⁸ The unpublished update of the “History of Exchange” ends with the February 10th, 2016 Chicago City Council resolution marking the 25th anniversary of the partnership. It is categorized as a celebration. Later that year, the committee held a 10-mile run to raise funds for wounded Ukrainian soldiers and their families, and to honor the U.S. military for the support they have given them, as well as a Ukrainian film screening (http://chicagosistercities.com/upcoming_event/film-screening-the-babushkas-of-chernobyl-2) that this author categorizes as a cultural output, and a second celebration of the 25 years of the sister city program and Ukrainian independence (<http://chicagosistercities.com/2016/05/28/friends-of-ukraine-team-at-the-2016-soldier-field-10-mile/>).

²⁹ <http://chicagosistercities.com/2014/08/27/celebrating-ukraines-independence-day/>

³⁰ The Electronic Library of Ukraine (ELibUkr), initially funded by the U.S. Agency for International Development, was established by the Kyiv Mohyla Foundation of America and other partners (see <http://kmfoundation.com/oldsite/newsletter/2/news-elibukr-en.php>).

³¹ Because the author of this study resides and works in Montgomery County, Maryland, her capacity to research the Morazán twinning yielded more detail for this project than for the other two cases.

³² See http://montgomerysistercities.org/documents/MCSc-Report_Jan_2015.pdf, p. 4. As of this writing, a fifth Montgomery County, Maryland, sister city partnership agreement is being inked; for information about the first four, see <http://www.montgomerysistercities.org/>.

³³ The Montgomery County Sister Cities and the Washington, D.C. area office of Comunidades Transnacionales Salvadoreños Americanos (<http://cotsa.org/>) support each other’s efforts to promote cultural, trade, educational, and philanthropic ties between the county and El Salvador.

³⁴ Sebastian Montes, September 6, 2012, “Montgomery builds its Salvadoran state of mind, accessed 22 March 2018 at <http://patch.com/maryland/wheaton-md/montgomery-builds-its-salvadoran-state-of-mind-fd062235>.

³⁵ Strategic engagement that fosters constructive national identity development resonates with the collaborative public diplomacy of Lucian Hudson, *The Enabling State: Collaborating for Success* (United Kingdom Foreign and Commonwealth Office, 2009) and Ali Fisher, “Looking at the man in the mirror, understanding of power and influence in public diplomacy,” in Ali Fisher and Scott Lucas (eds.), *Trials of Engagement: The Future of US Public Diplomacy* (Martinus Publishers, 2010), pp. 271–295.

³⁶ The Montgomery County, Maryland Welcoming Community Framework for administering services to immigrants new to the county is coordinated by the Office of Community Partnerships. The framework is explained at https://www.montgomerycountymd.gov/partnerships/Resources/Files/OCP_Welcoming_Framework.pdf.

³⁷ For postings on events as well as commentary, see: <https://www.facebook.com/search/top/?q=sister%20cities%2Fciudades%20hermanas%20montgomery-morazan>

³⁸ See *Montgomery County, Maryland-Morazán, El Salvador Sister City Partnership Chronology of Activities*, 2018, available at <http://www.civilstrategies.net/about/>

³⁹ Pnina Werbner, “The place which is diaspora: Citizenship, religion, and gender in the making of chaotic transnationalism,” in A. Levy & A. Weingold (eds.), *Homelands and Diasporas: Holy Lands and Other Places* (Stanford University, 2005), p. 42; Janet V. Denhardt and Robert B. Denhardt, *The New Public Service: Serving, Not Steering* (expanded ed., M.E. Sharpe, 2007).

⁴⁰ Manuel Espinoza, 2017, “Morazán Technical School starts classes on March 27,” *El Universitario*, accessed 5 August 2017 at <http://www.eluniversitario.ues.edu.sv/5463-escuela-tecnica-de-morazan-inicia-clases-el-27-de-marzo>

⁴¹ <http://www.movermoms.org/index.html#>

⁴² <http://www.montgomerysistercities.org/Morazán.html>

⁴³ http://www.montgomerysistercities.org/documents/MCSC_NL_Winter201415_web.pdf

⁴⁴ Not in the technical terms of participatory communication (see p. 159 of Silvio Waisbord, 2015, “Three challenges for communication and global social change,” *Communication Theory* 25, pp. 144–165), an interviewee described how the Habitat for Humanity project served as an empowering opportunity for the village women and their children.

⁴⁵ The backstory of the Habitat for Humanity project in El Barrial, El Salvador, spans several years and addresses basic human needs related to the legacy of war and poverty. Salvadoran families, most of whose adult male members were conscripted by the military during the civil war, fled to neighboring Honduras. The women and children refugees, many having lost their husbands and fathers during the war, began repatriating in the 1990s, finding their homes damaged or destroyed either by civil strife or volcanic earthquake activity. The combination of residential and communication infrastructure has been a boon to all village residents.

⁴⁶ http://www.montgomerysistercities.org/documents/MCSC_NL_Winter201415_web.pdf

⁴⁷ <https://youtu.be/uNY1fKIGOM8>;
<http://archive.constantcontact.com/fs100/1102184431012/archive/1122894414673.html#LETTER.BLOCK303>

⁴⁸ Ibid.

⁴⁹ <https://www.flickr.com/photos/136890822@N03/albums>

⁵⁰ http://www.montgomerysistercities.org/documents/MCSC_NL_Winter201415_web.pdf, p. 3.

⁵¹ <http://myemail.constantcontact.com/February-2017-Office-of-Community-Partnerships-Newsletter.html?soid=1102184431012&aid=Bj3xUDgn144#LETTER.BLOCK165>

⁵² <http://myemail.constantcontact.com/December-2016-Office-of-Community-Partnerships-Newsletter.html?soid=1102184431012&aid=pJPdy1x042s#LETTER.BLOCK94>].

⁵³ <http://www.levelingtheplayingfield.org/>

⁵⁴ <http://www.mymcmedia.org/council-president-george-leventhal-returns-from-el-salvador-video/>

⁵⁵ This event is recounted in <http://myemail.constantcontact.com/December-2016-Office-of-Community-Partnerships-Newsletter.html?soid=1102184431012&aid=pJPdy1x042s#LETTER.BLOCK94>

⁵⁶ See the 2015 video <http://www.mymcmedia.org/council-president-george-leventhal-returns-from-el-salvador-video/>. Similar remarks were made at the March 30, 2017 annual meeting of Montgomery Sister Cities, in Silver Spring, Maryland.

⁵⁷ R. S. Zaharna, "The public diplomacy challenges of strategic stakeholder engagement," in Fisher and Lucas (2010): 201-230.