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UNDERSTANDING COLLABORATIVE NETWORK EFFECTIVENESS IN PUBLIC
ADMINISTRATION

Approved by:

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DEDICATION:

This work is dedicated to my wife, Anita and our children: Suzanne, Alexander, and Christine. Without their love and support this dream could not have been realized. It is also dedicated to the memory of my parents, Mr. and Mrs. Emile and Marie Ann Lucette Pierre who dedicated their lives to raising their children.

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I am eternally grateful to the late English Professor, Jersey Journal copy editor, and Playwright Stewart H. Benedict who taught me the English language a number of years ago and remained a close friend for decades. His encouragement has gone a long way. I am also indebted to the numerous college and University Professors who have, in one way or another, touched my life and motivated me to stay the course. They are too many to mention here.

PREFACE

Over three years ago, I have conducted a pilot study on the living condition of women who lived in the camps in Haiti after the January 12, 2010 earthquake (Please see Appendix A). The pilot study was a prelude to the present research work. For example, it enabled me to be aware of the geographical locations where I should focus my research and grassroots organizations that I needed to contact.

Overall, it has provided me with ample information about the settings, and the participants with whom I would come into contact for the duration of fieldwork. I was disturbed by the inhuman conditions in which those women lived after the earthquake.

That experience ensured me of the worthiness of this kind of study and its benefits for all involved including the organizations from which data to conduct the study was collected. Being Haitian and speaking the local language (Creole) gave me an added advantage in conducting interactive field and related activities. This exercise was enriching to me. Above all else, it has enriched my understanding of the study of collaborative networks in public administration.

In an empirical way, it has also allowed me to come into close contact and develop friendships with a wonderful group of people dedicated to serve the needs of others selflessly. They demonstrated a strong interest in this study in a very apparent way

and showed utmost kindness to me. It was an honor and a privilege to have worked with them.

ABSTRACT

This study explored collaborative network effectiveness in Public Administration through the perceptions of diverse groups of network members in Haiti. “Collaborative network” is defined in the network literature as a set of government agencies, non-profit, and for-profit entities that work together to provide a public good or service (or value) when a single public agency is unable to deliver the good or service; or, the private sector is unable or unwilling to do so on its own. “Network effectiveness,” on the other hand, receives various competing meanings in the corresponding literature, depending, for example, on what is being assessed and the benchmark or measure of effectiveness.

This study was an exploratory qualitative case study aimed at attempting to provide ways to better understand and explain collaborative network effectiveness in public administration. It had used a multi-layered method of data collection comprised of 4 individual interviews, 4 focus groups, an online survey, and a series of observation sessions. This methodological approach served as the primary means of validating the results of the study. It had further served as the basis for answering the 4 sub-questions and the central research question: “How can we better understand and explain collaborative network effectiveness in Public Administration?”

In addition, drawing on the perspectives of the study participants, it was further intended to attempt to better understand some of the primary factors leading to the effectiveness or the ineffectiveness of a publicly funded collaborative network. Emergent insights led to the tentative conclusion that collaborative network effectiveness in the

realm of publicly funded activities is a function of several internal and external factors. Thus, to better understand network effectiveness in the realm of Public Administration, regardless of their level of significance, all of those factors should be considered as integral components in constructing related theoretical frameworks and models intended to explain network relationships, processes, and ultimately the outcomes of networked activities.

Some Frequently Used Keywords and concepts: Network, Network Collaboration, Network Organization, Network Effectiveness, Network Relationships, and Network Processes.

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Understanding Collaborative Network Effectiveness in Public Administration

CHAPTER I: INTRODUCTION

Background Information

Network organization is not a new social phenomenon. It is, perhaps, as old as, or older than, modern bureaucratic structures. However, the past few decades have experienced a surge of scholarly concerns over its increasing presence in publicly funded programs resulting in the decline of governments' direct roles in our society (Kettl, 2000; Isett, et al 2011).

Certain social and economic functions that once were the domain of government have been handed over to third parties in the form of privatization, contracting-out, or some other forms of partnership in the service delivery to a locality (Rainey, 2009; Fredrickson, 1990; Holzer, 1992; Isett, et al. 2011). For example, certain public services and functions such as health, housing, environmental safety, and disaster relief (in U.S. and abroad) are now provided by a dynamic array of complex networks of partnerships, contracts, and alliances between government agencies, nonprofit organizations, and private businesses. This is in direct contrast to the hierarchical traditional government bureaucracy one would expect to play central roles in our society (Huang and Provan, 2001; O'Toole, 1987) or the market-like wheeling and dealing in the economic realm of our daily lives (Goldsmith, 2004).

Policy areas where governments once played prevalent roles are now dominated by other entities, namely private firms, nonprofit and non-governmental organizations in collaborative fashions (Agrenoff and McGuire, 2001; O'Toole, 1997). No longer is the term 'public' simply associated with government or what government does (Frederickson, 1999). That is, although those public services previously mentioned continue to be partly delivered by public bureaucracies staffed by civil servants and appointed public officials, as Frederickson (1999) acknowledges, they are more often than not administered by a cohort of non-governmental agents.

Simply put, in today's public service delivery system, a burgeoning number of private firms and nonprofit entities are enmeshed with governments in policy formulation, implementation, and evaluation, through the provision of critical expertise, information sharing, and technical assistance in the service areas just mentioned and many others. Such is the case, here, in the United States and most parts of the world – developed or underdeveloped countries alike (Frederickson 1999; Rainey 2009; Huang and Provan 2006; Isett, et al 2011).

For those reasons and more, Ewalt (2001), and many other public administration scholars such as O'Toole (1997), Powell (1990), Thomson and Miller (2007) understand that the top-down or bottom-up traditional bureaucratic models are no longer accurate frameworks for understanding and explaining public policy implementation; assessing the performance of agencies delivering public goods and services; or the interactions taking place among the various actors involved in such endeavors. Such models have been arguably replaced by new paradigms as, more and more, the predominance of

government in public functions has shifted and private and nonprofit entities have come to occupy center stage in network formations (Frederickson, 1999; Isett, et al 2011).

In that regard, Fredrickson (1999) made similar observations about the American public administration, in particular, that other scholars such as Wilson (1989) have long asserted (Wilson 1989; March and Olsen 1989; O'Toole, 1997). That is, because of the repositioning of governments (the US government in particular) and the weakening of public institutions, the study of public administration is steadily moving toward theories of cooperation, networking, governance, institution building and maintenance, and away from one-dimensional theories and models that simply explain bureaucratic structure, process, and outcome. The former has placed that shift in the 1980s during the Reagan revolution (also, see Isett, et al 2011).

Those new changes compelled Thomson and Miller (2007) to remind us that we are living in an increasingly networked world that demands forms of organizing quite different from traditional bureaucracies or firms (see also Cellary and Picard, 2010). Thus, related scholarships and theoretical frameworks to accurately understand and explain such collaborative measures in the realm of government activities must reflect the new flexible team-like enter-organizational trends (O'Toole, 1997). The increasing scholastic quests to better understand what organizational networks are, how they are operated, and their effectiveness in theory and practice has begun (Isett, et al 2011; Agranoff, 2007).

Problem Statement

This research study was partly informed by the above literary concerns, including the definitional and conceptual challenges (Isett, et al 2011); the call to take network in public administration more seriously (O'toole, 1997); the need to know what networks are, when and what makes them effective (Agranoff, 2007). It was an exploratory qualitative case study primarily concerned with network effectiveness in public administration. Hence, my unit of analysis in the study was collaborative network effectiveness in public administration.

Purpose

In an attempt to suggest additional strategies to develop broader and more encompassing theoretical perspectives to better understand and explain this new form of public service delivery system called network organization, I have asked the following questions throughout my research investigation: “Do those complex organizational networks always succeed in accomplishing the tasks that they are usually commissioned to accomplish? If not, why? How can we better understand and explain the conditions under which networks composed of organizations of diverse kinds, sizes, levels of expertise, cultures and traditions, abilities, and level of resources, voluntarily collaborating to solve a social problem succeed or fail?” Succinctly put, my central research question in this exploratory qualitative case study was: **How can we better understand and explain network effectiveness in public administration?**

In this exploratory qualitative research study, using the qualitative procedures of the case study method (Yin, 2009), I purposed to fulfill several functions as they had the potential to help me answer the above central research question of the study. I first sought

to retrace the origin of network as a collaborative policy implementation tool, particularly in government, to better understand the multiple literary challenges of the concept and adopt an elementary definition and conceptual approach for it in this qualitative research study.

In so doing, I have looked into collaborative network activities in Haiti after the January 12, 2010 Earthquake, among organizational networks assisting Haitian women and young girls faced with such problems as poor health, sexual and other related crime, and unemployment. The main focus of the study, however, was on exploring ways to develop and suggest a more wholesome theory to better understand and explain network effectiveness in publicly funded activities. Most network organization scholars including O'Toole (1997) and Kenis and Provan (2009) stress this obvious need (as indicated in the introduction) to enhance intellectual as well as practical understanding of the relevance of the concept in theory and practice in public administration.

The above objectives could have only been realized by assessing some of the compelling theoretical frameworks and models on collaborative network in government through the review of certain significant scholastic works on network organizations. And, drawing on those paradigmatic scholarships and the findings in this qualitative research study that I conducted in Haiti, I have attempted to develop a generic theoretical approach on how network effectiveness, particularly in the realm of government activities, should be viewed, understood, and explained. This review of the network literature has also evidenced the existing pitfalls, from definitional to conceptual

incongruence, and clarified how the findings in this qualitative research study may contribute to a better understanding of network effectiveness in public administration.

Significance

Although this qualitative case study research, like most studies of its kind, has certain limitations that I will point out, it was intended to produce useful information that scholars in the field of public administration as well as public administrators may find relevant to broaden the scope of their knowledge about this growing phenomenon in the realm of the public service delivery system globally. It has, certainly, enhanced my personal understanding and appreciation of the prior academic discoveries and inquiries in this ever-growing field.

Moreover, it is also my hope that the network of organizations that participated in the study will benefit from its outcome as well. Some of their members did express an interest in using its potential results for the betterment of their networked operations. For example, one participant said: “ I hope that this will not be the last time that we are going to see you...” She continued: “We know that you are doing this interview because you want to finished your program (meaning to graduate). But we would like to see your finish work and use it in what we do here... to advance our work.

Focus of the Study

The scope of this exploratory qualitative case study was limited to understanding how multiple autonomous organizations (identified in the study as a collaborative network) come together with a collective purpose, function in a unified manner, and ultimately succeed or fail to reach their common goals. The terms collaborative network, network organization, or simply network were used interchangeably. Network effectiveness, on the other hand, was understood as the ability of a collaborative network to reach its intended purpose.

CHAPTER II: LITERATURE REVIEW

A literature review conducted on the topic has led to some useful but broad and conflicting insights into that understanding. The inundate amount of academic works on the network concept and adjacent terms for the past thirty years only add to the morass of perceptive and endless academic discussions among the leading authorities in the field of public administration in particular (Please see Agranoff, 2007; Amirkhanyan, Anna A, 2008; Ospona, Sonia and Saz-Carranza, Angel, 2010; Provan, Keith and Lemaire, Robin 2012).

In the Network literature, for example, Ospina (2011) observes at least three main streams of research. The first focuses on policy networks. As she explains, those types of networks are composed of public agencies, legislative offices, and private interest groups

(Laumann and Knole, 1987). Their primary function is to influence public policy decisions.

The second stream focuses on collaborative networks (Agranoff, 2007; Agranoff and McGuire 2001, 2002; O'Toole, 1997). Collaborative networks, by definition, are sets of government agencies, non-profits, and for-profit entities that work together to provide a public good or service when a single public agency is unable to deliver the good or service (or value) on its own. Or, the private sector is not able or willing to do so on its own (Mandell, 2001; Nelson, 2001). In other words, collaborative networks carry out indispensable activities on behalf of the public that neither government nor the market meets.

The third stream of research is on governance networks. Governance networks (not to be confused with governance in networks) are identified as the entities that fuse collaborative public goods and service provision with collective policymaking (Rhodes, 1997; Klijn and Koppenjan, 2000; Bongason and Musso 2006). For example, those networks focus on the coordination of organizations toward a common goal rather than the policy or products that the networks actually produce (Ospina et al. 2011). They are also served as vehicles to influence public policy.

Organized publicly funded activities in the realm of human societies are not the only interactive undertakings on which the concept network is bestowed. It is also loosely used to describe circle of friends (social networks); the media (Broadcasting network); the industrial world (network of manufacturers). The list can be limitless; in each domain,

its meaning may change, depending on what is meant by the word network (Agranoff, 2007; Jackson, 2008; Scott, 2000; Kilduff and Tsai, 2003).

This exploratory qualitative case study focused solely on collaborative networks as defined above. No other subcategory or type of network from the general network literature was considered as a topic of discussion. Therefore, the concept network, throughout this study, has always been taken to mean collaborative network or network of organizations used as vehicles to deliver public goods, services, or values in a society. My literature review has reflected that choice. Associated terms such as public network or simply organizational network have also been substituted from time to time in lieu of collaborative network. However, the original adopted meaning remained consistent throughout the study.

Origin of the Collaborative Network

The pertinent literature, as previously alluded, reveals that in the United States, in particular, the intensified relationship between government and the private sector emanated from the political maneuverings of the 1980s during the administration of Ronald Reagan and to a certain extent during the Jimmy Carter administration in the late 1970s (Goldsmith and Eggers, 2004; Goldstein, 1992; Rainey, 2009; Holzer, 1992). As also noted earlier, the network phenomenon in government is not new. It can arguably be associated with a culmination of numerous past governmental policies favoring the privatization of government functions during the aforementioned eras and the backlash against public bureaucracy, particularly during election time. For example, Ronald

Reagan had declared war on public bureaucracy and vowed to reduce the size of government if elected president (Goldstein, 1992).

Moreover, privatization and contracting-out were, in part, introduced to government as measures to reduce its size, improve productivity, and eliminate waste (Holzer, 1992; Tuchman, 1985). Those measures were thought of as mechanisms to make government more efficient as it continues to be responsive to public demands. On the contrary, according to scholars such as Rainey (2009), Goldstein (1992), Holzer (1992), those strategies, not only continued to demoralize an already weakened and unmotivated public workforce, but also contributed to the acclaimed popularity of the delivery of public services by private parties in the long run (Rainey, 2009; Riccucci, 1991). The stage for a new form of governance and new structure of service delivery system had already been set nationally and internationally (Frederickson, 1999; Goldsmith, 2004).

As of the beginning of the 1980s, as Frederickson reminds us, in the United States, the political will to rebuild and strengthen public bureaucracy slowly faded away. The inherent problem is that politicians, most of whom elected for four years, are interested in short term and fast results and the structure and tradition of the public bureaucracy are not historically conducive to fast results and drastic change (Wilson, 1989; Rainy, 2009).

Besides the demoralization of government agencies, the rise of new technologies and the imposition of new demands on government had made the need for a new form of organizing in public affairs even greater. Those new demands were due in part to population growth, demographic changes, and transnationalism (Riccucci, 1991; Ospina

an Saz-Carranza, 2010). Thus, network organization in publicly funded activities had become an integral and, in some instances, indispensable component of the public service delivery system (Thomson and Miller, 2007; Frederickson, 1999).

Problem of Conceptualization

As suggested above, the concept network in the realm of government activities has gained widespread recognition as an integral part of today's public service delivery system (Frederickson, 1999; Huang and Provan, 2006). Although the concept has gained acclamation in both theory and practice, the literature has yet to acquire a unified scholarly definition for it. For example, Bardach (1994) observes the many definitional meanings attributed to it in the literature. Some of those definitions, he explains, are implicit and others are ambiguous and provide no concrete understanding of what network organization really is, as it pertains to government. To explain network effectiveness itself, he (Bardach) notes that scholars use broader structural and contextual factors such as integration, external control, and system stability.

Kenis and Provan (2009), on the other hand, argue that another pitfall is the error in measuring the wrong set of criteria of effectiveness. They stress that what should be studied in evaluating network effectiveness is network performance -- not the performance of each single actor in the network or a subsystem of it. And the criterion by which the assessment is based must be considered as a normative element -- not an element of fact, as fact in that sense is relative.

Adopted Conceptual Definitions

In the context of this exploratory qualitative research study, I have adopted the generic definitional trend and conceptual insight provided by Provan and Milward (1995) in reference to network and that of Kenis and Provan (1995) in reference to network effectiveness. The formers simply define a network in public administration as three or more organizations that consciously and voluntarily agree to coordinate and collaborate with one another, are used to deliver services, address problems and opportunities, transmit information, innovate, and acquire resources. The approach of Kenis and Provan was already well explained above.

In conjunction with Provan and Milward's definition of network, Kenis and Provan's (1995) approach to network effectiveness was suitable for this study as well. They suggest that to understand network effectiveness – why some networks perform well and others do not - we need to specify the conditions under which networks perform poorly or effectively (also see Agranoff, 2007). That is, what criteria are used in the assessment? What types of effectiveness are being assessed and for whom? This study has considered those definitional and conceptual guidelines in site and participants selection, data collection, and interpretation and analysis of research participants' perceptions of the phenomenon (network effectiveness) being investigated.

Some Associated Conceptual Problems

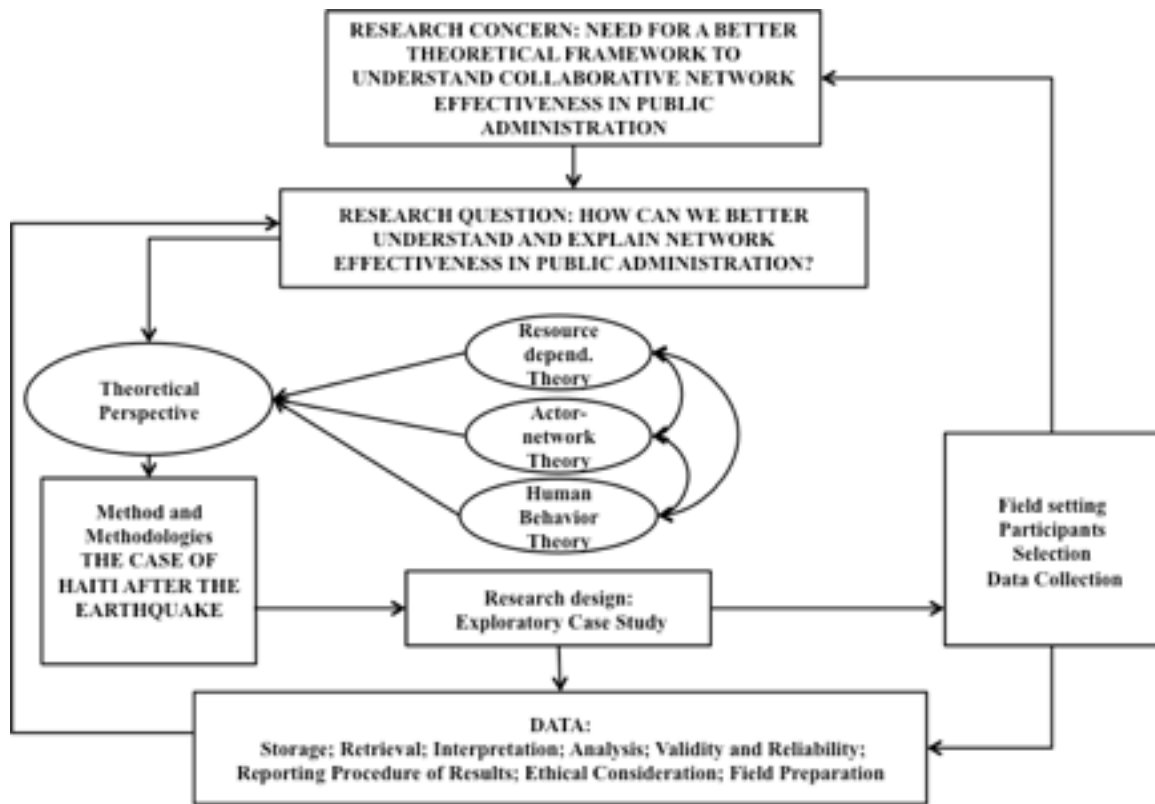
Network effectiveness, in the literature, is reportedly vaguely defined and so are its associated concepts such as network management and network governance. As did Kenis and Provan (1995), Hwang and Moon (2008) present an empirical examination of network management in particular. In their analysis, they argue that scholars are missing

the point about network in the literature and question the general approach to network study. As did O'Toole (1997), they too question whether we are treating network and its associated concepts seriously enough and begin by asking the following questions: what does network mean in public administration and policy? What is network analysis in public management? They are questioning the multiple meanings of the network concept in public administration and policy scholarship.

Again, as did Kenis and Provan in reference to effectiveness, they are wondering if we are giving the right meanings to concepts such as network and associated terms in literary studies. In their joint article, they have presented an empirical examination of network management in particular. They address issues of 'collaborative network', 'networked governance', 'inter-organizational network' and related concepts, as they question their inaccurate interchangeable use in related scholarships.

Theoretical Frameworks and Models in the Literature: Strengths and Limitations of Existing Theories

This qualitative case study built on the perspectives of several previously crafted models and theoretical frameworks that attempt to explain network effectiveness in public administration. The strength of the adopted theoretical approach in the study emerged partly from its inclusive acknowledgement and adoption of the contributory values of several theoretical ideas taken jointly and their potential weakness when taken in isolation. Therefore, my theoretical assumptions emulated, in an all-encompassing manner, several conceptual elements from which my central research question (**how can we better understand and explain network effectiveness in public administration?**) was partly born (Please see figure below logic model).



Thus, in this section, I reviewed a limited series of theoretical perspectives on network organization in government as they focus primarily on network governance; management; and human interaction; internal and external influences on network activities and process; and network integration of services as primary elementary factors influencing network effectiveness in public administration. As already informed, the theoretical approach depicted above constituted the primary guiding light to conduct the qualitative investigations in this qualitative research study.

Some of these literary works that have been considered have already been cited in previous parts of this literature review. However, I have examined them further by contrasting them with each other as a means of gaining a better perspective of their

strengths and weaknesses and how the findings in this research study may be a contribution to the intellectual richness of the pertinent literature.

The Actor Network Theory

The actor network theory is primarily championed by scholars such as Powell and Owen (2011) and Callon (1993). It attempts to explain the essence of actors in networks in public administration. It is argued that the theory has at the core of its analysis a set of negotiations that decide the progressive composition of a network in which both human and non-human actors assume identities according to predominant strategies of interaction.

Proponents assert that, in the actor-network theory, actors' identities and qualities are defined. And, during negotiation, interactions take place among actors in which actors construct common definitions and meanings, define procedural means of delegation, and co-opt each other in the pursuit of individual and collective objectives through power-play mechanisms (Latour and Callon, 1981).

The theory further assumes that the stability or reconstruction of the network is the domain of all of its members. It is presented as a theory of governance and contains elements of internal network cooperation and enter-network competition. In this theory, network effectiveness highly depends on actors' relationships and interactions during negotiations. It assumes that actors' collective performance yields effective or ineffective network results.

The problem with the actor-network theory, in my view, is that it has raised very important questions about actors' action in relation to human and non-human components in the network of actors. However, it remains more interested in the establishment of networks and individual logical goals of actors during network formation than their later dynamics after network formation. For example, dynamics such as mutual and voluntary collaboration and cooperation, information and resource sharing, attention paid to network goals, and integrative processes leading to possible client satisfaction are secondary features in the theory.

Moreover, the actor-network theory does not seem to fully explain how networks change, evolve, and regroup, or entirely disappear. It tends to limit the effectiveness of networks to that of the actors, leaving out potential environmental influences such as necessary resources to perform networked activities. This theory to a large extent contrasts with others such as the resource dependence theory that I have attempted to explore below.

The Resource Dependency Theory

Provan and Milward (1995) present a theory of network and network effectiveness that emerged from the result of their study of a network of mental health service providers. Based on the results of their study, they concluded that network effectiveness could be explained by using various structural and contextual factors, namely service integration, external control, system stability, and environmental resources. To them, those variables determine the effectiveness of publicly funded networks.

In the organization literature, they argue that two primary theoretical perspectives have predominantly guided studies of networks in public administration: the resource dependence and related exchange perspectives, and the transaction cost economics perspective. They explain that those two perspectives, as much as they contrast each other, also complement each other. That is, both focus on organizational experiences and outcomes of network involvement.

However, their disagreements with the logic of other theories stem from the fact that, in theories such as the **actor-network theory**, little attention is paid to the other aspects of networks. They do not pay attention to other facets of networks such as ‘**whole network**’. For example, they normally focus on its structure and/or governance, or the prevalence of actors’ interest.

In their theory, Provan and Milward (1995) further assert that organizational outcome is also insufficient because it reflects only how well individual providers or network members are individually performing their particular components of the many services and functions of the network. Therefore, according to them, an evaluation of network effectiveness must take into account the whole service system -- not just the function played by one network member or actor. They argue that an integration of services provided, for example, should be the subject of evaluation.

Provan and Milward’s theory of network and network effectiveness seems to have a number of features in common with the actor-network theory (as do most network theories). For example, they do not seem to take the actors out of the theoretical equation, and they do not treat organizations as non-actors either.

Their theory also assumes that there is a linking mechanism that brought network members together and keeps them together for the network's life period, as the proponents of the actor-network theory would advocate. The departure of the dependence (integrated) network theory from the actor-network theory may be explained by looking at the unselfish aspect of the former in the fact that, although network members may come together with self-interest in mind, soon they understand that the effectiveness of the network depends on whole system integration and proper service coordination and internal cooperation. In addition, network members cooperate for survival purposes, especially when resources are scarce.

The resource dependence theory is a network structure theory as well. Although it provides a better explanation of process and outcomes in networks, it does not fully consider the whole network as the authors claim. It does, however, demonstrate that a network of service providers can be effective through certain strategic activities such as proper integration of services and greater intra-network communication particularly on clients' needs.

The Resource-Based Model

The work of Huang and Proven (2006) is also based on the resource dependence theory. In their research study, they focus on the patterns of interaction in five subsystems of networks and concluded that the structure of network relationships can be explained by the nature of the resources that are the source of their interactions.

According to their theory, the pattern of interaction among network members in the resource-based sub-networks depend on the organization controlling these resources

(often time, the network administration organization or NAO) as well as the nature of the resource (tangible or tacit).

The authors inform that the driving force behind the rise of public sector networks stems from the fact that policy problems such as environmental protection and disaster relief are so complex in nature that no single hierarchical organization can solve them alone (see also Agrenoff and McGuire, 2001). That is, the incapacity of government has given rise to the presence of networks in government (O'Toole, 1997; Provan and Milwara, 2001).

Key in their argument is that network relationships have been ignored in the literature of public networks. And according to them (Huang and Provan, 2006), the mistake in the literature is that the study of network organizations tends to consider network as a single multi-dimensional form of relationships and argue that there are more than one type of relationship within networks and sub-networks (sub-networks are defined as a subset of relationship linking all members of a network) (Laumann, 1979). At the core of their argument is the relevance of the link, which can help explain the nature and structure of the relationships (resource – tangible or tacit) and identify the source of the resource as the main element to help explain the processes taken place in sub-networks (as previously defined).

This model seems to suffer from the lack of uniqueness, as the previous one did. It is, in fact, identified by Huang and Provan (2006) as purely a resource-based model. A resource-based model, by definition, is one that explains network members' primary reason for cooperating with each other. It assumes that members of the network join

together because of their need for organizational survival. Therefore, they are voluntarily joined together for the sake of shared resources --- financial or otherwise.

The Human Behavior Theory

Saz-Carranza and Ospina (2010), in their conceptual depiction of network, present, in their studies, a picture of the specific activities taking place in networks by their members to advance their own goals. They argue that the network management literature documents how network members engage in activities to advance their own goals. However, it offers little insight into the nature of the work that aims to advance the goals of the network as a whole.

Their approach explores the behavioral dimensions of the management of the whole network. They focus on the tension, duality dilemmas, and related conflicts taking place within organizational networks that they believe the literature makes little or no reference to, or fails to address entirely (see Busson, 2001; March and Olsen, 2005).

They claim that previous researches present a limited view on network management by simply exploring the structural dimension of network governance (see Provan, Fisk, and Sydow, 2007; Mc Guire, 2002). That is, they focus on their forms and structures, rather than attending to the behaviors of networks' members – be it the organizations or their leaders.

Their research probes into the governance of whole goal-directed inter-organizational networks that use a unit called network administrative organization (NAO) to govern themselves (also see Provan and Kenis, 2008). They also argue that to effectively govern the network, the NAO must address the issue of 'Unit-Diversity'

tension within the network. The unity-diversity tension, in their definition, refers to the state of being in accord at the same time be different. And they define the tension element in their paradigm in the context of network as fostering concerted decision-making and joint actions among autonomous entities with distinctive aspirations, goals, and organizational characteristics.

Their approach drew on theories of organizational behavior (Cyert and March, 1963), group behavior (Smith and Berg, 1987), and collaborative behavior (Wood and Gray, 1991). As in those theoretical perspectives from which their idea of unity and diversity emerged, they are encouraging whole network research approach.

Their framework differs from the others previously examined on a number of criteria. It posits that relationships among autonomous network members are not always straightforward. There are curves and hurdles during the life of their relationships. And due to the nature and structure of networks, unlike in the actor-network model, their approach does not presume a power play based on the size of members and the role that they play in the network. Their paradigm envisions a managed network organization where mediation and conflict resolution is the domain of the NAO that manages the activities of the organization and assumes the role of leadership in terms of network goal orientation, resource acquisition, as well as conflict resolution, and accountability management.

Most of the elements in this model are in congruence with the other theoretical frameworks that were already reviewed. However, theirs should be credited for its innovative aspects by going outside of the network literature and borrowing broad

concepts that may help to better understand the behavior of actors and the particular skills network managers need to handle interpersonal conflicts and disagreements in network organizations.

Literature Map

Article	Author	Year	Topic	Question	Method	Findings
Theory of Public Network performance	Kenis, Patrick; Provan, Keith G.	2009	Criteria to assess performance	Under What conditions do networks perform well?	Literature review	Performance seldom studied as dependent variable
Treating Network Seriously	O'Toole, Laurence J.	1997	Reasons to treat networks Seriously	Why are networks important?	Literature review Narrative	Data about networked actions inconclusive
Resource Tangibility in Publicly Funded Network	Huang, Kun; Provan, Keith G	2006	Patterns of interaction in Network and outcomes	What determines patterns of interaction in publicly funded network?	Mixed method	
Conceptualizing and Measuring Collaboration	Thomson, Marie A.; Perry, James L.; Miller, Theodore	2007	Relevance of understanding collaboration in networks	What are the consequences of erroneous measurements?	Mixed method	
A Preliminary Theory of Inter-org. Network Effectiveness	Provan, Keith G.; Milward, Brinton H.	1995	Determinants of network outcomes and effectiveness	How can network effectiveness be assessed?	Mixed method Survey	
Teaching Managers to Collaborate in Networks	Blomgren, Lisa; Sandfort, Jodi; O'Leary, Rosemary		Governance theory: what public managers need to know	How can public managers learn to function in the network era?	Narrative	

Article	Author	Year	Topic	Question	Method	Findings
The Repositioning of The American Public Administration	Frederickson George H	1999	The new roles of government in society: need for new governance models and theories	What is the new trend of the public service delivery system in the United States?	Conference paper	
The Behavioral Dimension of Governing Inter- govern. Goal-Directed Networks	Saz-Carranza, Angel; Ospina, Sonia M.	2010	Actors behaviors in networks and what advance network goals: conflict management of networks	What is the role of network governance in achieving the goals of whole networks?	Case study	
Anarchy as a Model for Network Governance	Wachhhaus, Aaron T.	2011	Network definition and conceptualization	How can network be explained and described differently	Literature review	
Wanted: a Good Network Theory of Policy Making	Knenis, Patrick; Raab, Jorg	2003	Network as a government form	How can the characteristics of network be explained through theories?	Conference paper	
Theories of Governance and New Public Management: Understanding Welfare Policy Implementation	Ewalt, Jo Ann	2001	An alternative form of policy implementation : a new governing style	What is the relationship between governance and new public management?	Conference paper	
Are We Treating Network Seriously?	Hwang, Sungsoon; Moon, HiChul	2008	Empirical examination of network management	What are the ways the term network is used in public adm?	Case study	
Can Network Theory Illuminate Interagency Collaboration?	Bardach, Eugene	1994	Relevance of trust in network	What are the types and advantages of networks?	Conference paper	

Article	Author	Year	Topic	Question	Method	Findings
Networks in Contemporary Public administration	Wachhaus, Aaron	2009	Inconsistences in the network literature	What are the ways networks and its attributes are defined and explained?	Mixed method	
Governing by Network	Goldsmith, Stephen; Egger, William	2004	Advantages and Challenges of the network model	What are the complex challenges and Advantages?	Narrative	

CHAPTER III: METHODOLOGY

Theoretical Lenses

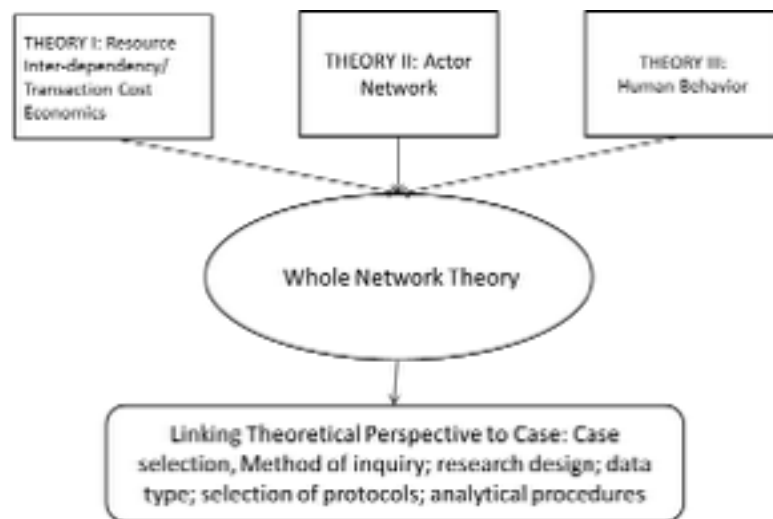
This qualitative case study research investigation was guided by several of the theoretical components explored earlier. Nevertheless, I intended to use the term theory in the same manner as Thomas G. (1997), Creswell (2009), and Berg (2009) -- a lens through which the qualitative research would be conducted. In that sense, my theoretical considerations served the purpose of guiding the formulation of the research questions as well as assisting in gathering rich and insightful data to help answer those research questions.

Study questions used in the study, field and participant selections, as well as the case selection to help study the phenomenon (network effectiveness) reflected that theoretical decision as well. Those research decisions were in keeping with the recommendations of the scholars named above.

Creswell (2009), for example, defines a theory as a system of ideas that informs the research question in a qualitative research study. He also views its use as one of the primary components of reviewing the literature to find the right tools to help collect data to answer that research question. And, according to him, that purpose is expressly to determine what theory might be suitable to explore the research question. Such a component, as the theory, he explains, usually comes at the beginning of the study and guides the process of data collection by suggesting what it is to look at and the questions to ask in the study.

Hence, a synthesis of several theoretical elements borrowed from the network literature helped create a broader and more encompassing framework for insightful data collection and allowed greater flexibility in the interpretation and the analysis thereof. The theoretical approach in this study was labeled ‘Whole Network Theory’. I was informed by the network literature, and envisioned the utility of several theoretical components to arrive at a better understanding of the concept network and its effectiveness in Public Administration (Please see figure below).

Theoretical Perspective Diagram



Research Questions and Hypotheses

Overview

In an attempt to arrive at a synthesized approach to the study of networks in government activities, I have drawn on the theoretical models and frameworks just examined from the literature. The central research question and hypotheses have reflected such an affinity.

According to the multiple worldviews just reviewed, the sources of resources, actors' relationships, inter-organizational diversity, and other related components discussed in each are claimed to hold the explanation of the variables that impact on network formation, processes, and outcome of network activities. The question is: can one qualitative theory alone amply explain the causes to a given social phenomenon?

The literature reviewed earlier clearly supports the claim of the existence of theoretical discord and the obvious need to develop better theoretical and conceptual approaches able to capture the body of knowledge guiding our understanding of networks in the realm of social collective activities. In this spirit, I have asked the following central research question, in this qualitative case study: **How can we better understand and explain network effectiveness in public administration?** This research question was informed by all of the theoretical perspectives just analyzed, as it is also a product of the general literary discussion just taken place.

My research central question followed several qualitative directives from the qualitative study literature, as well. Creswell (2007), for example, supports the idea that in a qualitative study a central research question must be broad and ask for an exploration of the phenomenon or the concept being studied. My central question is also assisted by a subset of multiple questions that have become part of the protocol of questionnaires in data collection through unstructured or semi-structured interviews, focus groups, and the survey.

Thus, consistent with Creswell's position, in this qualitative case study, I have asked a central research question and four sub-questions. This process of research

question selection is also supported by Miles and Huberman (1994) who sustain that the sub-questions help narrow the focus of the study to useful data collection through meaningful and purposeful interviews, as well as Thomas (1993) who informs that the sub-questions asked in the study may emerge from the literature and become working guidelines in the study.

Also, in keeping with Yin's (2009) recommendation, my central research question purposely began with a "How". The reason for that decision was because I was interested in understanding what makes a network of organizations in the realm of public activities effective.

My case study central research question has been stated in this manner: How can we better understand and explain network effectiveness in Public Administration?

A "why" question seemed inappropriate for several reasons: first, a how question helped broaden my scope of data collection, as Creswell (2007) suggests when conducting qualitative case study. Second, it allowed me to pose open-ended Investigative questions leading to substantive responses from research participants, as Thomas (1993) recommended. For example, participants, instead of simply providing "yes" or "no" answers during data collection, were able to contribute rich and insightful information from their own experience in the study.

Conversely, according to Creswell (2007), a "why" question often implies the idea of a quantitative study. That is when the researcher is trying to explain causation or to prove a hypothesis. Qualitative research, on the other hand is emergent (Yin, 2009; Berg, 2007, 2009). That is, in qualitative research, factors impacting on the phenomenon

being studied and causal explanations emerge as the study unfolds in an exploratory manner. The questions below represent the research questions in the study through which I have attempted to find relevant information to better understand and explain network effectiveness in Public Administration. An illustrative path diagram of causation attempting to explain the intrinsic interconnections of some hypothetically related variables follows.

Central Question

How can we better understand and explain network effectiveness in public administration?

Sub-Questions

1. What is a collaborative network in public administration?
2. What do they do; how do they function?
3. What holds the organizations in the network together?
4. What factors help explain collaborative network effectiveness?

Path Diagram

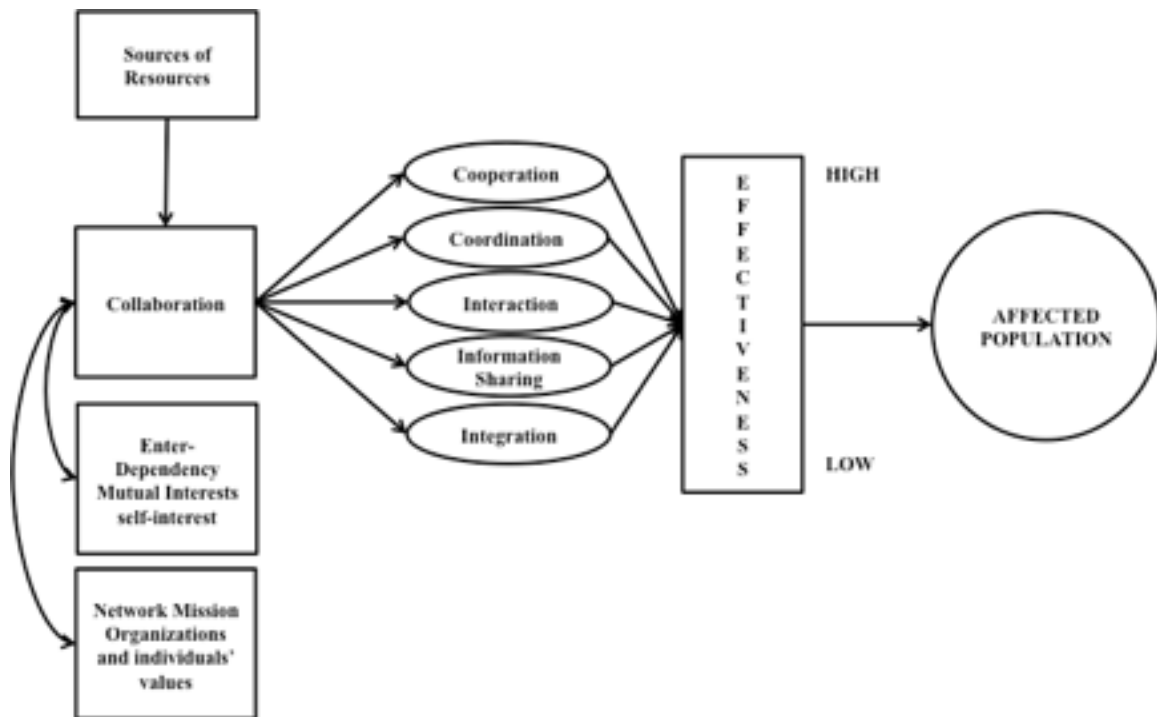


Figure 1: Causality among Variables Leading to Varied Effectiveness in Network Processes

Hypotheses

In asking the above research questions, I was interested in understanding why some networks fail while others succeed at fulfilling their missions. Therefore, I was subsequently interested in understanding, through this case study research, elements - internal or external - of networks that have the potential of enhancing their ability to be effective or hinder their collective performance.

Consequently, I have also made the following assumptions about networks:

H1: If autonomous network members voluntarily and willingly work together, networks function properly, and objectives are realized.

H2: If network goals are shared by all members, then the level of members' interests is high, service integration is satisfactory, and services to clients are adequate.

H3: If resources are available, networks function well and collective service delivery is effective.

Each one of those hypotheses conveyed a different set of assumptions about what makes a network effective and, in part, suggested the kind of data to be collected to help answer the central research question: "How can we better understand and explain network effectiveness in public administration?"

According to Bruce Berg (2009), the theoretical perspective guides the research question. However, the hypothesis along with the propositions (if any), lead to the type of data to be collected to arrive at an answer to the research question in a case study research. Hence, the above propositions had the potential of informing on the type of data needed to help answer the research question: "How can we better understand and explain network effectiveness in public administration?"

Haiti was the site where this case study was conducted. The units of analysis under study were network activities and relationships among several networks in the country working in the area of health, sexual crime prevention, and employment for poor women after the January 12, 2010 earthquake. The researcher had explored the pertinent literature before conducting the study.

Methods

The research purpose points to the research questions that in turn inform the choice of methods of data collection (Yin, 2009; Maxwell 2004). Hence, the research method in this qualitative case study was influenced by the research question: “How can we better understand and explain network effectiveness in public administration?” The selections of qualitative research tools below followed the same theoretical requirement and constituted the primary instruments of data collection.

As previously stated, I have conducted four (4) single interviews and four (4) focus groups. The single interviews were conducted over the phone with network representatives located in the United States and lasted approximately 45 minutes each. The focus groups took place in the research settings in Port-au-Prince, Haiti, in locations and times convenient to the research participants. Each one of the focus groups went on for at least an hour. In all four instances, the participants were very open and willing to share of their knowledge and experiences in their networks with the researcher and did not object to the length of the sessions.

The protocols used in both types of data collection methods were open-ended and semi-structured (please see appendixes C1, C2, and D). I have also used the survey method (as already informed) as one of the methods of data collection in the study (for validity purpose), along with the collection of relevant comparable data through the use of documents obtained from the participants and observations before, during and after the meetings.

The decision to use the survey strategy was made in the initial design phase of the study in keeping with the concept of unstructured and flexible research design adopted in this case study (please Yin (2009) and Maxwell (2004). Although the survey method is not considered the preferred method of data collection in the case study (Yin, 2009), it also has its potential advantages when combined with other methods (Jansen, 2010). Those advantages will be explained later. That decision is widely supported by Yin and Maxwell supports it as well (Yin, 2009 Maxwell, 2004).

According to Yin, the dissertation design may be structured or unstructured, closed or flexible. In a qualitative case study, he argues, the latter is usually the preferred approach. Nevertheless, it is suggested that what is most needed is the use of multiple sources of data collection as a potential strategy against validity threats through the triangulation of different types of results (Please, also see Berg, 2009).

Thus, the unstructured (or semi-structured) and flexible case study method allowed me more flexibility in data collection from various sources and the subsequent analysis of such collected information. Therefore, the design and the case study approach consideration here were in keeping with the above recommendations.

The case study approach of the qualitative method and its accompanying methodological components, such as interview, focus groups, observations, the survey, and examination of available documents provided answers to the research question of my study (Please see Berg 2009; Yin, 2003; and Creswell 2007). It was a single exploratory qualitative case study, for the information collected during the course of this study was strictly pertained to one case relevant to network organizations operating in Haiti.

Qualitative Research Method Definition

The term qualitative research since its inception in the colonial era and beyond has been defined in a variety of ways (similar and dissimilar) and ascribed definitions evolved over time as well (Vidich and Lyman, 1994; Denzin and Lincoln, 2005; Atkinson and Hammersley, 1994). However, Berg (2009) simply defines it as a research strategy that uses nominal rather than numerical forms of data; one that is concerned about and endeavored to understand and explain how individuals and groups, represent their beliefs, feelings, and experiences in a particular setting, or place during the course of their existence.

Denzin and Lincoln (1994) offer a more elaborate definition that they claim to be a generic one. They describe it as a situated activity that locates the researcher in the world. They further explain that it (qualitative research) consists of a set of interpretive and material practices that make the world visible. These practices, they argue, transform the world; they turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings, and memos to the self.

Furthermore, Sadovnik defines qualitative research in similar terms: an effort to understand the social world through the observation, communication, and documentary methods in natural settings (Sadovnik, 2006). As the latter argues, qualitative research seeks answers to questions by examining various social settings and the individuals who inhabit those settings. And qualitative researchers, according to Berg (2009), are interested in how those human beings arrange themselves and their settings and how the

inhabitants of those settings make sense of their surroundings through symbols, rituals, social structures, social roles, and so forth.

Case Study Research Definition

According to Berg (2004), the case study procedure of the qualitative method is defined and understood in various ways. For example, it is sometimes defined as an attempt to systematically investigate an event or a set of related events with a specific aim of understanding or describing a phenomenon (Bromley, 1990). It is defined by Bogdan and Biklen (2003) as a detailed examination of a setting, or a single subject, a single depository of documents, or one particular event. Hagan (2006) simply defines it as in-depth qualitative studies of one or a few illustrative cases. Berg (2004 and 2007) further defines the case study as a method involving systematic gathering of enough information about a particular person, social setting, or group to permit the researcher to effectively understand how the subject operates or functions.

Apparently, definitions of the case study method are not in short supply and may lead to definitional confusion. However, they fit the mold of my research purpose in conducting this exploratory qualitative case study. That purpose was to attempt to better understand and explain collaborative network effectiveness in public administration.

As most qualitative researchers (Berg, 2009; Maxwell, Creswell, 2007; Yin 2003; Cobin and Strauss, 2007; Denzin and Lincoln (2005) agree, the case study approach is the preferred research methodology when using the qualitative research design. It is assumed

that this approach provides broad ways of data collection, analysis, and reporting of findings to help answer the research question of a qualitative case study.

It is further assumed to have the ability to open the door to new insights and hypothesis for further studies and assumed, as well, to be a theory building strategy (Yin 2003). That is, theories and hypothesis may emerge as relevant data are collected and analyzed during the course of research activities in the case study research (Berg, 2009).

Moreover, in conducting qualitative case studies, gathering multiple forms of data is more often than not required from multiple sources, rather than relying on one specific source (Yin, 2009). The method also affords the researcher a broad spectrum of means of data collection, analytic, and interpreting strategies of the collected data. It allows the researcher to uncover manifest interaction of significant factors characteristic of the phenomenon.

As suggested, the researcher is able to capture various nuances, patterns, and more latent elements that other research approaches might overlook (Gall, 1995; Borg, 1998). However, notwithstanding the acclaimed advantages of the case study method it has its weaknesses as well.

Strengths and Weaknesses of Qualitative Research and the Case Study Approach

Strengths

Johnson and Onwueghuzie (2004) provide a useful list of the strengths and weaknesses of qualitative research some of which have already been discussed. Below is an additional list:

- . The data are based on the participants' own categories of meaning.
- . It provides individual case information.
- . It provides understanding and description of people's personal experiences
- . The research can study dynamic processes (i.e., documenting sequential patterns and change).
- . It can determine how participants interpret constructs.
- . Data are usually collected in naturalistic settings in qualitative research.
- . It helps explore how and why phenomena occur.
- . It helps determine causes of a particular event.
- . Can describe, in reach detail, phenomenon that are situated and embedded in the local context.
- . The researcher identifies contextual and setting factors as they relate to the phenomenon of interest.

Weaknesses

- . Knowledge produced may not generalize to other people and other settings.
- . It is difficult to make quantitative predictions.
- . It may result in low credibility.

- . It generally takes more time to collect the data when compared to quantitative research.
- . Data analysis is often time consuming.
- . The results are more easily influenced by the researcher's personal bias

Prevalence of the Case Study Method

Based on these strengths and weaknesses, it is apparent that qualitative research methods and the case study method, in particular, have their advantages and challenges as a vehicle for conducting social research. However, should the apparent obstacles deter the researcher from using qualitative procedures as the preferred method? On the contrary, Berg (2009) reports that the case study method has been and continues to be widely used in qualitative research because of its numerous advantages; because of its distinctiveness as compared to other research methods of inquiry. Berg (2007) also suggests that it is the most appropriate when the intent of the researcher is to attempt to understand the phenomenon and its particular causes.

In this qualitative research study I have studied the activities of network organizations in Haiti over three (3) years or so after the January 12, 2010 earthquake. Using Haiti as the case, I attempted to understand and explain network effectiveness particularly in the realm of publicly funded activities for underprivileged and abused women and young girls in the country.

In this study, I have used the exploratory case study method (Please see Berg, 2009) and associated qualitative strategies such as individual interviews, focus group interviews, the survey, direct observation, and review of available documents and other pertinent information available in the research settings that had the potential to help me better answer the research question: **“How can we better understand and explain network effectiveness in public administration?”** and possible emergent questions as well, as both Maxwell (2004) and Berg (2009) recommend.

According to Maxwell, the research method, by definition, expresses what the researcher will actually do during the investigation process and that process does not follow a linear pattern. Hence, besides the specific data collection steps, the research method also comprise other elements of research such as interpreting, analyzing, reporting, and validating research results.

In conducting this case study, I have attempted to understand why network organizations (in Public Administration) composed of multiple autonomous organizations (profit, non-profit, government, non-government, and private) sometimes succeed, fail, or otherwise do not always reach their collective mandated or otherwise self-imposed goals. The resulting theory from this study has been one of network effectiveness; it was specifically intended to attempt to explain the conditions under which organizational networks may succeed or fail to reach their goals from the emerging themes and patterns from the data.

Using Haiti after the January 12, 2010 earthquake and existing women issues such as health, safety, and employment as the observed phenomena to be studied, I

attempted to understand the possible causes for the perceived failure of those network organizations in Haiti over three (3) years after the earthquake.

Explaining My Research Method: A Qualitative Exploratory Case Study

This case study endeavored to explore the possible factors leading to the perceived lack of network effectiveness in Haiti among the governmental, non-governmental, profit, non-profit, and private entities called to deal with issues of health, safety, and lack of employment for poor women more than three (3) years after the January 12, 2012 earthquake. For reasons already discussed, using a case study method was particularly suitable.

During research investigation, it was necessary that I gathered descriptive and experiential evidence from various sources and this required a certain level of flexibility and freedom to be creative, in so doing. I needed to gather ample information about program processes – that is, daily collective and collaborative activities taken place that involves service delivery to program participants and the outcome of such activities from program administrators who participated in the study. Furthermore, I needed to collect information about network outcome in the form of direct observation and analysis of existing documents pertaining to the collective day-to-day operations of those network organizations.

A case study approach (by definition) has enabled me to collect and analyze a wider range of insightful data than any other methods of data collection (Yin, 2009). As already indicated, such research methodologies ranged from face-to-face single and focus group interviews, to survey to observation sessions, to the collection of a variety of

pertinent information related to the research questions, as suggested by Maxwell (2004), Creswell (2009), and Denzin and Lincoln (2005).

Data Collection Methodologies

Individual Interviews, Focus Groups, Survey, Observations, and Document Collection

This exploratory qualitative case study used multiple methods of data collection: ranging from single interviews, focus groups, survey, observations, and documents analysis as data collection methodologies that have guided data collection procedures. Each one has its own advantages and disadvantages as a vehicle for collecting information in a qualitative research study.

For example, Denzin and Lincoln (2005) think, although they help securing rich descriptive data, they have their own sets of weaknesses and their own layers of biases attached to them, as related decisions are made subjectively with the researcher as the primary decision-maker who decides where to conduct the study, what to collect as relevant data, and how the process of data collection unfolds. They further suggest that the data interpretation and analysis that follow data collection is also subjective, in that the process is also guided by the researcher's beliefs and feelings about the world. This is what is referred to by Maxwell (2004), Weiss (2004), and Crewell (2009) among many other scholars as purposeful selection: the selection of settings and people uniquely able to be informative on the issue of study.

Single Interviews as a Data Collection Methodology

Individual interviews constituted one of the methodologies for data collection in this qualitative case study. Lambert and Loiselle (2007) define the single interview as a

generic form of data collection that is the most widely used research methodology in qualitative study. It allows the researcher to collect detailed accounts of participants' thoughts, beliefs, and knowledge pertaining to a given phenomenon (Fielding, 1994; Loiselle et al. 2007). This methodological approach assumes that if questions are formulated correctly, participants' expressions of their experiences will reflect their realities (Morse, 2000).

Weaknesses

Beside the weaknesses associated with conducting qualitative research in general (some of which were already mentioned), there are specific ones that are inherent in each qualitative methodology of data collection that diminishes its effectiveness as a potential method of data collection. In the case of the individual interview methodology, whether conducted face to face or over the phone, some degree of weakness may occur. For example, participants may be reluctant to divulge personal information or willing to go above and beyond the required answer to the question. Some individuals will be less cooperative than others. Yet, others may amplify their responses to please the interviewer or to gain the latter's sympathy. As Berg (2009) argues, it is the role of the researcher to impress on the participants the importance of the interview and what is exactly expected of them. And Yin (2009) recommends particular research skills that the researcher may use for the benefit of collecting rich, significant, and purposeful data -- skills such as having an inquiring mind, the ability to listen, and understanding the issues at hand.

In spite of the inevitable weaknesses of the interview method of data collection, Denzin and Lincoln (2005) argue for its potential use for securing rich and thick data in the social world makes it a viable method of data collection. It provides the strategies for collecting details directly from the participants about their lives and the phenomenon they experience.

Focus group Interviews as a Data Collection Methodology

Lambert and Loiselle (2007) inform that focus groups are also commonly used to explore a range of phenomena worldwide. Unlike in the single interview where the researcher's aim is to collect information from one individual that may or may not be related to others, in the focus groups, the latter is concerned about gathering interaction data – data that emerge from participants' discussions. Lambert and Loiselle, on the other hand, inform that collected data serve the purpose of increasing the depth of the inquiry and unveil aspects of the phenomenon assumed to be otherwise less accessible by means of single interviews (Baum, 2003).

Group interactions may accentuate members' similarities and differences and give rich information about the range of perspectives and experiences (Barbour, 2006). Again, in the focus group, the relative content of individual discussion is considered as informative data and used to highlight insights about the phenomenon. In other words, focus group data are the product of context dependent group interaction – not individual beliefs, feelings, and experiences as it is the case in the single interview method (Freeman, 2006).

Weaknesses

As already suggested, focus group data are the product of context- dependent group interactions (Holland, 2004). Hollander provides four types of social contexts that may be created within a group and influence members' interactions (type and amount). Those contexts offered by Hollander are: 1.Associational context; 2. Status context; 3.Conversational context; and 4. Relational context. Each one of those contexts has the potential of affecting the reliability of collected data during the focus group process. The expressed argument is that likeness of the members of the focus group, their social position, the flow of the conversation, and the kind of relationship the researcher built with the participants are all relevant indicators of the strengths and weaknesses of focus groups, according to Hollander.

Combining Individual Interviews and Focus Groups

Strengths

Berg (2009) offers some general purposes for using the focus group method of data collection. It is sometimes used as a stand-alone strategy of data collection or in combination with other methods of data collection. It can provide a huge array of data: general background information; hypothesis for further research; concepts and new ideas creation; diagnostic purpose; checking the reliability of respondents' responses from single interview; interpreting previous qualitative results

Lambert and Loiselle (2007) also accentuate on the usefulness of the focus group method. When combined, particularly with the single interview methodology the possible

benefits it may offer are as follow: it may serve as complementary views of the phenomenon; it may serve as pragmatic reasoning or alternative data collection methods; or, parallel data collection strategy; it may contribute to deeper understanding of the phenomenon; or just to explore the phenomenon of interest. Berg and Lambert et al., advise that whichever other method of data collection that the focus group strategy may be used with it necessarily leads to the creation of richer, more informative, and more reliable qualitative data.

My proposed use of the focus group methodology is in congruence with its purposes. I intend to use the focus group to check information from single interviews for reliability and accuracy. In each of the selected settings, I will interview a small group of participants composed of individuals who were not part of the single interview activities. A representative from each one of the selected networks will form a small group of participants for the focus group discussion on the performance of the networks. Unlike the protocol used in the single interviews, those formulated for the focus groups, in keeping with the suggestions in the literature, will be structured in a way to stimulate participants to reflect on more general rather than personal issues and be willing to offer information based not just on their personal experience and beliefs but on more common assumptions, experiences, and observations.

The Qualitative Survey Method as a Data Collection Methodology

Whereas, Richard (1993) defines research design particularly as a logical structure of inquiry from which the work plan flows, Yin (1993) and Maxwell (2009) suggest that the work plan of a case study need not be rigid. The latter encourage the use of whatever

method of data collection seems appropriate as a tool of finding the right information. Yin (2009) says: “in conducting case studies, how data are collected is irrelevant to the logic of the design. They may come from any sources. Therefore, case study method should not be linked to any specific type of design.” I have taken advantage of this flexible requisite of qualitative research design in collecting other types of data such as qualitative survey data.

The qualitative survey method is defined as the process of asking a set of questions to a sample of respondents who represent a population with specific characteristics (Fink, 1995, 2000); Jansen, 2010). Jansen suggests that unlike in the quantitative survey where statistical evidence is necessary, the analysis of the qualitative survey focuses on analyzing the diversity of member characteristics within a population or establishing the diversity of some topic of interest in a population. Rather than counting numbers, he suggests that the analysis of the qualitative survey looks for meanings and the values attached to them.

Also, I have used the qualitative exploration technique in preparing the survey questionnaires. Most of the questions that were asked in the survey were designed with the responses provided by the interview participants as templates to assist in the formulation of the survey questions. The primary purpose was to ask questions in the survey that were compatible with those in the other methods of data collection previously used in the study, so that an in-depth cross analysis would be possible and beneficial to the study.

The qualitative exploration technique has the added ability to produce several benefits. First it helps to keep the focus on the research question of the study by asking respondents only questions with the potential of generating specific data related to the topic. Second it helps make joint analysis and comparability of results among the various types of data collected possible. Above all using that technique also has the ability of unearthing information that could have been missed, had that technique not been used.

The survey was conducted using the University online survey tool (Qualtrics). A total of sixteen questions were asked in the survey. An open-ended question was added at the end of the questionnaire to afford participants the possibility of providing further insights using their own words. From a database that I have created of Non-governmental and local grassroots organizations working in Haiti in the three problem areas herein considered, about 150 were invited to take the survey. In total, 17 organizations responded and submitted their responses. Those responses were uploaded into Excel and corresponding pie graphs (see Appendix D) were created to help interpret and analyze the trends and emergent patterns.

The analysis of the survey data was done in two phases. An internal analysis was conducted to identify themes and patterns in the responses provided by the respondents, using simple statistical methods such as percentages. I used a cross-analysis strategy to help identify the similarities and differences among the themes and patterns found in both sets of data collected in the study for the confirmation of results. This process entails mixing interview and questionnaire methods – different sets of data. As

Harris (2010) et al. inform, each group of data play different functions. For example, while the survey can provide evidence of patterns amongst population, qualitative interview data often gather more in-depth insights on participants' attitudes, thoughts, and actions. Therefore, one method may complement the other in a way to make the findings in the study more reliable.

Harris et al. (2010) provide some suggestions on how to conduct such analysis. For example, he suggests the qualitative and quantitative data be analyzed separately, then compared later to ensure a robust analysis of the data and to enhance the validity of the results drawn from the comparison.

Consequently, this researcher identified approximately 150 foreign NGOs in Haiti that are concerned with one or the other of the three issues (health, gender-based violence, and employment) considered in this case study, and another 75 local NGOs, most of which were identified as either feminist, women's rights organizations, and neighborhood watch organizations. The foreign NGOs were for the most part health, humanitarian, and human rights watch organizations.

The researcher created an excel database of those organizations and began the process of contacting them and seeking their inputs in the study. The researcher established phone contacts with a good number of them for the past two to three years on this project. Once IRB approval was obtained, they were all invited to participate in the pertinent online survey that was offered via **Qualtrics Web Server** - a Rutgers University engine for conducting online survey research.

Qualitative Observation Methodology

Adler and Adler (1994) define the observation method as a natural process that we are part of on a daily basis. As we observe others, we are also being observed. However, as a qualitative methodological strategy, observation is not merely visual. It involves all of the other senses in its endeavor. Thus, it consists in gathering impressions of the surrounding world through all relevant human faculties.

The scholars believe that qualitative observation is naturalistic and should take place in the natural setting. They encourage that the researcher, although remote observation can be carried out by recording the data, comes into contact with the subject being observed. They insist that the observation also involves activities that also depend on smell, touch, taste, hear, not just sight. They also stress the importance of field notes.

Weaknesses

Adler and Adler explain that observation as a qualitative strategy of data collection suffers from a lack of validity. According to Denzin and Lincoln (1989) observers are usually forced to rely on their own perceptions. Therefore, they are more susceptible to bias from their subjective interpretations of observed situations. Observers are advised to cultivate taking rich and descriptive field notes to reduce the likelihood of subjectivity in reporting observed data

Strengths

Adler and Adler's (1994) advice is that observers, besides taking rich and consistent field notes, to enhance and validate their research, should: 1. use multiple

observers for the purpose of confirmation of accuracy of collected data. 2. Verify each other's findings. 3. Repeat observation sessions that may lead to reliability of the findings. This helps create a pattern, a trend that cannot be created other than by repeating the observation session. Repeated and systematic observation, says Denzin are more reliable (1989).

This phase of my research process followed the strict advice of Adler and Adler (1994). My observation sessions consisted of visiting the sites, verifying information provided to me during the course of interviews and taking field notes as precise and descriptive as possible. And as Denzin (2005) suggests, I conducted multiple observation sessions and attempted to confirm my observation data with the members or participants in the study.

Qualitative Use of Documents as a Methodological Approach

Collection of relevant documents consisted in gathering any possible written information that informed me on the networked activities taken place that concerned themselves, for example, with the health and safety of the displaced young girls and women living in the tents. Collection of documents such as photographs, videos, birth or death certificates, and the like are referred to as unobtrusive data in the literature (Berg 2009). Berg advises that they may provide insights into the cognitive or psychological lives of individuals. However, there is no interaction involved in the process. Those types of data, according to Berg are primarily used as historical studies. I have used this method as an attempt to measure or confirm certain information obtained during other forms of

investigations (not as a stand-alone methodology). I also use it as a type of data to better frame focus group protocols, as recommended by Denzin (1999).

Constitution of the Survey

The survey questionnaire was prepared and distributed in both the French and the English languages for the convenience of all perspective participants via Qualtrics (see appendix D). Follow up phone contacts continued thereafter to ensure maximum participation.

The questionnaire was composed of 16 questions that dealt mostly with network relationships and forms of network interactions vis-à-vis client services. They also addressed issues of internal as well as external factors that may affect the effectiveness of a publicly funded network organization. As in the other methods, those questions were mainly intended to assess the possible factors influencing the outcome of network activities in Haiti.

The online posting lasted 6 weeks. Of approximately 200 emails distributed, only 17 participants responded and completed the online survey.

The formulation of the survey protocols, as well as those in the focus groups and single interviews followed the theoretical approach and the design of the study. For example, those questions were open-ended, semi-structured, and designed to address particularly issues of processes in networks and outcome of network relationships, as the focus of the study was on collaborative network in publicly funded activities, as already explained.

Strengths and Weaknesses of the Survey

Strengths

The survey method has its particular strengths as well as its weaknesses. Within a case study, it potentially diminishes the level of prejudice or bias inherent in qualitative research (Harris et al., 2010). By providing mainly closed-ended questions to the research participants, it potentially reduces the researcher's interpretation to those responses provided in the survey responses, thereby improving the level of validity in the research findings. It is cost effective and less intrusive than most other methods of data collection. Above all, its data can be used in conjunction with other types of data collected using other methods (Jansen, 2010; Harris, et al. 2010)

Among other uses, that method is said to be a practical bias avoidance mechanism (Yin, 2009) and a very effective data collection tool. According to Yin the method further helps investigate more conditions about the embedded unit of analysis. Berg (2009) classifies its types as unobtrusive research methods alongside with measures such as collection of documents that allows a great deal of privacy to the perspective research participants in the study. Berg also suggests that those types of methods permit for the collection of data that could not have been collected in any other way.

Weaknesses

On the other hand, the survey method has its own set of limitation. First of all it has the potential of eliminating the face-to-face interaction between the interviewer and the interviewee, which is another essential form of data collection in itself. In that sense, it prevents an assessment of the latter physical expressions. It further eliminates the

possibility of collecting rich and insightful thoughts that is a trademark of the case study (Qual. Method II, class notes).

More weaknesses of the survey method follow. In contrast to the interview or the focus group methods, for example, data produced from the survey are neither descriptive, nor exploratory (Jansen, 2010). That is mostly because survey questions are close-ended questions.

Some other deficiencies are also associated with the survey method. They may be identified as respondents' dishonesty or lack of memory, to misinterpretation, to poor selection of questions on the part of the researcher leading to inaccurate data (Jansen, 2010). Also, as it has been the case in this study, the possibility exists that some questions may be left unanswered if the respondent does not feel comfortable giving an answer or the answer choice relevant to the respondent is not offered in the set of responses for that question.

Data Collection

The primary sources for data collection were interviews, focus groups, observations, and a survey. According to Yin (2009), in a qualitative research design, the researcher may use whatever research tool seems relevant to find the appropriate information to help answer the research questions of the study. My data collection procedures fitted that mold. The rationale for using the survey method as one of the primary methods of data collection is due to its ability to collect unobtrusive data (see Berg, 2009) and data that may be considered less bias than the other two methods used in juxtaposition (Jansen, 2010).

Single interviews and focus groups were also used and analyzed jointly. According to scholar such as Janesick (2004), interviewing is a meeting of two individuals (or more) to exchange information and ideas through questions and responses resulting in communication and joint construction of meaning about a phenomenon or an issue. It was the researcher's belief that those dialogues and the insights shared with him through the process of interviews and focus groups, along with the result of the survey would contribute to appropriate answers to the research questions, and thereby contribute to his understanding of the phenomenon considered in the study.

Rubin (2005) suggests that if the researcher anticipates the need to ask participants to explain answers, give examples, or describe their experiences, in-depth interviews should be used. The latter further suggests that through qualitative research interviews, the researcher becomes aware of experiences and constructs events in which the investigator did not participate. My primary goal in this exploratory qualitative case study was to attempt to understand the functioning of networks in Haiti in the three problem areas considered in the study; how they operate; how the actors in those networks relate to one another; and ultimately what makes them effective through the perceptions of those actors.

2 individual interviews were conducted over the phone in the United States with representatives of 2 network organizations. 2 other single interviews were conducted in Port-au-Prince, Haiti at locations and times convenient to the participants. Also, 4 focus group interviews took place in Port-Au-Prince Haiti.

During research preparation, the researcher assured that the locations were appropriate for the interviews to take place in advance to prevent any delay that might occur from a lack of understanding in the scheduling process. The researcher further contacted all parties involved hours before the appointed time of the meetings to discuss any eventual change. Also, as a way of saying thank you, a small reception is always pre-arranged with the approval of a member of the networks.

The following were the primary equipment and supplies used for data collection: a tape recorder, writing utensils, and interview guides. Other items, especially for emergency purpose were also on hand. Items such as a flashlight, extra batteries, a standby tape record in case of equipment malfunction, and other personal items were purchased prior to my departure. The trip lasted 15 days that can also be considered as my length of time conducting fieldwork.

Most of the interviews took place in the Haitian Creole language which is the most common language spoken in the country. Some were also in French. The 2 phone interview, however, were in English (see appendix B1). An interview guide was always used to lead the interview sessions. However, during an interview, issues not anticipated in designing the protocols of the study arose and were included as protocols in subsequent interviews. Some of the questions were icebreaking questions. The rest of them were focused on finding answers to the research question: how can we better understand and explain network effectiveness in public administration? Therefore, they were open-ended and designed to foster the interest of the participants on the topic and provoke them to share rich and insightful information with the researcher.

Having a questionnaire to conduct the interviews is suggested by Rubin (2005). The latter also states that, although follow-up questions are sometimes necessary, having a check list helps keep the interview in focus. Also, clarifying participants' meanings of their verbal utterances and expressions uncommon to the researcher is very important. According to Rubin, asking follow-up questions leads to more in-depth understanding of the phenomenon being studied during interview sessions.

In all of the interview sessions, the researcher informed the participants of the goal of the research. And in accordance with the IRB recommendation under the prescribed guideline, informed consent forms were provided to all of the participants for their signatures. As for the phone interview sessions, those participants were verbally advised in the same manner as in the face-to-face interview of their rights and the obligation of the research in the process of collecting their information (see Berg, 2009, procedures to conduct phone interviews).

At the time of the interviews, the researcher adhered to the protocols at hand, except when it was necessary to ask a follow-up question. The interviews could not always be completed on time because the researcher found it more beneficial to the study to allow the respondents to complete their thought processes (as it was their wish) rather than following the predetermined timetable to end the sessions.

During the sessions, the researcher always used two recorders to avoid an unfortunate episode of an equipment malfunction, resulting in the loss of important information and time. Very few handwritten (theoretical memo) notes were taken to avoid distractions and to keep the flow of the ongoing conversations. The researcher depended

mainly on the recorded data during interviews that were transcribed afterwards for formal analysis. Other types of data such as documents and observations were considered secondary in this study and not as full methods of data collections. In accordance with Yin's (2009) suggestions in conducting case study research, the researcher stayed close to the data, as he continually interpreted and analyzed it as it was being collected and through the remaining of the stages in the study. This is a process that the latter claims are also helpful for validity purpose.

Research Design

Overview

Using the above case as an example, the primary goal of this qualitative research study was to help me better understand the effectiveness of collaborative network organizations in the realm of publicly funded societal activities. Its initial design was intended to serve as a mechanism to that end. To achieve that goal, I have asked a central research question to guide the focus of the study: "How can we better understand and explain network effectiveness in public administration?" That research question was informed by several research elements, including personal experience during fieldwork in Haiti in the settings where this research was conducted, a desire for positive change, as well as core concepts and theory from the network literature.

Maxwell, analogously, (2008) explains designing a research study (be it quantitative or qualitative) in the same manner as constructing a home. This qualitative case study has followed that methodological illustration. His analogy begins with the builder determining the needs of the future occupants of the new home before planning

on drawing a blueprint, before purchasing needed material, and certainly before breaking ground. For, such preliminary information must be included in designing the home to reflect the essential needs of its occupants, lest it will not fully accomplish its goals.

The design of this exploratory qualitative case study has taken into account its purpose and most importantly the central research question that has been asked. Ultimately, it was intended to help collect the actual data that would help answer that central question and the intended purpose of the study in a coherent manner, as recommended by some leading authorities in case study, including Yin (2009) and Berg (2009).

My intention in arranging the sections or chapters in the dissertation in this manner was simply (in keeping with its design) to produce the proper flow of conceptual relationship of the multiple sections to create a purposeful sense of clarity of thought. At the same time, I wanted to have the option of modifying my methodological approach, as collection of other kinds of data (not previously anticipated) might have been necessary and useful to answer the research question of the study.

Explaining the Design Decision

The research design of this study followed the basic assumption of conducting an exploratory qualitative case study. Central to its role was finding the appropriate settings (Berg, 2009) to collect rich and insightful data to answer the research question of the study. Therefore, the decision to conduct this study in Haiti and choosing this respective research topic perfectly fitted its design requirement.

Also fitted was my research decision to consider a negative case such as the reported failure of the works being done in the country on behalf of the victims of the earthquake, specifically my choice to examine perceived reports of network ineffectiveness in assisting women and young girls victim of gender-based and other forms of violence (GBV).

The use of negative cases in conducting case study research is very common (Richard, 2006). For example, it has been used in education to understand why some school reforms do not work (Hubbard, L; et al. 2006); in Public Administration research, to understand why some public policy fail to accomplish their goals (Pressman and Wildavsky, 1984); and in organization studies, to determine what needs to be done to bring about positive change (Kelman, 2005; Wilson, 1989).

Here, my intention in using this particular (network ineffectiveness in Haiti) case correlated with the scope and purpose of this qualitative case study, and ultimately the need to answer the research question: “how can we better understand and explain network effectiveness in public administration?” I needed to understand why some networks fail and others succeed. The insights of the research participants in the study have yielded much understanding in that sense.

In addition, it was a purposeful design decision that was informed by the preliminary literature search conducted on the topic, as well as a personal desire to understand why organizational networks have reportedly failed in Haiti. Most research and independent reports on collaborative works that have taken place in Haiti after the earthquake, point to that assertion (Allende, Victor and Anya, Jorge 2010; Human Rights

Watch, 2011; International Affairs Review, 2012; Center for Economic and Policy Research, 2012; Governance and Social Development Resource Center, 2013; New York Times, May 15, 2013).

Moreover, the design has used an inductive qualitative research study approach and the basic tools to conduct qualitative data collection such as interviews, focus groups, documents, observation, and survey. An understanding of the above phenomenon (network effectiveness in public administration) and derivative new theory emerged from the analysis of those collected information through the use of the principles of inductive reasoning, sense-making, pattern matching, and explanation building (Merton, 1968).

My research design has further assisted in building the right research relationship among the components of the study to determine the data necessary to answer the central research question: How can we better understand and explain network effectiveness in public administration?

Likewise, other research decisions such as fieldwork preparation, selection of sites and research participants, as well as means of access and appropriate methods of data collection, and analysis of research results followed the same design strategy. That is, they too served the initial purpose of providing the basis for formulating the appropriate answer to the research question of the study.

Preparation

Upon returning from my second fieldtrip to Haiti, encouraged by the testimonies from my informants, I had decided to look further into what the multitude of complex networks of organizations composed of foreign NGOs, local NGOs, the Haitian Government, as well as the other entities on the ground were doing to help particularly women and young girls who were reported to have been victims of sexual and other forms of gender-based violence in those camps and elsewhere around the country. Building on my newly acquired knowledge of women problems in the country, precisely, I wanted to understand how collectively those networks of organizations have been able to contribute to any positive changes in the lives of those victims.

According to Yin (2009) proper design helps make key decisions and also helps not to ignore certain minute issues that are equally important when conducting qualitative research. In accordance with Yin's idea of a research design, once I received the Internal Review Board's (IRB) approval to conduct this exploratory qualitative case study, I began my research Preparation. It consisted primarily of: field preparation, identification of research participants, and access to research settings, as the site was already predetermined.

Initial Field Preparation

Basic research equipment such as audio/recording devices, notepads, pens and pencils, and personal laptop were on hand before the fieldtrip began. Based on the IRB recommendation, it was anticipated that protecting the confidentiality and anonymity of

the study participants had to be of utmost priority. Therefore, to safeguard the identity of the research participants, no video device was used as a means of data collection.

The researcher funded this field project in its entirety. He paid all of the expenses incurred (unlike the fact-finding project that was funded by the School of Public Affairs and Administration (SPAA)). The location where the researcher stayed, means of transportation fro and to research settings, as well as living expenses, were also taken into budgetary consideration beforehand.

Identification of Research Participants and Settings

The design strategies in this study were also intended to delimit the scope of data collection envisioned to help answer the central research question (Yin, 1993; Richard, 2006). In that sense, its primary function was to specify what type of data were needed, where it should be collected, and from whom.

In this study, it was not a straightforward task. Although the research site was identified beforehand and the researcher had developed ample rapport with key informants in the fieldwork, getting commitments from all of the anticipated research participants was difficult to say the least. Nevertheless, persistence and patience paid; the appropriate arrangements were made.

As previously stated, Haiti is still hosting approximately 3000 foreign NGOs that are still working in some capacity cooperatively with the Haitian government, as well as local groups and other entities on the ground. Therefore, the decisions to choose Haiti as

the site where the research was to be conducted and the population of research participants selected from amongst the complex network of organizations there, must be considered as a purposeful selection on the part of the researcher (Brookings, 2012; Peace Brief, 2010; US Institute for Peace, 2013).

Access

Access is considered to be one of the most important aspects of field preparation in qualitative study. As suggested by Berg (2009) and others, researcher must deal with that issue early on, prior to entering the setting. There is a whole series of qualitative literature on that important aspect of doing research (Ormrod, 2005; Burgess, 1991; Tewksbury, 2006). It is referred to also as the issue of gatekeeping that is an issue that cannot be ignored. Berg (2009) provides some useful tips on how to handle this matter. One of them is to build early relationships with those individuals who the research plans to research and gain their cooperation.

For over three years, I have been in direct contact with a number of local women's organizations in Haiti and maintained a current relationship with some of them by phone. The members of those groups ranged from outlying groups with few resources, weak structures, and temporary ties, to those that, having been around for a long time, are nationally influential, have significant amount of resources, and have developed stronger ties within and outside of their network circles.

Prior to effectuating the field visit to the settings where the study was to take place, this researcher contacted, in advance, several individuals who are active members of women organizations in the country. The relationships established with those

individuals over the years made it possible to make the timely and proper arrangements leading to the fieldwork that was conducted as part of the data collection process in this study.

Ethical Considerations Prior to Conducting the Study

Ethical considerations in conducting research studies in general and qualitative case study in particular is considered as an essential part of the research design as well (Berg, 2009). Although some qualitative scholars advise that it be taken seriously when conducting fieldwork, Maxwell (2009) sees its relevance throughout the research process, from its initial stage through the process of data collection, analysis, and the reporting of the results.

Aside from the underlying guidelines recommended by the Institutional Review Board (IRB) (Please see appendix E2), this researcher further observed behavioral and normative practices deemed respectful to the subjects in the study. Nevertheless, of crucial advantage to me was the fact that I was born and raised in Haiti and benefitted from the rich culture and traditions that the Haitians share. I also speak and write both languages (French, and Haitian Creole) in which qualitative data were also collected.

As required by the IRB, before each interview session, informed consent forms were provided to the participants in their respective language for their signatures. Those in attendance were also informed of their rights as research subjects in the study and my research obligation toward them as the researcher. In addition, documentations authorizing me to conduct the study were always on hand, along with information on how to contact either the IRB or myself for further information on the study.

I have benefited from the kindness and the generosity of the Haitian people. Aside from some inconvenience in scheduling processes, the sessions were conducted in atmospheres that can be best described as semi-formal and cordial.

The 4 focus group sessions took place at the headquarters of the networks, where they normally hold their own meetings. Two of the single interviews were conducted over the telephone and also at a time convenient to the interviewees. Those phone sessions also went as friendly and warm as the 2 face-to-face interviews in Haiti. Those participants were also informed of the research procedures to which I was obligated to abide. They were further informed of their rights and my research obligations toward them as the researcher.

CHAPTER IV: CASE SELECTION OF COUNTRY CASE LITERATURE

Introduction

As it is widely known, on January 12, 2010, a catastrophic earthquake of 7.0 magnitudes shook most parts of Haiti, including its central capital: Port-Au-Prince. It was the worst disaster that the Island nation has experienced in over two hundred years (International Rescue Committee, 2011; International World Affairs Review, 2012; Global Partnerships, 2011). Consequently, it claimed over 200,000 lives, destroyed almost 190,000 buildings and homes, and left over 500,000 living in horrible and unsafe conditions -- not to mention countless injured (United States Institute of Peace, 2010; Caribbean News Now, 2012).

Those calamities were not the only misfortunes brought about by the raging event. The living arrangement for most of the victims, thereafter, was at best uncomfortable and inconvenient, and at worst dreadful and perilous, as the victims themselves reported (Caribbean News Now, 2012).

For example, those who were fortunate enough to have survived were forced to call home makeshift tents of no more than ten feet by ten feet in dimension; live in neighborhoods of approximately half of an acre of land space with unsanitary outdoor toilets and water fountains; and with neighbors of a mixture of individuals most of whom they would never guested they would have ever met --- let alone live with them in close quarters (Unicef, 2010).

To those displaced individuals, that living arrangement should have lasted six months to a year, or so. (Pierre, 2011 -- Snapshot study report). Today, although most of

them have either been relocated or moved onto other parts of the country on their own, those that are still left behind continue to hope for the day when they too will experience the same transition (Human Rights Watch, 2012). I had the privilege of visiting them and learned of their experiences living in those camps.

Personal Account

My first fieldtrip to Haiti after the earthquake was on the eve of its first anniversary. The day of the anniversary, as the national focus was mainly on the sad memories of that catastrophic event, I toured a number of those locations that I have just described and interviewed a handful of their residents (Please see Appendix A). The information that they shared with me compelled me to go back again a second time, the following year, to learn more of their experiences.

This exploratory qualitative research study was also largely influenced by the two fieldtrips and the insightful learning experience on the implications of the earthquake for women and girls from the perspectives of some of the surviving victims themselves. For example, on my first visit there, one of the women at the Champs-de-Mars encampment shared some informative thoughts with me. Those were some of the things that she said to me in regard to the living conditions in the camps: “We have been here for a year in this condition and no one told us when we will be moved. No one comes to see us or to help us – not even the president.” She took me inside of her tent, as others looked on, and presented me with a small plastic bag that contained a few bottles of medicine and an ID card for her meals.

Her main complaints were about the lack of security in the camp, the lack of adequate healthcare services, and their unhygienic living condition. She, like most of the victims I spoke with, expressed anger and distrust toward particularly the Haitian government for not doing enough to help them get out of their conditions. Nevertheless, she was not without a word of distrust and disappointment toward the foreign non-governmental (NGOs) and nonprofit organizations functioning in the country soon after the earthquake. Actually, no one I spoke with thereafter contradicted her statements.

She spoke of the unsafe and inhuman conditions for women and children emphatically. As most reports on this topic that I have read (Institute For Justice and Democracy in Haiti, 2012; CNN Report, 2012; Grassroots International, 2013; Amnesty International Report, 2013), she informed on the constant physical and sexual abuses of young girls and women in the camps and the unhealthy environment in which they were forced to stay. She also spoke of the sporadic and inadequate services they received (in a dull tone), in terms of shortage of food, inadequate healthcare, and limited protection against their male abusers.

Existing Reports of Ineffectiveness

My interviewee's statements were echoed in subsequent information that I have gathered since the conversation with them. The problems, she reported to me that day, had only escalated. Sexual and physical violence against women and girls the years following the earthquake became the norms in the camps, with the authorities unable to find a definite solution to the crisis (Amnesty International, 2012; Unicef Study, 2012; Human Rights Watch, 2012); access to adequate healthcare delivery rapidly declined and became a national crisis (Global Partners, 2011). An already unemployed population

drifted further into economic stagnation, as most of the few businesses and factories that employed the survivors were no longer standing. Women and girls became more vulnerable to sexual and domestic abuses (Global Funding for Women, 2012; Center for Economic and Policy Research, 2012; World Report, 2012).

A Haitian woman, living in a camp in Port-Au-Prince, talking to a CNN reporter of her rape and the pregnancy that resulted from it, had this to say: “It’s terrible. I love my daughter... But I look at myself and see that I have a child that is a product of gang rape.” As my main informant shared with me on that day, her story was not uncommon. Major researches on those problems show that, since after the earthquake, sexual and other types gender-based violence against women and girls have increased dramatically in the country, despite the combined efforts of local organizations, international organizations, and the Haitian government to protect them against such crimes (CNN Report, 2012; Social Science Research Council (SSRC), 2012; United Nations; Duke University Haiti Lab: Spring 2011; Human Rights Watch, 2011).

Moreover, as already stated, the earthquake had also left a large underprivileged population in the country jobless and uncertain of their financial future (UN Women, 2012). Therefore, because most Haitian women have historically been dependent on their male partners for their livelihood, they have suffered the most economically during that time (The World Bank, 2013; SSRC, 2012). As a result, the already wide economic equality gap has widened even more, making women dependency on men even greater and the possibility of sexual abuse and exploitation also more prevalent not just in the

camps (UN Women, 2012; Global Partnership, 2011; Governance and Social Development Resource Center (GSDRC), 2013; THE IRC BLOG, 2013).

Networked Activities in Haiti after the Earthquake

As has been previously mentioned, the network literature (Huang and Provan, 2006; Frederickson, 1999; Goldstein, 1992) points out to the changing role of government, in the past few decades. A complex network of partnerships, contracts, and alliances between government agencies, nonprofit organizations, and businesses now provides most public services in communities around the world. Haiti is no exception. The rise of such complex alliances, as the literature also informs, is due partly to the complexity in dealing with new problems such as population increase, welfare, disaster relief, and environmental protection (Agranoff and McGuire, 2001; Agranoff, 2007). As the network literature suggests, the incapacity of a hierarchical bureaucracy system or a single organization to address those problems adequately makes collaborative networks of public and nongovernmental actors the logical if not the inevitable course of action (O'toole, 1997; Smith 2004). To provide those complex services in a crisis such as what happened to Haiti on January 10, 2012, some level of collaboration among the various agencies and organizations involved was of utmost necessity (Cellary and Picard, 2010).

The case of Haiti after the January 12, 2010 earthquake was certainly a perfect example of collaborative network activity. The disaster and its aftermath, as outlined above, had brought more foreign nongovernmental, nonprofit organizations, and private businesses to the country than has ever been experienced in the past (Brookings, 2012; Caribbean News Now, 2012) -- not to mention millions --if not billions of dollars in

donation for reconstruction and other purposes related to the aftermath of the earthquake (Haitian Resource Development Foundation, 2014).

Following the earthquake, over 10,000 foreign non-governmental and nonprofit organizations have called Haiti home, added to the number of local nonprofits groups that have already been on the scene (Brookings, 2012). The magnitude of the earthquake and the resulting consequences demanded that strong external organizational presence for the purpose of providing needed assistance that alone no governmental organ could have provided (US Institute of Peace, 2010).

Today, although that number has diminished, that foreign presence is still strong in the country. There are still an estimated number of nearly 3000 foreign nongovernmental organizations and private entities there, and some of them either continue to work alongside their counterparts in the country or provide them with the means of getting their work done (International Rescue Committee, 2011; US Institute of Peace, 2013).

Hence, for the purpose of this research study, I have developed a database of about 150 foreign nongovernmental organizations that are currently in the country and potentially are concerned with those issues considered in this study, namely sexual crime prevention, healthcare for young girls and women, and equal employment and economic opportunity. Likewise, I have identified the presence of over 100 local grassroots organizations that are militating along the lines of the issues herewith considered.

Again, some of the works that those international entities were commissioned to perform in the country could only have been done in concert with local organizations

(GAO, 2011; RSS Feed, 2011; Daughters of Charity, 2013; UN Women, 2011). For, although, some local non-profit organizations have not had direct formal interactions with them, to reach the population of the victims of the earthquake and others in need of some form of service or another, some level of collaborative working relationship was necessary in most cases (Human Rights Watch, 2011). The obvious reason is that the Haitian nongovernmental and nonprofit organizations are the vanguards (as some of them voiced during interviews) of reaching the affected populations of the earthquake as well as the sectors in the country experiencing similar problems and also in need of similar services. They are also more familiar with the problems on the ground and are in better position to help determine what the priorities should be and how those populations can best be reached and served (Fanmvin News, 2013; International Affairs Review, 2012).

Therefore, alongside the foreign nongovernmental organizations, multiple local non-profit and nongovernmental agents, as well as the Haitian government, coalesced in network fashions, not just in reconstruction and economic development, but also in the problem areas considered in this study – problems such as healthcare, gender based violence (GBV), employment, as well as human rights and equality of opportunity for women (Human Right Watch, 2011; Philanthopedia, 2011; CNN Heroes, 2012; International Rescue Committee, 2011; International Affairs Review, 2012).

A Lesson in Network Effectiveness in Public Administration

As the network literature unambiguously explains, network organizations do not always fulfill their intended objectives and sometimes entirely fail (Agranoff, 2007; Maguire, 2012). A case in point is Haiti four years after the devastating earthquake (Rogine, 2012; Human Rights Watch, Aug. 2011; City University of New York report, 2012; Allende, V. & Anaya, J., 2010).

Despite the collaborative efforts orchestrated by the Haitian government, the international community, and local groups, the living conditions of most poor women and girls in the country, by most accounts, remain gloomy (Human Rights Watch, 2012, 2013; Center for Economic and Policy Research, 2012; Governance and Social Development Resource Center, 2013; Partners in Health, 2012; Center for Gender and Refugee, City University of New York, 2012). The struggle for access to basic necessities, economic opportunities, and protection against violence continue with not much changed (International Rescue Committee, 2012; Caribbean News Now, 2012; Center for economic and Policy Research, 2013; USAID, 2014).

Hence, using the above case as an example, this qualitative research study further purposed to explore the possible conditions under which network organizations, composed of multiple autonomous entities (profit, non-profit, government, non-government, and private), sometimes succeed, fail, or do not always reach their collective mandated or otherwise self-imposed goals. As suggested before, such an attempt has been largely guided by specific components of the theoretical approaches in the literature on networks previously discussed, namely, the actor-network, the resource dependence, and the human behavior theories, using the qualitative case study method. It has also taken

into account the multiple insights from the qualitative research literature in planning and conducting the study.

CHAPTER V: INTERVIEWS AND FOCUS GROUPS

Preparation

The interview and focus groups data that were collected were transcribed and stored using a Microsoft Word document. A flash drive device served a backup for safeguarding the data in case of a computer crash or other unanticipated occurrences. The process leading to the formal analysis of the data took place soon after.

The work of the researcher does not end after data collection. According to Wolcott (1994) and Creswell (2009), the mystery of analyzing the data follows right after. Wolcott states: “the real mystique of qualitative inquiry lies in the process of using data rather than process of collecting data, and the real challenge lies in organizing, analyzing, and interpreting the collected data.”

Once each interview session was recorded, the researcher transcribed it into a Microsoft word document for analysis, in accordance with Rubin’s recommendation. According to Rubin, after transcribing, the researcher will write a summary of the contents that should include, for example, the name (or pseudonym) of the interviewee, the time and location of the interview, and duration of the interview. Those steps were taken, in keeping with Rubin’s (2005) recommendation.

Steps in the Analysis of Interviews and Focus Groups

The researcher first read the transcribed data through in order to obtain a general sense of the collected information and to continue the process of interpretation (Please see Yin, 2009). Brief notes were taken as meanings emerged from the data. Then the coding and categorizing process followed. Whereas in the individual interviews an

individual thought counted as an emergent code, in the focus groups, the emergent codes were patterns of common themes in which many individuals were in agreement on a particular issue of discussion during interactive dialogues.

Coding

According to Rossman and Rallis (1998), coding is the process of organizing the material into chunks before bringing meaning to it. They further explain that the coding process helps to generate categories or themes for analysis.

Themes are defined by Rubin as a summary of statement and explanations of what is going on. Once the researcher developed the themes, or categories, and then the data from the interviews were sorted and posted based on the established themes or categories. According to Rubin, themes enable the researcher to seek answers to the research questions in ways that allow the researcher to draw broader conclusions. Then, the latter looks for ways to reduce the categories by grouping topics that relate to each other. After making the final decision on each category, then the themes were organized into a coherent and consistent narrative that describes the findings of the study.

Analysis and Presentation of Data

The purpose of this study was to attempt to better understand network effectiveness in public administration through the perceptions of the research participants about their networks, the processes taken place within those networks, and the factors influencing the outcome of their collaborative efforts. On January 12, 2010 an earthquake of catastrophic proportion shattered Haiti. Its aftermath had major implications for women and young girls in particular, above all else; they were also victim of longstanding discriminatory and criminal offenses such as gender-based and unemployment. This study further purposed to examine more broadly the collaborative

works of network organizations toward helping those categories of victims as well as others who were not affected by the earthquake.

In analyzing the verbal data in the study, I have used the verbal data analysis of Chi (1997) as the methodology in analyzing the responses provided by the participants during the course of data collection. An application of Chi's methodology helped me reduce the possible effects of the biases inherent in qualitative studies (some of which have already been discussed). For example, themes and patterns of information emerged directly from the collected data, as well as subsequent segments, categories, and codes. This process, according to Chi (1997), has the ability to enhance the validity and reliability of the final research result, by providing the right tools such as tabulation of utterances, explanation of inferences, themes, thoughts, and the establishment of relations among observed indicators.

I have borrowed several steps from Chi's pool of recommended techniques to analyze the qualitative verbal data. For example, I used a sample of the transcribed responses provided during the interviews for a number of reasons. The primary technique was to stay as close to the research questions as possible, as Chi (1997) recommends.

Consequently, I used in the verbal analysis only the protocol likely to help me answer the research questions. The selected sample from raw data was segmented and coded independently. Each thought in a segment constituted a unit of analysis. A sentence or more than a sentence also constituted a segment or a thought. Each thought counted and recorded in its respective category. The final result was presented in a tabular fashion.

Data Collection

Data collection methods were single interviews, focus groups, survey, observations, and documents. I have conducted 4 single interviews, 4 focus groups, and an online survey. Each interview was recorded using a tape-recorder. Afterwards, the interviews were transcribed using Microsoft Word. Once transcribed, the researcher color-coded the data, in an effort to look for emerging patterns and themes.

Research materials, such as recorders, theoretical memos, and transcribed data were kept in a location only known to the researcher in a locked cabinet. The researcher's interpretive theoretical notes were shared with several members of the participant population for accuracy and to further enhance the validity of the findings that emerged from their perceptions.

Findings

The study had a central research question and 4 sub-questions that it intended to answer. The central research question was concerned with the need for a broad and all-encompassing theory that attempts to explain network effectiveness in public administration. The sub-questions served as measures to direct my attention to focus on what was needed as data to answer the central research question of the study: How can we better understand and explain network effectiveness in public administration? Along with the research design, those sub-questions helped narrow the scope of data collection in terms of what data was needed, where to find it, and from whom --- to get that understanding.

For example, the first sub-question (What is a collaborative network in public administration?) leaned toward the conceptualization of a generic definition of network as it pertains to public affairs through the perceptions of the research participants. The second one (How do they function?) questions interactive network relationships and networked activities. The third (What factors help explain their ongoing cooperative relationships?) asks for elements within or outside of networks that help maintain them in the long haul. And the fourth (What factors help explain collaborative network effectiveness?) directs the researcher's attention toward variables responsible for the failure or effectiveness of those networks in their quest to serve a public function.

Analyzing the data, this researcher endeavored to find the associated themes and patterns in each set of data that corresponds to each one of the four sub-questions. The answer to the above sub-questions lead to the ultimate answer to the central research question of the study: How can we better understand and explain network effectiveness in public administration?

The following relationships emerged from the data:

Answer to first sub-question: What is a network organization as it pertains to publicly funded activities?

Single interviews:

Some ubiquitous insights from the 4 single interviews and the 4 focus groups showed close relationships and yielded helpful information into a potential basic definition of a network organization as it pertains to publicly funded activities. Those

were the perceptions of members of network organizations operating in Haiti after the January 12, 2010 earthquake. I used alphabetical letters to designate the single interviews and numerical characters to identify the focus groups, to protect the identity of the respondents.

Useful insights emerged from the single interviews in relation to the first sub-question of the study:

“What does your organization do in collaboration with the others?”

Participant A responded: “entrepreneurship with women in Haiti. ... The income generated from those projects is used to help other organizations with other woman related projects.... The nature of our relationship with them is social entrepreneurship ... so right now all the money generated from the projects is going back to the women to pay their incomes.

Participant B responded: “I am a nurse practitioner. I went to Haiti with (name omitted). At the time, the network had a lot of organizations on the panel. My organization was one of them. We went to Port-Au-Prince in 2010... I don’t remember all of them. My organization goes to a polyclinic near Port-Au-Prince every year where they have doctors... 99% of our patients are women and children.”

Participant C responded: “The organization I worked with for women in Haiti... it was kind of imbalanced by the fact that one of the organizations did a lot more work than the others... It was basically identifying a tool to use so that you can identify different locations in Haiti that require services... with the tool we can look to see what NGO are

currently in the area...If there is no hospital ... no Fire Department. Our organization is approved by UN and we do that in 40 countries around the world.”

Participant D responded: (Participant D worked for 2 foreign NGOs in the past and is currently working as an education advisor to a foreign NGO. He holds a master degree in Education from France and also a Post-graduate degree in Psychology) stated: “particularly after the earthquake there are a lot of organizations functioning in Haiti and their objective is to ameliorate the living conditions of women in Haiti. ... You know women issues are sensitive issues ... they are considered to be vulnerable. NGOs are always ready to finance activities that contribute to the betterment of women.”

Focus Groups

Similar thought processes emerged from the focus groups. For example, themes such as interconnection, alliance, service integration. A participant explained relationship with the rest of the network in this manner and the others agreed to her statement: If I need something from organization X I solicit their help and organization X may solicit the help of other organizations... sometimes we come together to execute a project... all depend on the moment and the task...” during the following focus group a participant stated: “ what I can say is that we work in network with other organizations...when there is a problem that relates to women... we work with all kind of women (meaning different social class)... we have to defend something on behalf of women we work in network to identify the problem.”

Major themes: from the above statements, the following themes and patterns emerged: collaborative partnerships; collective activities on behalf of a population or group; collaborative service delivery system; unified objectives.

Interpretation: those statements have common links. They all relate to activities on behalf of individuals – in this case poor women in Haiti. Those activities, as varied as they may be, are performed in a collaborative manner. That is those organizations work together to accomplish their goals in a network. The basis of their relationship is the wellbeing of those women.

Therefore, based on the theme from those responses, it would be probably safe to define a network organization, similar to the definitions in the network literature (see Aranoff, 2007; Koliba, Christopher, et al.; Hwang, Sungsoo; Moon, Il-Chul 2008; Wachhaus, Aaron, 2009), as it pertains to publicly funded activities, as a varied set of organizations brought together for a common purpose or purposes. The partnership may last as long as the objective remains. Or, circumstances (financial resources, self-interest, and the like) may dictate the future of the relationship.

The network literature is filled with definitional approaches to collaborative networks. The thoughts just cited are reiterated in them. Smith (2004), for example, speaks of the interconnectedness that is characteristic to networks and chief among them are common goals and a shared value, in the sense that they all believe that the cause is important and certain measure of cooperation is necessary to reach it. Agranoff (2007) as collaborative structures that bring together representatives from public agencies and NGOs to address problems of common concern that. They, by nature, facilitate

interaction, decision-making, cooperation and learning (Klijn, 2003). Agranoff also encourages a search to the understanding of how those semi-public and semi-private organizations interact, how they accomplish their tasks in society. This leads me to the next research question: What do they do; how do they function?

Answer to second sub-question: What do they do; how do they function?

Single interviews:

The above sub-question was also answered in the data. Throughout the two types of collected data, information emerged that were indicative of what collective activities networks normally perform. For example, pattern of codes explaining the structures and activities performed by the network in Haiti permeated the data. A participant from a local grassroots organization in a single interview indicated: “I work in all of the networks... I don’t work in violence.... I work in finance. But if I find a case that has to do with violence I send them to (name omitted). It is an organization that works in violence against women.... that organization works to promote the human rights and for the political participation of women at levels of government.”

That statement is indicative to the fact that there is a structure in place and a system of division of responsibility in the networks based on their sphere of operation and the expertise of the organization. The above respondent was an economist, former presidential candidate, and has also been in business for a long time. She heads an organization that helps street vendors manage their businesses in Port-Au-Prince and the surrounding areas. She described those women she helps as having a second grade to no education at all. Some of them are surviving victims of the earthquake and sexual crimes. Others are mothers with children from different fathers and have to fend alone to raise them by providing for them day in and day out. The goal of her organization, as she explained is to make those women autonomous.

Another interviewee echoed her statements in subsequent interview. “Cases dealing with violence are referred to (name omitted). We fulfill different functions. All depends on the nature of the case; one or the other organization receives the referral. She continued: “what’s important in the women organizations, there is a question of sorority. One organization intervenes on behalf of the other. The intervention is based on what the organization or the network needs.” Not at any time I was led to believe that one organization is superior to another or more relevant than another. Throughout the data, the impression was that the present need dictates which organization took precedence over the others.

Focus Groups

The above question looked into the collaborative activities of networks in Haiti. How do they process their tasks? Who decides what task is to be performed and by whom? Who controls their work? Who evaluates their performance? To whom are they accountable? Those questions enter the realm of attempting to understand what activities take place in collaborative network relationships. The network literature demands that we perform such an investigative inventory or assessment of the work of networks. For example, Ospina, et al (2010) looked into collaborative network management: how do they manage their collective challenges; how do they overcome them? Amirkhanyan (2008) looks into how their performance in the realm of government is measured. The work of Ghore (2011) looks at what holds them accountable and to what their legitimacy can be attributed.

This study looked into the collaborative activities of the networks in Haiti. The sub-question: “how do they function?” also led to the finding of data related to the interactive works of collaborative networks in Haiti.

During one of the focus groups, one of the participants had this to say in relation to how their network is structured and how responsibilities are shared which approximated other themes in the next meetings: “... Let me tell you about the objective of the network ... several women organizations in the area ... each organization in the network is independent (gran mou-n tet yo)... we are united (tematik) to fight to give an answer to violence against women in the country. We are not here to replace the government. We are here to help. For example, when a woman is victimized we help her find a solution... hence our objective is to see to it that the question of violence diminishes in the country. Also we work in the area of health and education. Therefore, each organization is in charge of a particular activity. Another member echoed that sentiment during the same meeting. She said: “we work with women and children ... in the areas she just mentioned to you... but we each work in our own sphere.

The above statements lend credence to the concept of autonomous status of organizations that form networks as well as the idea that although they are independent, they are also joined together within a distinct organizational structure in which there is a system of obligation based on the expertise of each organization.

The perception that I gathered session after session, during the phone interviews, the single interviews, as well as the focus groups is that the organizations that compose the networks are independent. However, although more often informal, there is a mutual

understanding (usually based on the tradition of the network) of what is expected of each member organization.

Those networks I interviewed in Haiti have no formal structure. As I was informed, they came together out of a necessity to reach common goals and armed only with a desire for change. For example, one of the members told me: “I would like to tell you ... some networks have money... they have been around for a long time and are well connected. She continued: “there are different types of organization... for example, in Haiti today the NGOs want to give money ... but you have to be in a network... there are networks that are more influential than others... Us we have our solidarity. Before the network was formed there was a lot of violence in the community. Now we work together and we work a lot... we have less violence. Now they know us (meaning the foreign NGOs). The fact is we constitute one pressure group. All of the women organizations in the community we know each other. When one is conducting an activity we all stand behind it.”

Third Sub-Question: What holds the organizations in the network together?

Reponses from single interviews

Answers to that sub-question abounded. One of the concerns in the network literature is to understand how networks are formed but also what holds the network together for the period of time the organizations are called to work together (Isett, et al. 2011; Provan and Lemaire, 2012; Ospona, Sonia and Saz-Carranza, Angel, 2010). The data had yielded many answers to that question. Those answers ranged from self-motivation, love for others, to trust, to ultimately, a sense of civic duty.

The following perceptions emerged from the data:

During a phone interview, the interviewee stated: “I left my work ... I left my family we spent hours and hours seeing patients ... we do that every year at the government clinic... when people saw the pictures they said: ‘oh (name omitted) I always wanted to do something like that... that is why every year I always have people who always want to help ... as nurses and doctors we just want to help... we want to improve the clinic...” Similar answers followed. The second phone interviewee gave a similar answer in reference to his perception as to what motivates people in Haiti to work in network. He had this to say: “Unnh... grassroots organizations in Haiti I have been in contact with... what motivate them is a desire for change. Most of them are human rights based organizations... And so... it is a matter of fighting against violence... fighting against poverty...fighting against corruption in the government and elsewhere... And so their motivation is fighting to have some enforcement of human rights and to stop violation of human rights. That is what motives them in light of the challenges they face....” He continued for a long while: “for our organization... Umhh! We really believe in those same fundamental human rights...” He did not stop until I interrupted him with a subsequent question. Those references to the sources of motivation were found in both sets of interviews (single and focus groups).

Sources of network motivation are also important issues in the network literature. The related question raised in the network literature is the following: If autonomous organizations and individuals come together voluntarily and cooperate with each other to achieve common goals, with no sets of established rules and formal regulations, what

holds the relationship together? The network literature attempts to provide some answers. Those answers are similar to the perceptions found in the study data.

Fourth sub-question: What factors help explain collaborative network effectiveness? Or, in the case of network in Haiti, what factors may explain reported failures?

Perceptions from both single interviews and focus groups

This study began with the assumption that there are a number of factors inside and/or outside of network organizations in Haiti that may provide some answers to the perennial question of what influences the effectiveness of a publicly funded network organization. Some common themes emerged from the data when I explored that issue. They were the following: a) financial resources; b) stakeholders or funders' demands c) Internal competition; d) self-motivation e) trust. Those factors were the most emergent as the primary variables with the potential of affecting the effectiveness of a network in either direction: high or low.

Financial Resources

Although resources generally (expertise, technical, logistic...) came up in the interviews as being important issues for a network to succeed, no particular kind of resource came close to the level of significance of financial resources. For example, the interview sessions were mostly dominated by themes and utterances from the participants having to do with financial elements in one way or another.

The relevance of financial resources is strongly stressed as the primary factor to understand why organizations join together to form a network. Similarly, that factor is

also championed to be a main variable in explaining what makes a network effective (Provan and Milward, 1995).

The findings in this study appeared to be in agreement with those claims. A repetition of terms such as financing, financial autonomy, financial resources, economic needs, personal resources (resources come to mean first and foremost financial resources), means.... Money (the Creole word ‘bagay’ may idiomatically substitute for the work money); and the list goes on and on. Some of the less influential and less resourceful network members in the study expressed their sentiments vis-a-vis the more influential and financially stable networks. One participant explained her feelings in these terms: “they (other resourceful networks) don’t want us to be at their level. When we have a need (financial need) we contact them because they have more people in politics. They always listen to us. Even when they help us they prevent us from having connections with the funders. That means they are still affiliated with us... but they don’t want us to rise to their level.”

The aforementioned sentiments were resonated in subsequent encounters. A disgruntled and very outspoken participant expressed her own views about why she thought some networks are more effective than others: “... like I would like to tell you when they send a project to them (the Haitian government and/or foreign NGOs) they usually approve it. We sent them a proposal for a health clinic that would serve the population and women ... they may not know where it is....” Another participant stated: “... An organization might have a good project but if you have not been around for a long time and have years of experience... you don’t have this you don’t have that your project

will not see daylight even when they know that many organizations work together to come up with it...” She continued: “sometimes they might be encouraged when they see many organizations working together to put together a project ... because the network is more important.”

A third participant had this to say: “we have already given you the answer. We have submitted many projects to a number of organizations (foreign NGOs) with no success. On many occasions we gather together and we say to each other: we have to create our own resources. If we need \$50,000.00 the Council meets and we decide what we are going to do to raise the money... we try different strategies.”

As I reported before, the financial issue was overwhelmingly suggested in the data as the most important factor influencing their network activities. Even the networks that have been identified by some network members as potentially the most resourceful, their members thought that financial resources were a prerequisite for the success of their networks.

A participant said this: “the first thing that we are concerned about is our human resources... the second is financial resource. At a certain time we may confront financial difficulties to realize our projects. These can happen. We are in Haiti. For example, we have projects all around the country... we need constant financial means. Most of the individuals in the network are not working. Donors fund our projects. That is our source of finance you see to manage the network. And what I can say is that our other sources of funding are the NGOs ... another financial source that allows us to continue to function to reach our goals.”

Another important factor identified in the data is accountability to donors, funders, and stakeholders. Those entities, as I have learned from the data may be understood as the sources were the resources used by those networks mostly originate. According to the resource dependence theory, (Provan and Milward, 1995, the effectiveness of a network is a function of the source from which the resources (tangible or tacit) of the network comes from.

The main sources, financial and otherwise, of the networks in Haiti primarily come from the NGOs that have landed in the country soon after the earthquake. They have developed relationships with local organizations and some of the networks that have been formed in the country before their arrivals (The Nation, October 31, 2012; UN Women, 2012Global Partnership, 2011). In the absence of an effective and influential national government, to the organizational networks that they fund, they serve as accountability measures; the means by which programs are approved. Therefore, the degree of the relationship also determines the means of operation of the network, and thereby its effectiveness at reaching its goals. As funders, stakeholders, it is in their sphere of influence to dictate the course of networked activities in Haiti, particularly in activities that are funded by them. Those networks, if left entirely on their own to fund, their activities run the risk of complete disappearance.

The above claim is illustrated and substantiated in the data. During a phone interview, the representative from an NGO shared those thoughts with me: “One of the biggest barriers actually is the matter of employment. The problem that a lot of grassroots organizations have is that their members are not employed. The organizations are doing

whatever they can to speed by... to survive... and so a lot of those organizations are sort of struggling alone. ... Doing the basic of what their mission is... they are not able to grow as an organization because ...unnnh ... the funds are just not there.” Those thoughts simply express the idea that the survival of those organizations strongly depends on their funding sources to which they may be accountable.

That notion of accountability has been addressed on several occasions in the data. The question is how does stakeholders' involvement affect the ability of the networks in Haiti to function and produce results? I believe that it happens in the same manner as does the influence of financial resources, if not jointly. Some of the funds that the networks receive from the NGOs have been reported in the data to have strings attached. The above interviewee continued: “funders in the US have problematic focus... funders in US as a whole find it particularly problematic ...focusing on Haiti. They answer to their own donors and that's going to drive what they fund in Haiti... and that would collectively shape what's going on the ground.... And so organizations that get the funding have to tailor what they do to the expectation of the funders.”

The above statement is in total accord with a complaint a participant had during a focus group: “I am on the ground I identified the need (problem)... and they (NGOs) are not on the ground. They come with their projects to be executed. We try and they do not work...” actually, during the two week period that I met with the groups in Haiti, both the Haiti government (the ministry of women's affairs) and the Non-governmental organizations were seriously criticized for their lack of direct involvement in the activities on the ground or for over controlling the operations of those networks. The

representative of a network said to me: “NGOs we know that they have a lot of money. They have a lot of resources. But they work only on certain projects (creole word: tematik). They don’t really work on women issues. ... They might come and provide training for us. They mainly work on training. If they have a developmental project they will bring their own plan and execute it. Their main contact is the Haitian government...”

at the same meeting, another participant interjected at one point: “in this network we really have problems ... in order to get any help from the ministry you are required to do this ... to do that... the network would have done more work than the government if they had money... when you call the ministry to tell them about a problem they listen to you but there is no action...they are telling you that you should be in this program that program... the ministry has no plan. The only plan is to help organizations they favor...”

Stakeholders’ Will

The second most important factor determining the effectiveness of collaborative networks is revealed in the data as being the controlling power of foreign NGOs as stake holders in determining what take place as projects executed by the local grassroots non-profit organizations. For example, perceptions from the interview and focus groups participants in this regard are in abundance.

A former NGO worker said to me: “... they dictate what you do... that’s the reality There are conditions for the organizations to function... set by the stakeholders whether it is Unicef or the World Bank. They sometime ask that the organizations group in networks so that they may reach the objectives.”

What kind of objective? Whose objectives? The participant had also answered those questions: “For example ... sometimes task forces are formed ... not on their own... but dictated by the donors... the agents who finance the projects. There are obligations (accountability)... reports have to be made... especially at the level of the non-governmental organizations (local NGOs). Some projects will be financed others will not be financed.”

The respondent who shared those thoughts has worked for two major international NGOs in Haiti and asked that his identity not be revealed. He is currently an education consultant in the country. Other persons that I interviewed individually and in groups supported the statements. During a phone interview the respondent had this to say, when asked ‘how much control do funders have over what organizations do collectively, if you have any idea?’ He responded: “organizations that get the funding have to tailor what they do to the expectation of the funders.”

Local NGO members also reported difficulties in securing funds for their projects. This point has already been touched upon. However, it is very relevant to revisit it here as well. During a focus group, many of the members provided strong opinions related to their experiences dealing with foreign NGOs in Haiti. When I asked why certain projects are not funded, one answer was: “because the project does not meet their requirements.” In regard to the support of the Haitian government in reaching their networked goal, the reaction in the room was mutual. As everyone else looked on, one participant said: “like I told you... we only have the network. When someone else makes a request to them they acknowledge it and respond to them... not us....” Another one said: “although we work

with the ministry of women's Affair that is also a partner... our requests are made mainly before the international organizations... the partnership with the ministry is not a serious one... we mainly work with the NOGs that are in our type of work..."

Numerous similar perceptions surfaced during all of the interviews which suggest that, not the Haitian government, the NGOs in Haiti support the works of the local non-profits groups that are operating on the ground. The inference has also been widely made that they exert a great amount of control over what those local organizations do. They also play a key role in prioritizing the activities taking place by controlling the resources (primarily financial resources) that those entities need to function.

Trust and Motivation

Trust and self-motivation came across in the study as strong determinants that emerged from the data as possible contributory factors to network effectiveness, although they lagged far behind financial resources and stakeholder's wishes. Yet, they are reportedly the protractors of what holds the relationships in the networks and ultimately compel network members to strive to reach their goals.

Trust

Trust or the lack thereof is considered as an important factor to network effectiveness in the network literature (Goldsmith, 2004). A respondent, speaking of another network had this to say: "speaking of her dissatisfaction with the performance of some members in her network had this to say: "... when I say political ...uuuh maybe you are dealing with someone in government... maybe you are dealing with somebody who is affiliated with the NGO in Haiti and they feel to... politically be in the spotlight of things ... to say that I am the one supporting... you know the endeavor... uuh that's really what I mean... you always feel you have to learn how to step back. You have to kind of step back and let everyone talk to each other and see where the common ground is... you have to kind of pulling away from anyone having any kind of dominant situation." Answering another question, she added: "the thing about a lot of these organizations is that you volunteer ... the work that I did was on a volunteer basis... you are going to work out of your professional working time ... 9 to 5 .. I do find that there are times when some people take on too much work and are not able to complete.... Sometimes you find some people that are pulling back."

This participant was expressing her mistrust of some members of her organization as well as their network. She continued to explain to me about the sense of disengagement on the part of some members: “you find people being hesitant because it requires people to have a lot of commitment ... and so... and commitment is hard for some people...”

At a focus meeting, a similar sense of frustration resonated and mirrored the above thoughts. A participant made this statement which everyone in attendance agreed with: “In Haiti people like to wait and see what other people are going to do for them ... mainly NGOs. ... And when you take the role of leadership and decide to do something they think that you are making money... the fact is in Haiti there are maybe five women organizations that really have economic leadership.” She continued: “... they do not get involved in the work. They do not show up to see what’s going on until money is involved...”

Some interviewees spoke about the trust factor using more positive terms: “we have respect for each other. When we are together, there is no question of difference. When there is a problem we sit down and discuss it like women ... be it political questions or administrative questions... secondly although we different... I see that for the past 3 years we have been working on the same objective. It is as if the obstacle that existed between us is no longer ... that means our collaboration is stronger although each organization is autonomous and responsible for the activity it leads in the network ...” I am not sure entirely what she meant. However, I have gathered that there was a problem

that has been rectified among them and they were in a way motivated to move forward with the work of the network.

Motivation

In the organizational literature, organizational motivation occupies a very important position. Scholars speak of the concept using different terminologies and definitions (Wilson, James Q., 2000; Rainey, Hal G., 2009). However, everyone acknowledges its relevance to the performance of the organization – private or public. The case does not differ in the network literature. The quest to understand what motives organizations to form and work in networks is as important (Provan and Lemaire, 2012). Actually motivation occupies a very important place in our daily routines.

The question concerning the source of motivation in the network, interview after interview was one that everyone was ready and eager to answer. In that regard, a participant shared her perceptions: “what motivated me is social injustice... this is what motivates me... as an individual ... as a woman... to put our hands together to see ... in the fights to ameliorate women’s conditions in Haiti.... Like the ladies just said... if you change the conditions of women... economically... socially ... politically... this is what motivates me personally. During that same focus group, another participant offered similar insights. She had this to say: “this is my personal experience.... I worked with many organizations in this community... we have a desire to help people... this is not easy... working without getting paid. This is a love labor... everything that we do is to help people... help people... help people.”

One person at a different meeting compared the network to a sorority. After mentioning the names of some organizations in her network, she said this: “what’s important in women organizations is that it’s like a sorority. One organization need the intervention of the other, we are always ready... one organization or the other intervenes... and bring in resources to according to the needs.”

Speaking of what motives the organizations in the network, someone else also offered some interesting insights in relation to previous comments: “Well! When we work in network we are defending the same cause. Together when we try to reach an objective... we don’t even think about the interest of our own organizations. Our perspective is to realize the objective... the goals of the network is more important...”

CHAPTER VI: SURVEY AND OBSERVATIONS RESULTS

Within Survey Comparison

One of the techniques used in analyzing the survey data was comparison within the survey to look for patterns within the data. For example, response patterns for certain questions were examined to identify what relationship among the answers might stand out. The following observations were made.

Among the 17 respondents who have taken part in the survey, 46% identified themselves as foreign non-governmental organizations (NGOs). 67% of the respondents informed that they have 5 years or more serving Haitian women in the problem areas considered in the study, followed by 25% with 2 years or less, and 8% with one year of service.

All of the 17 respondents stated that they provide some form of service to women related to the study and 92% report that they collaborate with other organizations in providing those services as opposed to 8% who claim that collaboration take place sometimes. Those forms of collaborative ventures are said to take place mainly in the area of information and expertise. For example, 58% report that they share information and expertise, as opposed to 25% who share financial resources and 17% who engage in client referral interactions. Nevertheless, an overwhelming majority, 92% of the respondents describes their collaboration as cooperative and that it takes place on behalf of their clients --- Haitian women.

The members of those organizational networks are reported to be very autonomous and that collaboration occurs voluntarily. 75% of the respondents said that they are completely autonomous and 25% said that they have some degree of autonomy in their networks. No one expressed a sentiment of involuntary relationship.

Most of the organizations, 59%, are said to have direct contact with service recipients and their motivation stems from their desire to better assist those individuals in their needs. For example, to the question: “what do you think motivates the organizations in your network to work together?” 58% responded ‘to better assist their clients, as opposed to 25% who answered organizational needs and 17% just other. Nevertheless, those indicators do not lend themselves to any potential explanation of the effectiveness or the lack thereof of collaborative networks in Haiti. They simply point out to the possibility of good working relationships based on certain needs such as information

(perhaps trainings and seminars) and certain expertise that some organizations in the country might lack.

The following set of variables (financial resources, stakeholders, and self-interest) emerged from the data as potential indicators that may influence the effectiveness of a network organization. For example, 58% of the respondents informed that financial supports would best help the relationship in their networks to continue. Also, 50% of them identified financial difficulties as the primary barrier to their collective success as followed by self-interest at 33%. Actually, the three most potential influential indicators of network of effectiveness (positive or negative) that emerged from the survey data were: financial resources, accountability to stakeholders, and self-interest. That finding was compared to the result in the verbal data as a way of establishing common patterns and themes in both methods that may provide some insights into the primary contributory factors to network effectiveness in public administration.

Cross Analysis

Establishing the Similarities between the Findings in Both Methods

As pointed out before, the choice of combining qualitative methods of data collection such as the interview, focus groups, and the survey in conducting case study research is widely supported (Yin, 2009; Jansen, 2010; Harris, 2010) by many leading qualitative research scholars. The use of such methodological approach is said to have the ability of producing stronger and more reliable triangulated research results, despite the inherent weaknesses associated with each one of them (Penn State University Planning Office, 2006; Light, 1990).

In my analysis of the findings from both the survey and the interview data the results appeared to strongly align. There were emergent evidences of inter-method agreement.

For example, in the combined interview and focus group findings, the most emergent codes were associated with factors such as financial resources; stakeholders' control; self-motivation; and self-interest. The survey data provided almost similar sets of categories of codes as strong indicators influencing the effectiveness of network organizations: Financial resources; stakeholders' influence; self-interest -- those indicators are very compatible with those found before when analyzing the previous data.

Findings

This exploratory qualitative research study began with a central research question: "How can we better understand and explain network effectiveness in public administration?" Four sub-questions were used as instruments to help delimiting the scope of data collection along with the adopted theoretical perspectives.

The analysis that took place in both sets of data analysis separately and jointly led to the assumption that network effectiveness in Haiti, among the networks studied, is primarily a function of the availability of financial resources; that control those resources; and the behavior of the actors sharing those resources; and what motivates them. Hence, we may infer, based on the finding in the study, that financial resources is the primary element controlling the outcome of network activities and the resulting level of effectiveness produced in the case of Haiti.

Those findings sit well with some of the conceptual frameworks in the network literature. For instance, some of the findings, particularly the relevance of financial resources to network effectiveness, correspond with some previously discussed theories, notably, the resources dependence theory (Agranoff, 2007).

Emergent themes strongly support Agranoff's (2007) notion of resource dependence as a determinant of network effectiveness. It was the participants' perceptions that in order for the networks in Haiti to be effective, stakeholders have to provide them with what they think they need the most: financial resources.

Although they also highly regard the need for information and expertise, the collected data clearly point to the fact that there is a problem of divergence of opinion in the relationship between the networks functioning in Haiti and the funders. There is clearly a lack of communication as to what needs to be done on the ground.

The data also showed strong evidence of the role played by motivation as a factor encouraging them to keep going and continue to work in collaboration toward solving the problems confronted by poor women in the country.

Furthermore, some components of the actor network model were also expressed in the thoughts of those participants. However, those were negative expressions. Self-interest, which is a feature of the model, is believed by the research participants to cause ineffectiveness. For example, in both, the interviews and the survey data, participants strongly identified self-interest as one of the factors preventing them from reaching their common goals. 33% of the survey respondents perceived that self-interest is the primary

barrier to their success, second only to financial resources at 55%. That finding is in agreement with this category of themes in the interviews.

Qualitative Observation

Qualitative observation is an active aspect of data collection in the case study. For example, Yin (2009) informs that because it (the case study) takes place in the natural setting, the researcher is constantly engaged in the process of creating the opportunity for direct observation. As a result, some relevant behaviors will be available for observations and such observations may serve as another source of evidence in the case study.

Adler and Adler also recommend this form of data collection strategy when conducting case studies (1994). They refer to it as the process of gathering impressions of the surrounding world through all relevant human faculties (what Yin refers to as our senses: smell, sight, touch...) and through direct contact with the subjects.

In this exploratory qualitative case study, I have also used the qualitative observation strategy of data collection. In total, I have conducted 6 purposeful observation sessions. Those sessions took place at the locations where the interviews and focus groups were held. During each episode, I attempted to confirm prior observations. For example, I looked for similar patterns and themes in the settings, in the behaviors and attitudes (their mindsets) of the participants, and the surrounding physical environments. Mental notes were mostly taken that were handwritten as theoretical memos or notes to the self later on after the sessions ended.

Particularly, the observation sessions during the 4 focus groups were the most significant as instances where rich and insightful data were collected. One essential reason

was because being able to observe network members interacting with one another provided nuances of collective behaviors and attitudes in unguarded small talks, camaraderie, and their sense of cooperation in action that could not have been captured in single interview sessions either face-to-face or over the phone. Those focus groups sessions had provided much compelling and useful data that were used in subsequent multi-method analysis in the study.

The first Focus group was conducted in **Carrefour Chada**, a small section of Port-au-Prince, Haiti. Nine (9) representatives from diverse organizations were in attendance.

The day of the first encounter, I was the 3rd or 4th person to have arrived at the location. I quickly introduced myself and waited for the arrival of the others for the meeting to start. As would be the case in subsequent encounters, I took advantage of the time to get myself prepared by putting out the materials such as handouts, the protocol to conduct the session, and items such as a notepad and the recording device. The introduction was very brief but warm.

Before the session began, I had an opportunity to look around the room, as the participants were still making their way in and taking their seats next to one another after gesturing a nod or a brief hello in the Haitian Creole language.

The room was furnished like a conference hall and the furniture was arranged in expectation of the sessions and also the number of attendees expected. There was also a large desk in one corner of the hall, giving me the impression that it was designated for the person who manages the network, since that corner space was also furnished with two

chairs across from the large desk arranged in a conversational position. The walls were decorated with large photos – mostly women photos. Some members informed me that they were the photographs of organizations' members and leaders who died in the January 12, 2010 earthquake and others who represented iconic figures and/or pioneers of the women's movement in the country. That particular observation was made session after session, and each time I was always given the same descriptive explanation related to the women on the walls.

All of those women organizations and networks, regardless of their area of work, appeared to share a common thread. First, they share a historical past and a common philosophy vis-à-vis the unfair treatment of women in the country on many levels. They also share common objectives. That is, they strongly believe that issues affecting women in the country can only be solved if women in the country collectively pull their efforts together as a united front against affronts against women such as: sexual discrimination, sexual violence, and poor living conditions of women.

Such an observation was quickly made once the sessions began. I was purposely observant of the body language of the participants, the kind of speech patterns they used, and particularly intonation and insinuations and sense of engagement during discussions. Creole terms such as '**Camarade la**' (an idiomatic term that means friend or partner, but somewhat stronger than a usual friend or partner) often were used and evoked unity of purpose, agreement, and strong emphasis of common views. The word 'camarade' was later used during other focus groups by research participants and was used in similar manners.

Most of the attendees were fully engaged and showed strong interest. They provided constant eye contact, which spoke of their honesty and their willingness to share of their knowledge and experiences with me. The use of other common expressions such as **‘tematik’** (meaning program or **‘bagay’** (meaning something; but in this context: money or financial needs) were commonplace in all 4 focus groups. Similar terms shared by the networks came up frequently even during one on one conversation after those sessions were over.

Some participants were more vocal and assertive than others. From time to time, I found myself obligated to politely intervene when a member appeared to dominate the conversation while the rest of the group just sat back and listened. That particular group member was perhaps either the person who had more knowledge on the topic being discussed or simply was thought of as the most influential member of the network for one reason or another.

The composition of those networks was mixed. Some of the members were accomplished individuals, whereas others were for the most part, unemployed individuals with very little personal financial means. Actually, in one of the meetings, one of the members was a former presidential candidate who informed that she would run again for president of Haiti in the future.

Although those influential individuals were very outspoken and assertive, by virtue of their degree of academic achievement, or their perceived wealth, they were all well-mannered and respectful of each other. There was always a sense of mutual respect (although those individuals appeared to have been given extra respect, because of their

political or social positions) among the network. Often, those influential individuals were addressed, respectfully by other members, using the title **‘Madame’** (Madam). I also suspected that those same individuals partly held the key to the resources that the other organizations needed to function. They held the informal title of **‘Direktris’** (the creole expression for manager of networks not director) – the network coordinator/manager. Beside the word **‘bagay’**, that is a very significant word, is the word **‘cheche’** (to look for). The network coordinator/manager’s main task is to help locate sources of funding for the network, although the other members are reportedly also engaged in the same process.

During each session, the members behaved like sisters. One even evoked the notion of a sorority to describe the relationship in their network. Although they were always focused on the important issues during discussions, they also had a sense of humor and camaraderie throughout the sessions. They displayed a high degree of ‘esprit de Corps’. The fact that they share a common objective was also obvious, as they verbally expressed during dialogues.

My observations during each session led to some tentative conclusions about the relationship in the networks, the basis for their cooperation, the source of their motivation, and ultimately what, according to their own perspective, helps make them effective in their quest for changing the living conditions of women in Haiti. Those observations were evidenced, not necessarily in written documents, but in interactions of network members, at least during the observation sessions.

Documents as Supportive Data

I had also collected some documents after each meeting. The documents collected were mostly copies of photos that were on the walls at the locations of the meeting and a few pamphlets. A Manual obtained from the Ministry of Women Affairs during my visit there in 2012 also offered some insights into the history of the women movement in the country and the Ministry's relationship with the women organizations.

Some of those pamphlets either aimed at educating men in the country on how to better treat women; the value of the Haitian women in the society; or were literature related to women's health issues. Those documents, in essence spoke to the collective efforts to combat the negative forces of which women, since the inception of the country, tend to more often than not fall victims.

The manual obtained from the ministry depicted combined reports on women affairs from 1982 to 2006. In it were a series of conference speeches and other elaborated historical national efforts to promote women issues such as gender equality; poverty eradication for women; sexual violence prevention; protection of women's rights; steps toward giving a voice to women in society; and an exposé of the role women organizations should play in the process. Those are some of the broad topics presented in that volume along with measures taken by the Haitian government on behalf of women during those years (Haitian government, Rapport combines, Port-au-Prince, 2008).

The photos, apparently, spoke of the unity and solidarity among the network members. They also, arguably, spoke of their dedication to serve women in Haiti. They seemed to express the idea that, in spite of reported lack of financial resources, the

networks appear to strive by clinging onto one another and their history as a source of motivation and inspiration to keep them going and continue their collective work for women. Furthermore, they also reflected a sense of national collective acknowledgement of major problems for women in the country and the need of concerted efforts on the part of civil society and the Haitian government to address them collectively.

Combining the Methods of Data Collection in the Study

Adler and Adler (1994) suggest, although, like the other qualitative methods, it is not without its own weaknesses, the qualitative observation strategy produces great rigor when combined with other qualitative methods. Consequently, I have used the findings from the observation sessions in conjunction with the other data collection methods used in the study.

Significant insights emerged during my observations of the interactions among the network members. Those insights were in agreement with the perspectives provided by the research participants in the course of interviews and focus group meetings. They were also in agreement with the survey results.

For example, my observation pointed to categories of insights such as the use of technical terms by participants depicting their agreements of financial resources as the primary element in their network activities with the ability to help them reach their networked goals. Common words and combination of words such as ‘bagay’ (things or money), and ‘cheche on bagay’ (searching for something: to mean identifying sources of

funding); 'pataje on bagay' (sharing resources among network members) expressed the value of financial resources to the functioning ability of those networks.

Likewise, the use of words such as 'tematik' (plan of action) were sometimes used in conjunction with the word 'aksion' (action) as it pertains to the desired course of action favored by foreign NGOs that are also to a larger or a lesser degree the funders of those 'tematik' (plan of action) to be realized by the local organizations. As one of the research participants informed, the foreign NGOs are themselves accountable to their financial sources at home and do not fund projects that are contrary to what their initial plans may be --- be it a women project or any other local project in need of financial assistance. Those words resonated frequently during the course of either verbal data or survey data collection.

Financial resources and stakeholders' will were the strongest factors that emerged as primary contributors to effectiveness of the networks studied. However, what also emerged as relevant factors to their collective effectiveness were interactive relationships, the trust factor, and motivation. My observations of the network members' interactions substantiated the findings in the other data collection strategies, as already expressed.

Both the survey and the verbal data yielded much insight into the relevance of the working relationship of the networks that I previously observed through their interactions. For example, in the survey results, an overwhelming majority of the informants regarded their working relationship as being very cooperative. 92% expressed positive cooperation in their network and that cooperative relationship may be what holds

them together as a network and help them produce results for their communities and others in need.

In the findings of the verbal data, the ‘trust theme’ that ran through the data approximated the notion of ‘collaborative/cooperative’ working relation found in the survey result or the observed sense of ‘camaraderie’ among the members of the networks. The camaraderie displayed by the research participants demonstrated a sense of friendliness and joviality, which may relate to their cooperative relationship in service delivery, and the trust or lack thereof expressed by some network members.

I have attempted to summarize my general observation in this qualitative study in that way: although financial resources may be limited, it does not dissuade the networks in Haiti from working in the problem areas considered in this case study and from pursuing their common goals. Other elementary factors such as trust in each other, their motivation to help the victims and others in need, and their friendly interactions were some of the forces that they believed drove them to their level of accomplishment. Self-interest was not an element that I have observed, although it emerged in verbal data collection as a possible threat to network collective success.

Data from the observation sessions seem to also provide answers to the sub-questions in this qualitative case study. For example, the seeming answers to those sub-questions may also be found in the longstanding friendship developed among network members who may have developed lasting working relationships (although they are from diverse organizations); the sense of common purpose that they shared through the years; and their commitment and loyalty to one another.

It was apparent from the emerged findings in the multi-methods analysis that, in the absence of financial resources to execute the projects that were not funded by the foreign NGOs or the Haitian government, their level of cooperation has reportedly further strengthened. Some members have reported that they usually have to get together and come up with ingenious ways of raising their own funds.

One participant informed: "... We create our own resources... for example, if we need \$50.000.00, we decide what to do ... We sit down and all of the members decide what we will do... a raffle ... in that case all of the members sell tickets...we do things like that in our organizations.... We sometimes experience certain problems... we take care of them informally..." that respondent provided the insights on how they get things done in their network when external funds for their projects are not available, and they are left to either find other financial sources or let go of that particular activity (or 'tematik'). That member emphatically continued: "We meet and we say to ourselves that we have to create our own resources (financial resources) and that is what we do."

That network was not the only one that showed a sense of creative innovation that way. As I continued on conducting other focus groups, I was introduced to various measures that local networks had put in place to raise their own financial means to function (rather than just do what the foreign NGOs were willing to fund). For instance, one time, I was invited to an auction, another time one of the members who runs a community non-profits financial bank, to foster micro business growth (mainly for women/vendors) in the country, persuaded me to open a savings account, which I did using only \$15.00 US.

Whether or not those networks that I have studied in Haiti were effective at serving the needs of women (as major reports inform) is another story. However, as it has been discussed, the research participants' perceptions generally provided much insight into what from their experiences make a collaborative network effective or ineffective.

CONCLUSION

Berg (2007) suggests that in qualitative studies the findings refer to what the data say. However the results are the interpretations of meanings, themes, and patterns found in the data. In this case study, the findings above constituted a compilation of the perspectives offered by the research participants, using the three primary strategies of data collection to answer the central research question: 'How can we better understand and explain network effectiveness in public administration?'

The observation made by the researcher was that, although factors such as financial need and stakeholders' will emerged as the leading factors influencing the effectiveness of the collaborative networks in Haiti, the other emergent factors deserve ample consideration when making network assessments. Factors, such as relationships, trust in networks, motivation emerged also as significant determinants of what influence the working relationship of those networks in Haiti and subsequently their effectiveness. Therefore, it is reasonable to infer that, although financial resources and stakeholders' will appeared to be the most important contributory element to network effectiveness in Haiti, theory and models intended to explain the processes taken place in those networks and what determine their effectiveness should take into account the influence of those

adjacent factors as well as any other factors within the same sphere of influence. The findings in this study point in that direction.

In addition, these assumptions correspond with major views in the network literary. Agranoff (2009) enumerates the various literary arguments noticed in the network literature that take issue with a one-sided explanation of network: what it is exactly, how it functions, and how to measure its effectiveness; Smith (2004), on the other hand, looks into the relevance of issues such as trust, relationships, and cultures as determining factors of network performance; while Provan and Lemaire (2012) examine several similar key factors that they consider to be potential catalysts to network effectiveness based on their own research. Those same factors were evidenced in the responses of the participants. Accordingly, Provan and Lemaire (2012) further explain that a major reason why whole networks as intended may not be effective, especially those formed through mandate, may be due a lack of consideration of how emergent relationships are typically formed, strengthened, and ultimately are sustained or discontinued.

Lastly, the emergent findings in this study were in agreement with previous literature work on collaborative network already cited (Agranoff, 2007; Kenis and Provan, 2009; Huang and Provan, 2006; Provan and Milward, 1995). For example, to one degree or another, they supported the views in the three theoretical approaches that guided the study, primarily the resources dependence theory (Please see appendix B1). Nevertheless, they also suggested the need for a multi-factored and Cross-disciplinary approach to the study of network effectiveness in publicly funded network activities that

may lead to a broader and richer scope of data to help understand what networks are, how they function, and ultimately what makes them effective.

CHAPTER VII: IMPLICATIONS, LIMITATIONS AND SHORTCOMINGS, RECOMMENDATIONS FOR FUTURE RESEARCH, VALIDITY AND RELIABILITY

Implications

The primary purpose of the study was to attempt to better understand and explain network effectiveness in public administration. According to the emergent findings in the study, financial resources and stakeholders' will are the most essential factors to explain network effectiveness. It was also the participants' perception that other factors such as self-motivation, trust may impact on to the level of effectiveness of a network in one way or another.

Therefore, the emergent patterns and themes from the collected data allows me to make the following inferences: although financial resources emerged as the primary factor to network effectiveness in the data, it may be safe to suggest that the effectiveness of a publicly funded organization can only be fully understood and explained by considering a multi-factored paradigm. Such a model should be included in any attempt to explain the effectiveness of a collaborative network organization. This view is in line with the research participants' beliefs, as already expressed and is widely supported in the network literature.

Implications for the Haitian Government and Foreign NGOs

This study only represents a scholarly inquiry on how to view the concept network as it pertains to the effectiveness of a collaborative network organization functioning in the realm of government activities. The researcher acknowledged the

numerous scholarly concerns to develop broader theory to that end. The individuals who served as informants in the study provided much relevant insights.

Those insights also clarified what the needs of the grassroots organizations in Haiti are. They further clarified how those organizations can be helped to reach their collective goals toward assisting women and girls who are, or run the risk of becoming, victims of sexual and other forms of gender based violence, and who are also in need of other forms of social and economic services. They also informed on the obligations of the Haitian government as well as the foreign NGOs, as stakeholders, should assume that process.

Implications for the Study of Public Administration

Perhaps particular scholarly initiatives should continue to provide some guidelines and directions on how to improve inter-organizational relations in publicly funded networks. This is a recommendation that permeates the network literature (Isett, et al., 2011; O'Connor, Ian and Osmond, Jennifer 2006; Ospina, Sonia and Saz-Carranza, Angel 2010). One of the lessons learned here is that O'toole's (1987) call still stands. There is still urgency for public administration scholarships to frame the basis for a better understanding of this growing subfield as it continues to proliferate.

How could that multi-dimensional form of organization better function? How should we understand them? How can they be made more effective? Those questions and more require leadership roles played by researchers in concerned fields.

There was, among the networks that were studied in Haiti, an apparent scarcity of understanding (among the foreign NGOs and the local networks) of what has to happen

to make their collaborative efforts productive. What I have learned from the research participants is that their objectives are not aligned with the objectives of the foreign NGOs. The local NGOs, the Haitian government, and the foreign NGOs are reportedly not on the same page, oftentimes. As a result, the activities taken place on behalf of the population in need of their collective assistance are not as significant as expected. Scholarly work is needed to inform better network relationships and practices as is the case in the study of organizations.

Limitations and Shortcomings

A prior limitation of the study rested in my personal bias as a Haitian and my concern for the victims. However, I have monitored and controlled my bias by staying close to the collected data and based my analysis solely on the information provided by the participants, my observations, and the documents collected.

Although this study has used a good number of methods, as indicated above, it should be approached with a degree of caution. In qualitative studies that use the case study design there is inherently a certain degree of weakness (Yin, 2009; Berg, 2009). This study suffers from those same limitations, aside from the inexperience of the researcher.

Nevertheless, certain measures were put in place from the inception of the study to enhance its validity as well as its reliability. Some of those measures have already been explained. For example, the triangulation strategy served as primary means of validating the findings in the study. It is a procedure recommended by numerous qualitative research

scholars, including Maxwell (2004), Creswell (2004), and Berg (2009). Maxwell (2004), for one, sees the advantages of the use of multiple forms of data collection for the purpose of making collected data and subsequent analysis more reliable and accepted by the intended audience. Triangulation is one of the most viable methods of validation in qualitative studies. It is the process of using multiple methods of data collection for the purpose of confirming the final result of qualitative studies.

Other methods of validation that I used in the study were respondent validation, collection of rich data, the exploration techniques in designing the survey data (Jansen, 2010), and cross comparison with viewpoints from the literature. Each one served the purpose of making the final results of the study more acceptable by reducing its potential for the biases inherent in qualitative research generally and the case study research in particular (Please see Maxwell, 2004). Also, the sample of participants was taken from among well-qualified individuals who knew the topic well and were current or former participating members of network organizations in Haiti.

This study was conducted using the perceptions of the research participants as primary data sources for analysis. As such, the researcher relied on those statements made by them primarily. Further limitations in this study also include the followings: the length of time that the researcher spent in the field that might not have been sufficient and the multiple difficulties encountered in scheduling interview sessions.

The researcher also attempted, with no avail, to include the perspectives of stakeholders and donors in the interview data. However, the on-line survey made it possible for those views to be included in the study for the purpose representation and

inclusion. It is also worth mentioning that not all of the survey participants answered all of the questions. About four of them did not fully complete the survey. However, as it was not a stand-alone method in the study, triangulating it with the others made its data relevant and acceptable for analysis.

Recommendations for Future Research

As pointed out at the introduction of this case study, networked activities are commonplace in societies worldwide (Frederickson, 1999; Isett, et al., 2011; Amirkhanyan 2008). Although the calls for paying serious attention to the phenomenon are endless (Hwang and Moon, 2008; O'Toole, 1997), nevertheless, numerous authorities in the field admit to the lack of appropriate and congruent related scholarships to help understand its complex nature and its usefulness in government.

For example, questions about how they are managed (Grossman, 2012; Ospina and Saz-Carranza, 2010; McGuire, 2002; Wachhaus, 2009); whether or not they are as effective as it has been proclaimed (Provan and Milward, 2001), if so, what make them effective? How different they are from traditional organizations and groups (Katz, et al., 2004; Koliba, 2009); and many other similar questions also flood the network literature, as scholars continue to struggle to find appropriate theories for the sake of informing scholarship and practice of networks (Provan and Lemaire, 2012; Osmond and O'Connor, 2006).

The findings in this exploratory case study supported the above concerns and point to the need for further research especially on the factors that may help explain the effectiveness of organizational networks in the realm of government activities. For

example, the data collected in this study, to a certain extent, demonstrated the interplays of diverse significant elements (Please see appendix B1) that are internal and external; structural and managerial; and individual and group related, as the notion of collaborative network is concerned. Those elements, although to varying degrees, appeared to impact on the performance of collaborative networks in Haiti, and ultimately their ability to adequately fulfill their collective objectives, future research is needed to investigate the extent of their significance beyond the apparent interpretation and analysis provided in this case study.

Being a short-term and limited academic exercise, this study simply intended to attempt to explore some of the factors at the core of collaborative network effectiveness. It had achieved that goal. However, future studies should be more extensive, inclusive, and creative (Deal, 1991). One particular pitfall in this study was that the views of the international organizations were not fully expressed in the studies because, unfortunately, no NGO member was available to be interviewed. This is an important consideration that future research should make, as a broader scope of data collection may provide for a stronger participant representation and, thereby, enhance the validity of the final analysis of the study.

Furthermore, as it is the case for the study of traditional organizations (public or private), this topic may require the application of a certain degree of creativity and innovative thinking (Deal, 1991), as networks are inherently diverse and dissimilar from one another (Ospina and Saz-Carranza, 2010; Agranoff, 2007).

Furthermore, because of those inherent distinctions, the results in this case study are not generalizable. Nevertheless, it is my hope that, in some measure, they may contribute to advancing the study of network organizations in public administration.

Because of the above findings, as alluded before, it is my hope that further scholarly investigations shall look into networks in a more creative fashion. Perhaps, out of the box ideas might be a worthwhile novelty to the study of network organizations (Bolman and Deal, 1991).

It was found in this qualitative case study that factors affecting collaborative networks might exist in-group – not as stand-alone elements. Therefore, many questions about network organizations, as the network literature proclaims (Mc Guire, 2002; Goldsmith, 2004; Isett, et al. ,2011), are yet to be answered -- questions such as the possible inherent similarities between conventional organizations and networks (Rainey, 2009). The question of what they really are and what makes them effective is still unanswered (Agranoff, 2007; Amirhanyan, 2008; Thorne, 2009; Kenis and Provan, 2009). What actual role elements such as trust and motivation play in fostering network effectiveness (Goldsmith, 2004)? Those issues about networks still remain unsolved; they are still being dealt with in the literature (Wachhaus, 2009; Isett, et al. 201).

Bolman and Deal, (1991) in their textbook *Reframing Organizations*, present unorthodox ideas on how to use creative and out of the box thoughts in the study of organizations to better understand and manage them. Perhaps, those same thoughts apply to the study of networks functioning in society.

The various themes that emerged from this case study data are compatible with those reported in the organizational literature (Rainey, 2009; Wilson, 2000; Holzer). The notion of trust, relationship, motivation, financial resources, and stakeholders' will that emerged from the study data are not organic to only networks. They have the ability to foster effective performance in both networks and public or private organizations. In that respect, insights from the study of organization could potentially shed lights on the study of network organizations. I would like to submit that a new approach to addressing the problems related to networks would be more appropriate.

Koliba, et al. (2009) state: "If the enter-organizational governance network is to be advanced as a unit of analysis and ultimately evolve into a comparative transdisciplinary field, efforts to advance theory, and solve conceptual dilemmas need to be addressed." For decades, scholars have been calling for a more comprehensive and unified approach to the study of network activities in government (O'Toole, 1997; McGuire, 2002; Provan and Lemaire, 2012). The study's findings support those views and further draw attention on aspects of networks that may be infrequently investigated as relevant component of networks and what make them effective.

Those findings beg the question whether or not concepts such as relationship, motivation, and trust in networks should be examined in the network literature with the same degree of importance as they are regarded in the organization literature (Rainey, 2009)? As Rainey suggests, perhaps alone, they may not be strong determinants of organizational performance. However, as the findings suggest, their relevance in impacting networks and networked outcomes deserve research consideration.

Perhaps, treating networks seriously, as O'Toole (1997) and many others suggest, may require an outlook on the broad spectrum of possible issues in and about networks that may surface during research investigations --- regardless of their degree of importance. Perhaps, an interdisciplinary approach, as Koliba (2009) suggests, might be essential to the study of network and help to better understand what they are, how they function and ultimately what makes them effective.

The conclusion that should be drawn here is that the insights that emerged from the study should be regarded as relevant links to better understand networks, how they function and ultimately their success or failure. The research participants highly regarded the importance of their relationships within the networks. Equally important to them were their trust in one another and their motivation to help their service recipients. Therefore, studies attempting to understand and explain the effectiveness of publicly funded network organizations should take those links into consideration.

Validity and Reliability Procedures

1. Triangulation served as the primary means of validation (See Appendix D) (Maxwell, 2009). 2. Participants' opinions regarding my personal understanding of their statements or arguments were frequently sought after (Berg, 2007). 3. I followed the chain of evidence steps recommended by Yin (2009) in that each step in the research process was to be spelled out for the purpose of making the study replicable. 4. The research findings were compared to other studies already done on the topic and attempts were made to explain my findings using conceptual arguments from the broader literature on network organizations.

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APPENDIX A: HAITI FACT-FINDING REPORT

AFTER THE JANUARY 12, 2010 EARTHQUAKE IS THERE ANY HOPE FOR A BETTER FUTURE FOR HAITI AND ITS VICTIMS?

Yonel Pierre, January 2011

On January 08, 2011, nearly a year after the earthquake that caused the death of countless people, the destruction of an unimaginable number of houses, and the displacement of hundreds of thousands of families, I embarked on a trip to Haiti. Nothing that I learned in the 11 months following the horrible tragedy could prepare me for the devastation I would witness.

A few months prior to January 12, 2010, I was in Haiti. In fact, since I migrated to the United States in 1980, I have been going back every year almost religiously. Taking a yearly trip to Haiti for me is similar to the Muslim's yearly pilgrimage to Mecca. I always look forward with inexplicable excitement to travelling those bumpy roads (some very narrow) that have not been repaired for at least decades or never, or the ones totally unpaved in the interior of the country. Or, taking a beating from the scorching sun glare and the midday heat in the summer months, all that sounds insane if one does not know Haiti and its many attractions.

Those are, regrettably, just the aspects of Haiti that have been advertised in the international media and internalized in the minds of most foreigners. But they are not the sole realities of the country. It is worthy to note the kindness of its welcoming people whose friendly attitudes and kind gestures always amaze visitors who come in contact with them or its paradise-like landscapes and shiny Blue Mountains and seas. January 12, obviously has further contributed to its tarnished and impoverished image.

As of the late 1980s, the Haiti that I grew up in was no longer the same. Politically, it had changed for the better, as the dictatorship of the Duvaliers gave way to a nascent and frail transitional form of democracy that is still not firmly rooted. Lawlessness replaced a regime that was as ruthless as the merciless thugs, most of whom were deportees from the United States for criminal reasons.

The period after the Duvaliers' reign to date can only be characterized as one that witnessed and is still witnessing the continual transformation of a society that has gone from bad to worse. January 12, 2010 simply represented the apogee of an avalanche of misery experienced by a society that has long been considered one of the most miserable and unfortunate on the face of the earth.

January 12, 2010 also witnessed the disfiguration of a place once considered one of the most beautiful in the Caribbean: Hispaniola, Haiti, Quisqueya, or Boyo – Ayiti. I vividly recall as a youngster walking down the safe, clean, and well maintained paved streets of Haiti. The country had a dignified appearance and adequate public services in terms of health, sanitation, and public education, although freedom of expression and political participation were severely limited under the Duvalier regime. By the time of the earthquake, Haiti, by all accounts, was already a disfigured ruin. Port-Au-Prince and its surrounding cities and suburbs had already lost their attractions, after years of disrepair and abandonment. The old charms that drew visitors to those milieus vanished, leaving just vague memories of a time long gone when most Haitians were proud and happy to be called Haitians.

But beyond the disfigured Haiti is a place yet to be discovered, hidden in the mountains, the hills, and the valleys. Such a place constitutes approximately 70% of the country and mostly uninhabited and impracticable.

On January 8, 2011 and the days thereafter, I was introduced to a new Haiti. On that date, I was introduced to a totally new place, one that I have never visited before: a war zone; a God forsaken pit where lost souls scream of torment with no hope of a peaceful afterlife or salvation.

Prior to landing at the Airport, looking down from above, and the shadow of a devastated conglomeration of debris began to slowly appear and became more visible once the airplane approached the tarmac. Those were structures that were either already on the ground or still standing and yet to be demolished to prevent further disasters from occurring. Others were buildings that were already in dilapidated shape even prior to the earthquake. The old Airport building that was erected during the Duvalier dictatorship stood unsafely as a testimony of the rigor of the earthquake. Adjacent to it, a temporary structure serves as a holding area where passengers awaited to be bused to another nearby building that was unaffected and is currently used as immigration space.

Getting past the immigration checkpoint was a task in itself, as it has been the case in any country since 9/11. And getting past the crowd of porters in uniforms, desperate to help passengers to either a taxi or their private vehicle, was also an experience, if you were a first time visitor to the country. You have to know how to handle them in polite ways. After all, they are just trying to make an honest living. Some of those individuals are victims of the earthquake who might have lost all they owned

before the disaster and even family members. But, for them as well as the others, everything seemed normal – the new normal. They too seemed to have learned to live a life shaped by the forces of nature in cooperation with men's incompetence and unwillingness to help fight the forces of misery and injustice on behalf of the smallest members of society. I am not referring to the international nongovernmental organizations (NGOs) and their volunteers assisting the victims in Haiti, some of whom have left everything behind to rush to the rescue of total strangers. Here, I am referring to incompetent political administrations that, as long as I can remember, have never displayed a sense of leadership or provided any constructive vision that would inspire hope to the Haitian people. I am referring to a group of political leaders who answer to no one but themselves – not even God.

It was the case under the Duvalier regime, and even before, when the literacy rate in the country was at 70%, when foreign students came from all over the Latin American and Caribbean regions to study in Haiti -- to experience the Haitian education. It was the case even when Haiti flourished with intellectuals in different domains and foreign countries such as Canada and countries all over Africa sought after and recruited its best academic instructors. Today, because of a succession of heartless and incompetent political administrations, Haiti's education has diminished in quality. The literacy rate, once one of the highest in the region, has been reduced to only 20%, making it easier for those demagogues to dupe an innocent and undereducated people.

After being picked up from the Airport, in route to my destination, although I visit Haiti at least every year, I could hardly remember the landmarks that once stood on both

sides of the roads as one drove by. Those structures were either on the ground or waited to be demolished to avoid further dangers from occurring. Right by the only international Airport built by Francois Duvalier, the country's former President for life, is the installation of one of the largest tent cities that have been erected since after the earthquake. Those tent cities are located throughout the country and serve as homes to hundreds of thousands of victims. The color of most of them is either white or blue -- a blue that has endured, as have the victims, the merciless brutal rage of winds, ruins, or dusts, making them age at least 10 years in less than a year.

My heart cinched and my face dropped with sadness at the thought that they were homes to thousands of human beings - perhaps permanent homes. After all, they are called "tent cities" - where everyone has an address; where life continues as if it were normal life, but reserved to some - not others.

I spent the night thinking: why, why! It has been almost a year. Is there any hope that those people will ever join normal societies, live in normal cities? The ones where they live are prisons without walls. Or yet, they may be conditioned not to cross a certain physical or mental limit? May be! Maybe they are! They still don't know that they too have rights to life, liberty, and a decent roof like me and the others outside of their 'cities.' Maybe they are not aware that we all are equally human. Maybe they just don't know yet!

My next day, as the rest of my stay, was spent in holding small talks with whoever had no problem talking to me about the tent cities' dwellers to get a sense of their perceptions of the observed condition of the country and the earthquake victims. I lived

the earthquake as my informants relived it. I needed that. I needed to know, to experience it at least psychologically. I needed to enter a tent and hug a tent city dweller and let him/her know that we are all equally human, that what happened to them was not something they deserved.

The day of the anniversary of the earthquake, my first interview was held with a retired private lawyer who approached me as I was surveying a collapsed building in Delmas, approximately 12 miles from Port-Au-Prince. He allowed us to videotape him and even gave us his name. He informed me that there were approximately 10 bodies of the earthquake victims still buried under tons of debris a year after the disaster and that it was the case in many parts of the country. When I asked him about who may be in charge of the rebuilding efforts in the country, his response was: "This building, somehow will be rebuilt soon because it is a private property. The government is not concerned about doing things. No one is in charge. The nongovernmental organizations (NGOs) are doing the minimum they can, because they are not accountable to anyone." When I asked him: "what about the Haitian government, aren't those international organizations responsible to inform it of what they are doing and where?" His response was: "the Haitian government has no financial control. It is the NGOs that have the money and can do whatever they want with it. The Haitian government is just cooperating with them. They have no control over them." Next, I asked him: "are you satisfied with the reconstruction efforts taking place right now?" He replied: "there is no reconstruction going on." With a follow up question, I asked: "we know that the NGOs have received lots of money and are here to assist the victims and help rebuild the country. How satisfied are you with their performance, so far?" He opened wide his arms as he looked around him and said:

“What can I tell you? Who knows? I am not seeing any progress. We know there is money, but it is not being spent here.” I asked: “if not here, where and who is spending it?” His answer was: “I don’t know.” With that, we went our different ways, after exchanging a cordiale good-bye.

I decided, before visiting a few “tent cities” to continue talking to passersby. As it was the day of the first anniversary, I sensed that the possibility of finding easy-talkers was greater. So, from time to time, I asked the driver to stop and I would solicit short interviews along the way. One gentleman that I spoke with lost his wife and two children. He was willing to answer multiple questions related to the event. Our conversation as well as a few others took place in the middle of a major road where over a thousand people were holding a first anniversary peaceful demonstration. Most of them, dressed in white, kneeled on the dusty pavement, perhaps thanking God for sparing their lives that day.

The noise was so loud that I had to shout and he had to shout back at me to communicate. He blamed the Haitian government for not taking the necessary steps to help them get past their horrible experience. He said that what happened was natural but the government’s response was irresponsible. He felt that the government could have done more for them but did nothing. Although I did not meet him under a tent like some other individuals I spoke with, he too is still living under a tent in Petion-Ville. I questioned him about his level of satisfaction with the work that the NGOs were doing to help victims like him. His response was: “nothing has been done for me. I go to work to provide for my family.” He is left with two children to care for after his wife died in the

earthquake. Luckily for him he has a trade. He is a carpenter and holds a small job. When I asked him about his hope for the future, his response, similar to most others, was: “My only hope is in my two hands and God. I trust no one else to help me. I have no reason to have hope in no one.” The rest of the time was spent interviewing people like him, men and women who shared similar thoughts.

We continued onto Champs-De-Mars, one of the largest tent cities in the country. On route there, I noticed a young lady standing near a collapsed house that must have been a beautiful home before the earthquake. A few feet from that location stood a large tent in comparison to the ones I have seen before. When approached, she systematically refused to be videotaped. I respected her wish but implored her to at least hold an off camera talk with me. She informed me that since the earthquake, no one, either from the government or an NGO, came to see her and the rest of her family to inquire about how they survive. She added: “Our hope is not in anyone. No one cares.” She spoke as if all hope was lost for her. The anger on her face was visible, but anger directed against no one in particular. She refused to continue the conversation until I asked about her family. She is about 25 years old, a university student. Her father was a university Professor who perished in the earthquake. I found out that we share the same last name. I promised to come and see her when I return to Haiti.

Reaching Champs-De-Mars took almost all day, as we were either delayed by the traffic or stopped from time to time to take pictures or conduct short interviews. Champs-De-Mars, Prior to the January 12, 2010 disaster, was the lieu to visit, the meeting point of friends, a large and beautiful park known by most Haitians as a historic site located near

the national palace. Today, that once elegant and well landscaped national sight is home to thousands of tent city duelers. There, I also conducted a series of short interviews. One lady in particular took us inside of her tent so that we may have a peek at where and how they live. We walked through the narrow corridors leading to her place, passed several tents where people were either sitting down talking, braiding the hair of a girl, or playing dominos. The kids were playing as if they belonged there - their new normal. That is their neighborhood within the "tent city", where a form of community leadership is established among them. That is life in the "tent city" - the new normal is now accepted as part of their realities. "It has already been a year," exclaimed one of them, "and nothing has been done!" He continued: "We have no knowledge of what they plan for us since no one has come to talk to us!" When we entered her tent, she showed us a card given to her. A similar card is given to the other city duelers in order to be able to get food when it is distributed. She explained that sometime some of them do not get food and might go hungry for the day.

She was grateful, however, to be given medicine for her illness. But she explained that she was eager to get out of "tent city" and be relocated to a place called home. She informed me that she has four children and had to send the girls away to stay with better-off families for fear that they may be raped like some other girls had. Her tent is no more than a 10 by 8 space which is home to her and the two boys left behind. She was happy that her family was spared but lamented the loss of friends and neighbors. She too expressed no hope in a better future because of the presence of the international community or the intervention of the Haitian government. On the record, she provided

me with her address, thinking that next year at the same time she will be found at the same location.

She is a petite woman whom I was delighted to meet. She reminded me of those motherly figures in the neighborhood where I grew up in Petion-Ville. She, along with so many Haitians I encountered during interviews inspired me so much love, trust, and belief in the future of a better Haiti - but not one built by foreigners.

Though they all expressed their distrusts of the Haitian government, all agreed that Haitians cannot wait on others to build their country for them. She was among those who voiced that thought very eloquently. She is definitely one of the individuals that I have to visit with again on my next trip. However, I would rather not find her there on my next trip.

I was not able to establish formal contact with any non-governmental organization. I was scheduled to attend an NGO meeting that is routinely held at the 'Cafeteriat' (Haitian police headquarters) in Cite-Soleil, but because of the January 12 anniversary, the meeting was canceled. Nevertheless, on the 10th, I went there and met with a police officer who was rather informative. According to him, those kinds of NGO meetings that take place every Wednesday are routine and symbolic forums. The same topics are discussed every week with not many deviations. But in the end very little meaningful information on what exactly the NGOs accomplished for the week and what their goals may be for the following week is shared. He too was distrustful of the reported activities of those NGOs. He wanted to talk to me more the next day but somehow I did not get to meet him again.

As he and others suggested to me, I traveled to different parts of the surrounding major areas of Port-Au-Prince where the effects of the earthquake were most felt. From one tent city to the next, the conditions of the tents and the physical environments did not change much. They were all the exact portrayal of misery: a vast sea of bluish or whitish tents, covered with layers of dust on dirt surfaces, where rain inevitably follows by the formation of mud and filth, where outdoor toilets are located in visible spaces, near overflowing and smelling large commercial metal garbage containers. There is nothing acceptable about that kind of living arrangement - temporary or permanent. And the people whom I spoke to are frustrated and angry -- angry primarily with the Haitian government for their apparent inability to get them out of that mess. Their perception of the mismanagement of funds by NGOs was in no way translated into anger. However, they did not think that the NGOs are about to get them out of where they are any time soon or will use their money to help them.

A university student who was not a victim of the earthquake (but worked for an NGO) shared some thoughts with me on the observed progress on the first anniversary. She said to me: "watch! When you come back here next year, nothing will be done." I asked her: "what do you mean?" She replied: "what's going on here is not about the victims. It is about people making money." She confirmed that what she meant is that it is common knowledge that the NGOs are just wasting money in Haiti and get paid. She continued: "soon or later, they're going to pack their bags and leave and blame it on the Haitian government."

Although I did not get a chance to hold an interview with a high ranking NGO representative in Haiti, on my way back to the United States, I had the opportunity to interview a water treatment engineer who was in Haiti for 6 months working for “Save The Children Organization.” As he informed, his role was to provide anyone, including individuals living under the tents, with information concerning cholera and how the disease can be prevented. His added role was to dispense supplies of tablets and other items to help the prevention of an epidemic outbreak beyond where it has already spread. Essentially, his job was to help Haitians understand how to fight the spread of cholera.

His opinion was that more could have been done in Haiti. He blamed the shortcomings partly on the lack of political leadership in the country and the poor coordination among the several thousands of NGOs operating there. He suggested that some of them, instead of helping, are unknowingly getting in the way, causing proper service delivery to the victims more difficult at times. When asked to evaluate the performance of his own organization, he responded: “we are (the organization) currently operating on a smaller budget than anticipated. Therefore, we are not able to be as effective as we would want to be, but we are doing our best.”

He expressed deep regrets for those who have lost love ones in the tragedy and is heartbroken for those who are currently suffering due to hardship and their inability to get back on their feet. Just like the individuals previously interviewed, he too saw no solution in sight. He wished that there was a more permanent solution to the problems. He was only one of a multitude of foreigners traveling back from Haiti either as volunteers or as paid NGO worker, or for other personal reasons. I briefly spoke to two

young college students who volunteered to help build a church and an orphanage for girls near Leogane and were there for a few weeks.

I am anticipating that that flow of humanitarian service to the Haitian victims will continue for a long while. The world has opened its heart to Haiti even before January 12, 2010. The gift of Bill Clinton to Haiti as special envoy is exemplary in that sense. The love shown by total strangers such as Sean Penn, among many others, for the country is inexplicable. But, it has been a year since the earthquake and nearly one million human beings are still homeless and hopelessly living in deplorable conditions. How much more time will they have to spend in that hell? How much more time? Will it be another year, a decade, or forever? The victims I spoke to have all indirectly asked those questions. Heart brokenly, I had no answer for them. I too am asking the same questions. Does someone have the answers?

Upon visiting a 'tent city', a visitor would be introduced to a completely subhuman society where its members have learned to cope with and live in ways that would be considered unacceptable by anyone's standard. There, they form their own world, have their own circle of friends, their own shops, churches, and the very basic necessities of life. They have community outdoor toilets overlooking the streets and a water fountain designated for the whole community. It is a city where garbage collection is a myth -- not our typical community -- certainly not the one that the victims hope to stay in forever. But for now, everything seems hopelessly normal for them -- the new normal.

The day of my visit, I noticed that, young, old, men, and women, all tried their best to make use of their time. Whereas the children invented their fantasies of life and interacted like all children do, some men gathered around a shaky table and immersed in a game of dominos until I interrupted them with my inquisitions on their perception of the situation in which they live. They quickly converged toward me as to a fountain of hope, until I informed them that I was a graduate student from Rutgers University, Newark, New Jersey, USA, conducting a research study on the progress made in the reconstruction of Haiti one year after the earthquake. Some women at the time continued their normal activities since they already knew why I was there. Those men informed me that the ‘tent cities’ are considered places where no one visits -- not even the President when I posed a related question to them. In fact, the word president was not one I should have ever utter to them, had I known how much they detested Rene Preval (The current President). They felt that the president of the country does not care about them and no one else does. Their only expressed hope was in God.

Some of the children looked sickly and malnourished. The men looked frail, angry, discontented, and forgotten. The women showed more signs of hope than the men did and were less agitated and impatient.

The key question on the mind of every earthquake victim during the visit was: when are we going to get out of this place called “tent city?” But honestly, is there any hope for those individuals and the country to get out of that impasse after the January 12, 2010 earthquake that wiped away over 300.000 lives and reduced the country into a living hell? That hope was not so apparent to me. My direct observation was that nothing

has been done that could be considered progress in the Capital or its surrounding suburbs where the impact of the earthquake was mostly felt. The few and flimsy temporary structures being crafted along the main roads of Port-Au-Prince can only accommodate a handful of people and will not survive the rage of a tropical storm or another earthquake. Who or what is responsible for the delay in relocating the victims? Is there any hope for a better Haiti? Is there any hope for relocating the victims any time soon? A year after the earthquake, most victims see their hope only in God's hands, since they think that everyone has forgotten them.

**APPENDIX B1: TABLE OF CODES AND CATEGORIES FOUND IN THE
FOCUS GROUPS, THE INTERVIEWS, THE SURVEY, AND THE
OBSERVATIONS**

AS POTENTIAL IMPORTANT DETERMINANTS OF COLLABORATIVE
NETWORK EFFECTIVENESS

Categories of codes from below strategies of data collection	Financial Resources	Stakeholders' Will	Motivation	Trust	Relationships	Reputation
Interviews	VERY IMPORTANT	VERY IMPORTANT	VERY IMPORTANT	IMPORTANT	IMPORTANT	IMPORTANT
Focus Groups	VERY IMPORTANT	VERY IMPORTANT	VERY IMPORTANT	SOMEWHAT IMPORTANT	IMPORTANT	IMPORTANT
Survey	VERY IMPORTANT	VERY IMPORTANT	VERY IMPORTANT	SOMEWHAT IMPORTANT	VERY IMPORTANT	VERY IMPORTANT
Observations	VERY IMPORTANT	IMPORTANT	VERY IMPORTANT	SOMEWHAT IMPORTANT	IMPORTANT	IMPORTANT

NOTE: Degree of importance was based on the number of codes found for each category of themes in the segmented verbal data and the corresponding percentage of responses for each question in the online survey result. Observation sessions served as measures of validity as well. Only codes with the potential of improving network effectiveness were considered for tabulation.

Very Important	75-100%
Important	50-74%
Somewhat Important	25-49%
Not Important	0-24%

APPENDIX B2: EMERGENT COMMON FACTORS FROM THE STUDY

Financial Resources Stakeholders' Will Relationships Trust Motivation Reputation			
Interviews	Focus Groups	Observations	Survey

APPENDIX C1: INDIVIDUAL INTERVIEW QUESTIONS

Sample single interview questions for organizations' representatives

1. What is the kind of service your agency provides to women in Haiti after the earthquake and what is the size of the population that you serve?
2. What other organizations, private, non-profit, governmental agency, are involved in helping women in the area of health, safety, and employment issues that your organization collaborates with and how do you measure collective effectiveness?
3. Explain the relationship of your organization with those other organizations in regard to services provided to those women in need of health, safety, and employment assistance?
4. What motivates your organization and what motivates you to work with other organizations to help solve those problems?
5. In providing services to those clients, what does your organization depend on and who controls what it does?
6. Describe the behavior of the individuals composing those organizations. What do you think motivates them?
7. What connects your organization with the others and explain the nature of your interaction in regard to clients' needs?

8. How do program participants get to know about your program and how often do you refer them to other programs in the network for help?

APPENDIX C2: FOCUS GROUP INTERVIEW QUESTIONS

Focus group interview questions for service providers' representatives

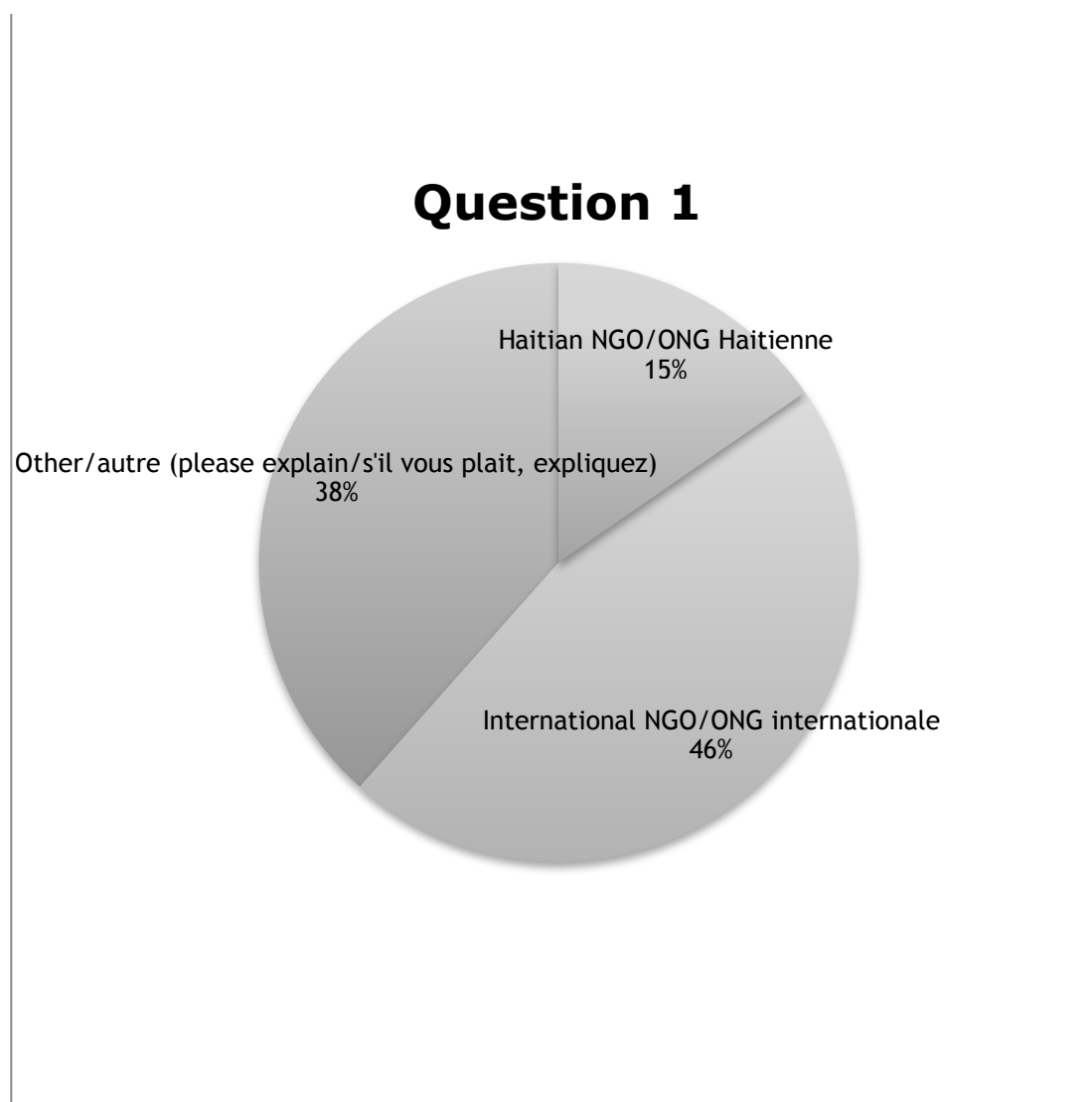
1. Relate your organization to the others. Do they ever meet and how are the needs of the clients expressed during meetings?
2. Do the organizations share mutual goals in reference to clients' progress and how is that goal expressed?
3. What is the level of accountability of the network members and to whom are they accountable?
4. How well do you work together and how much do you share the vision of the network, if there is one? Why or why not?
5. Is there any barrier to achieving the mutual goals of the network in order to better serve the mutual clients the organizations are called to serve? What are they?
6. How would each organization describe its relationship with the other and what would be the basis of that evaluation?
7. How do you determine when the collective efforts of the network are effective?

8. What is the contribution expected of each network member and what does the member expect in return?

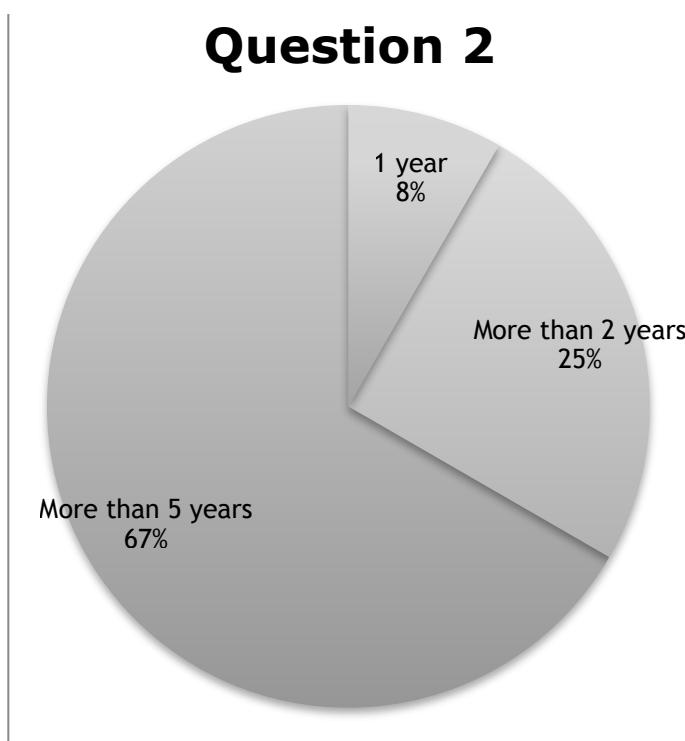
NOTE: Interviews were conducted either in Haitian Creole, French, or English. In this study, the term woman was also used to designate young girls aged 15 and older women.

APPENDIX D: SURVEY DATA

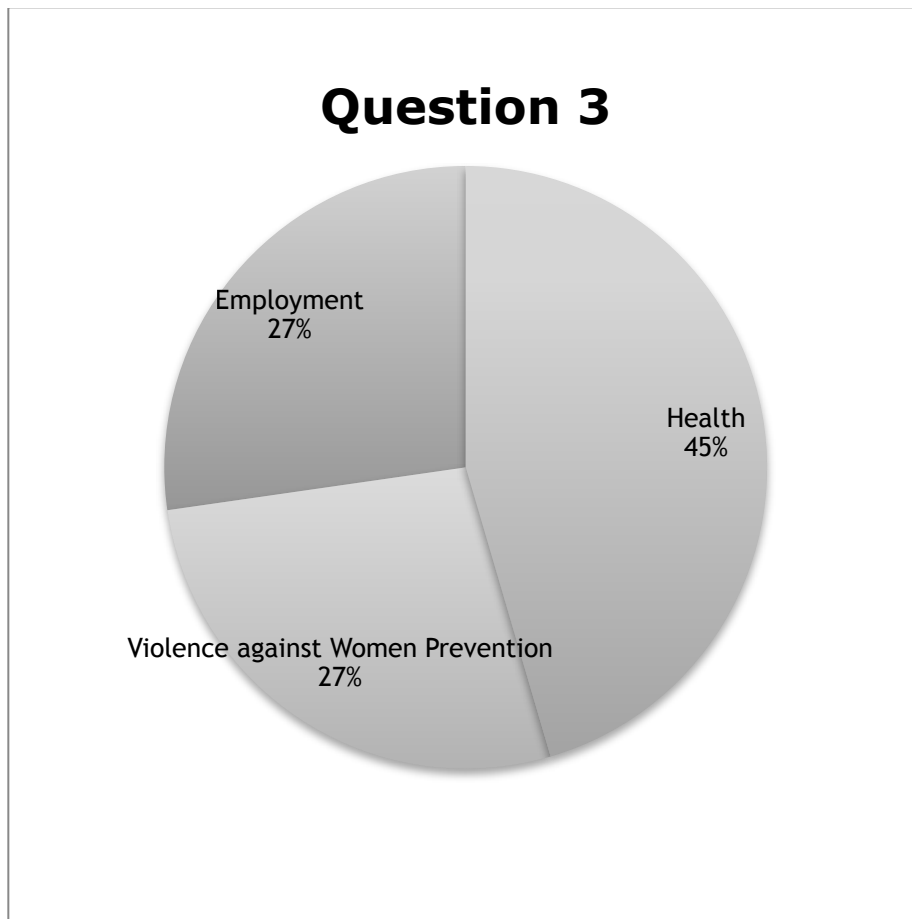
1. Which best describes your organization?



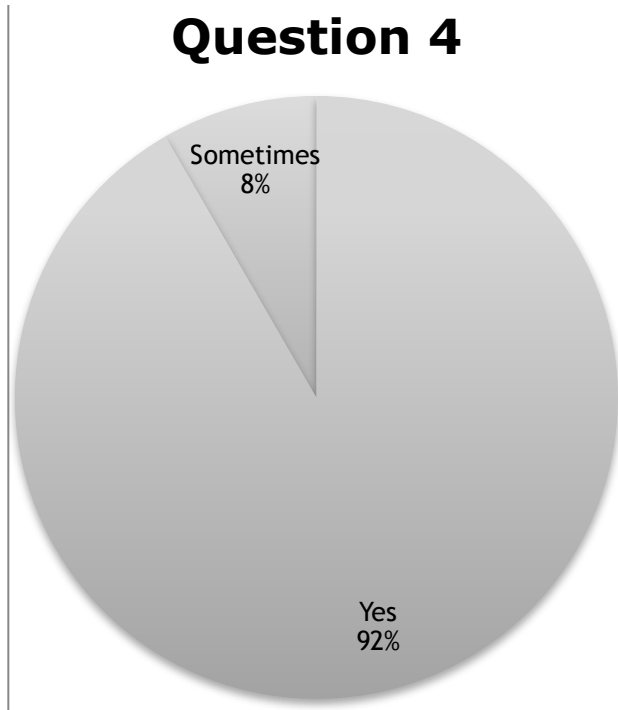
2. How long has your organization been working or had worked in Haiti in network in either one of the following three problem areas helping Haitian women: health, sexual violence prevention, and employment?



3. What type of service do you or did you provide to Haitian women?

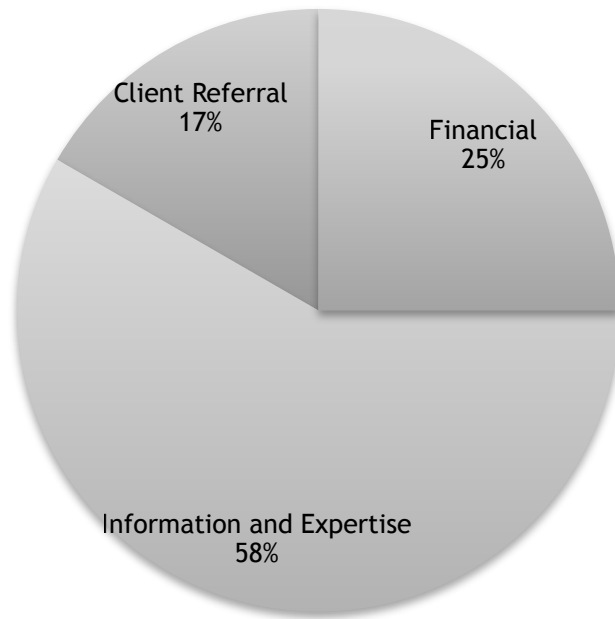


4. Does your organization collaborate with other entities (private, public, and/or non-profit)?

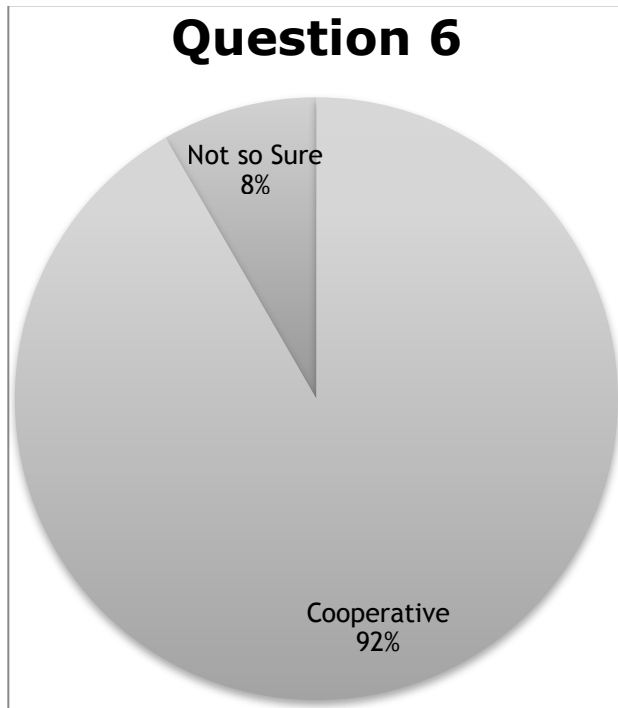


5. What kind of interaction/relationship does your organization have with other organizations with which it collaborates?

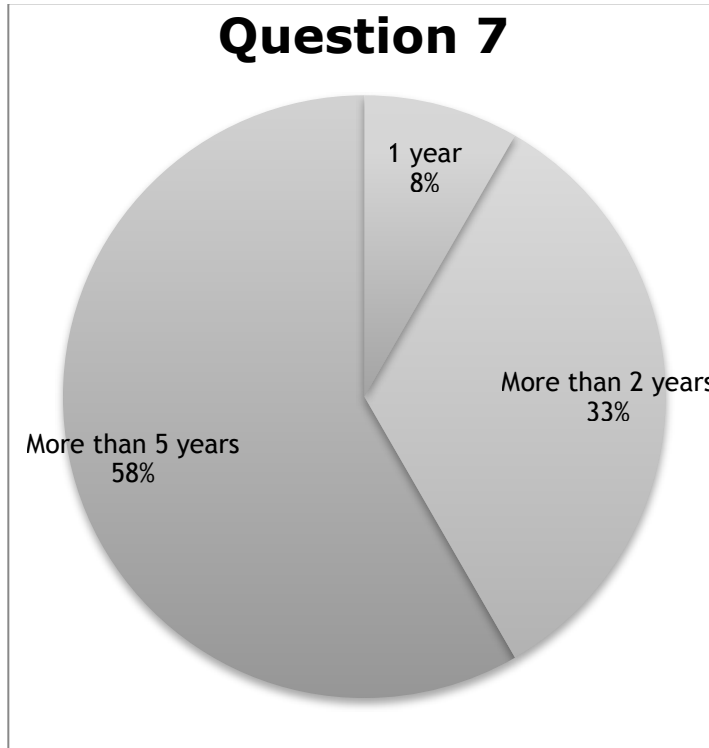
Question 5



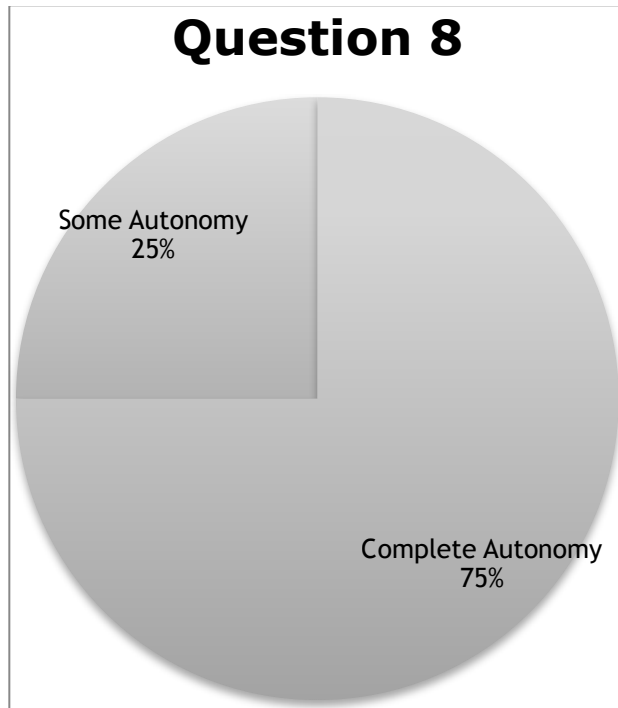
6. How would you describe the working relationship in your collaborative network?



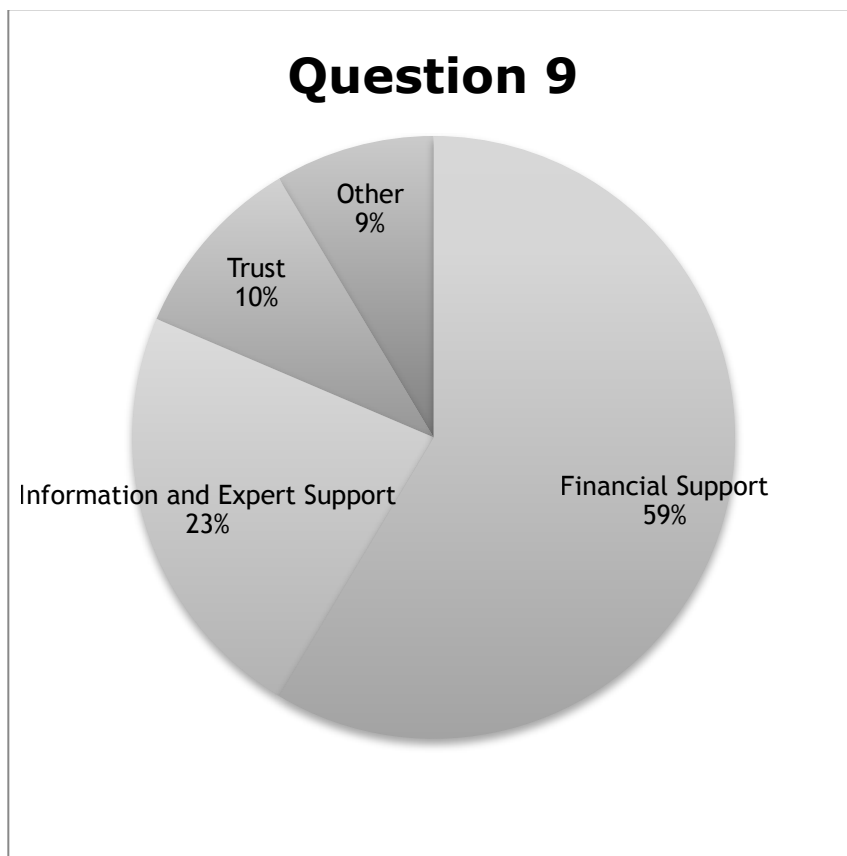
7. How long have the network members been working together?



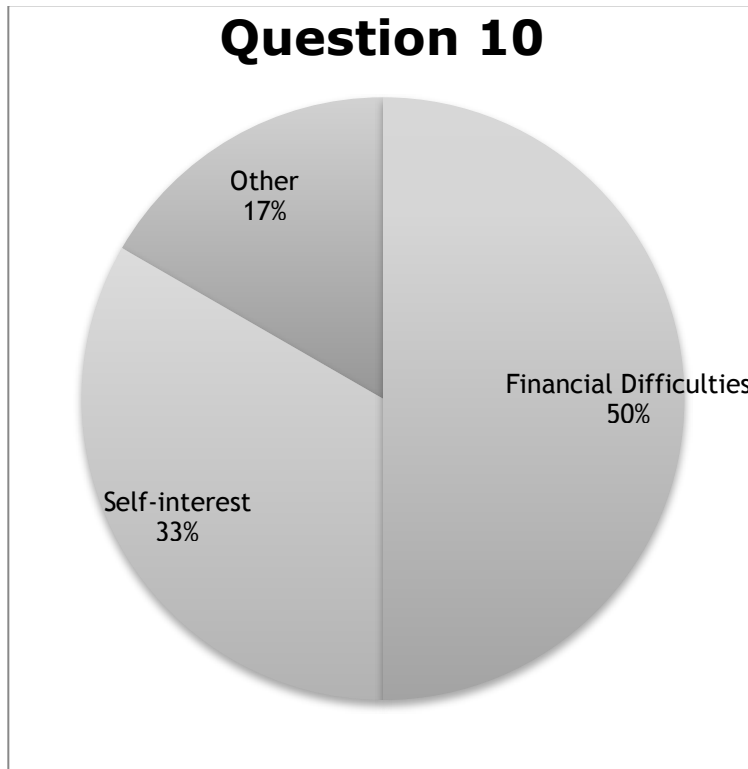
8. What is the degree of autonomy of each organization in the network?



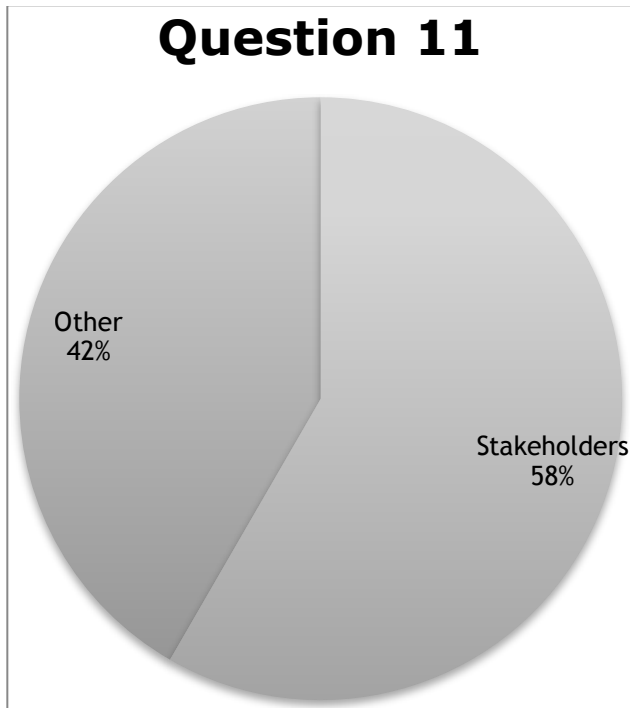
9. What do you think will best help the working relationship in the network to continue?



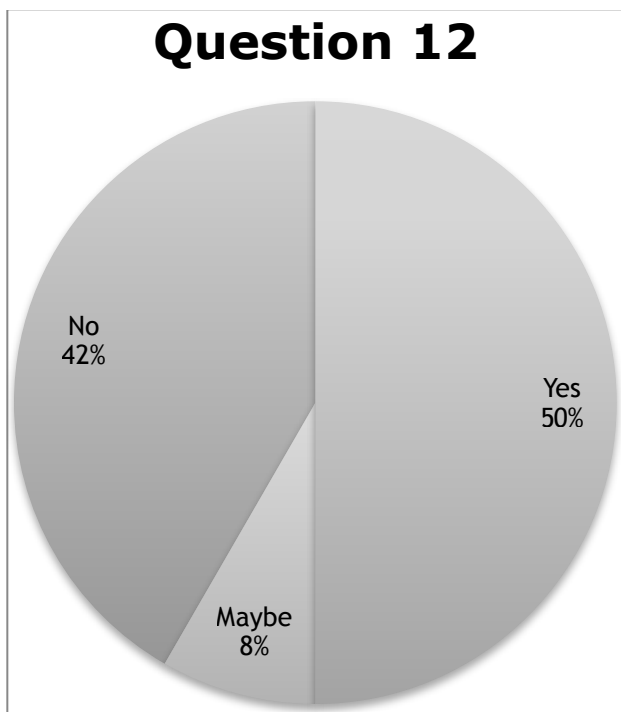
10. What may be possible barriers to your collective success (if it is the case)?



11. To whom are the organizations in the network accountable?

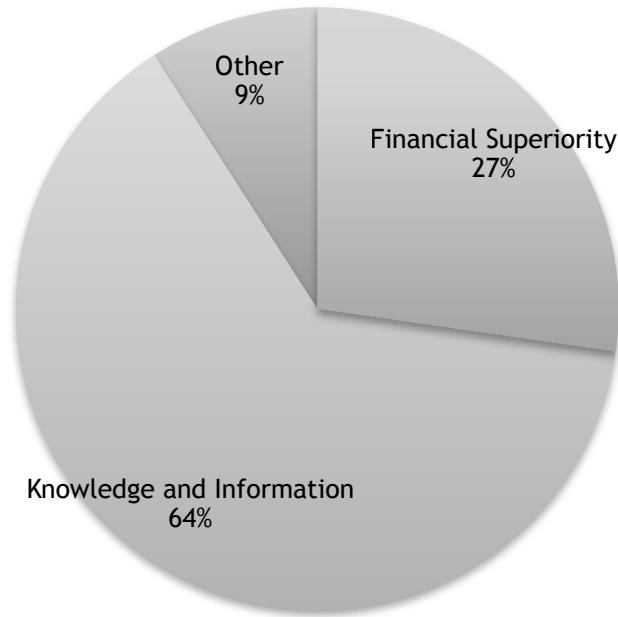


12. Is there a dominant member organization in your collaborative circle?

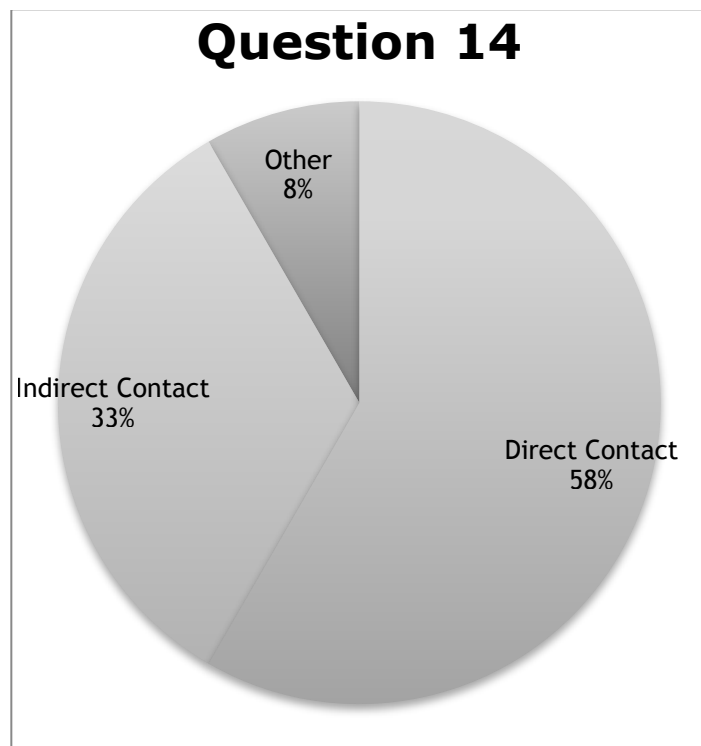


13. What may determine the level of influence of one organization in the relationship?

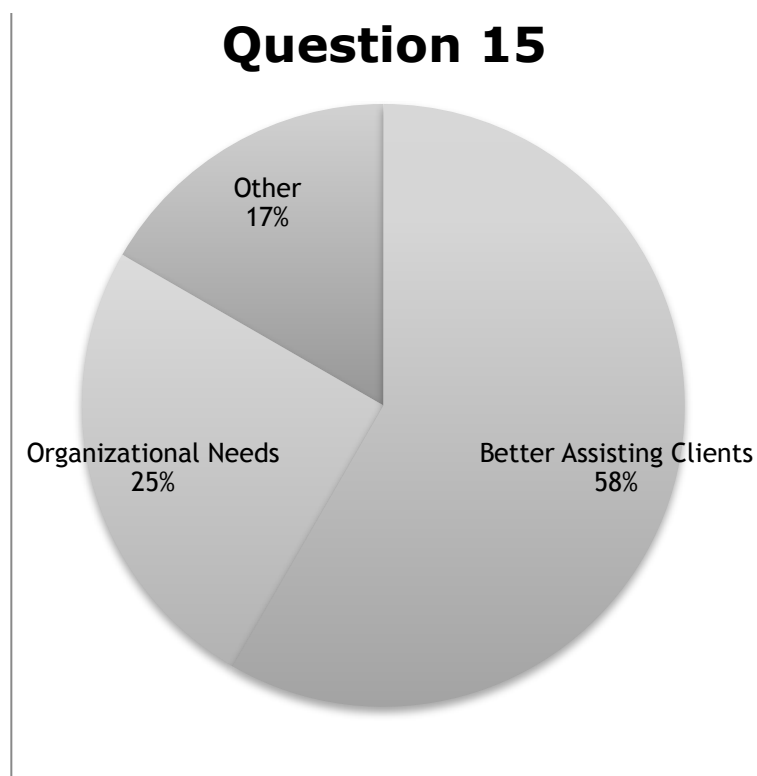
Question 13



14. What type of contact does your organization have with service recipients?



15. What do you think motivates the organizations in your network to work together?



NOTE: SURVEY RESULTS WERE CALCULATED USING PERCENTAGE OF RESPONSES.

APPENDIX E1: LETTERS

Letter designated for each research participant in Haiti:

In English:

Dear Sir / Madam:

This letter is sent to you because your organization provides services essential to women in need in Haiti since the earthquake of January 12, 2010 or before that date.

I'm a student at Rutgers University, Newark, New Jersey, USA. I am conducting a study on the subject of organizational network effectiveness in Public Administration. The purpose of the research is simply to determine the level of effectiveness of the organizations working in network, helping poor women in problem areas such as health, safety and employment in Haiti.

The representatives of the participating organizations in the study will voluntarily provide answers to general questions on whatever collective or integrated efforts have been put in place in assisting poor women in the country.

This study is concerned about what organizations in Haiti are doing collectively - not individually. Analyzing the responses, I may be able to answer the central question of the study: how can we better understand and explain the effectiveness of networks of organizations of multiple types in public affairs and administration?

What matters in this study are the relationships between/among these organizations and how, together, they are able to alleviate these three problems for women in Haiti.

These organizations may be Haitian or foreign, but they must have a common link: economic, administrative, technical, or other ... and serve a common population of women.

Again, your participation in the study, as well as the participation of the other organizations are voluntary and can be withdrawn at any time with no question asked. Also, appropriate measures will be taken to ensure your privacy as well as protect your identity and that of your organization.

Enclosed, please find copy of a consent form. If you choose to take part in the study, please kindly review, sign it at your convenience, and return it to me using the enclosed envelop. If you have any question, please contact me at: 201-259-8318 or send me an email at: pierreroni@aol.com .

Sincerely yours,

Yonel Pierre

Informed Consent Form

Before agreeing to take part in this study, please carefully consider your decision in light of what will be required of you, the research procedures that will be used, and how this study itself will benefit you or present disadvantage to you. Please carefully read the cover letter addressed to you.

Purpose of Study: This study simply has an academic purpose. Its result will potential help me understand and explain network effectiveness in public administration through the lenses of the respondents who will willingly offer their insightful knowledge of organizational network in Haiti. My ultimate goal is to use those responses to answer my dissertation research question: How can we better understand and explain network effectiveness in Public Administration?

Procedures Involved in the Study include: Participants responses will be transcribed, interpreted, and analyzed using qualitative research methods and procedures.

Confidentiality of Research Records: Only the researcher will have access to the collected data. Collected data will be kept in a secure location. Personal information of participants will not be shared with anyone else. Information will be recorded using a tape recorder and handwritten memos. If you decide to discontinue your participation, no question will be asked and prior information will also be deleted or erased. Your name and the name of your organization will be kept confidential and all data collected during interviews and other research investigation procedures will be kept confidential and destroyed within 3 years. The data will not be used in any other study not approved by all

of the participants in the study. During research analysis, special codes will be used to protect the identity of the participants.

Potential Risks and Discomforts: Participants will be exposed to no physical, social, or economic risks.

Potential Benefits: Participants will be able to share of their experience working with other organizations and contribute to an already rich topic. Organizations working in Haiti will have access to the results of the study.

Voluntariness & Withdrawal from Study: Your participation in the study is strictly voluntary. You are under no obligation. Your participation may be withdrawn at any time during the course of this study.

I have read and understood and agree to participate in the study. I further understand that my right to withdraw my participation in the study may be exercised at any time.

Respondent's Signature

Date

In French:

Cher (e) Monsieur/Madame :

Cette lettre vous est adressée parce que votre organisation rend des services indispensables aux femmes qui en ont besoin en Haïti depuis le tremblement de terre du 12 Janvier 2010 ou bien avant cette date.

En bref, j'ai besoin de votre aide. J'ai besoin de rentrer en contact avec des organisations (publiques, privées, non-profits, etc...) qui s'occupent des affaires de la femme. Plus particulièrement, des organisations qui donnent de l'assistance aux victimes du tremblement de terre dans le domaine de la sante, protection contre le crimes féminins, et/ou emploi.

Je suis étudiant à l'université Rutgers, Newark, New Jersey, USA. Cette étude sur le sujet des femmes victimes du séisme dernier en Haïti m'aidera à achever mes études universitaires. Le but de la recherche est simplement pour déterminer leur niveau de collaboration, coopération, intégration, le niveau d'aide qu'ils apportent à ces femmes, et ce qui les empêche de les desservir adéquatement (si c'est le cas).

Leurs représentants répondront volontairement à des questions générales qui auront rapport à ce que font ces organismes collectivement -- pas individuellement. Ce qui concerne cette étude, c'est la collectivité de leurs efforts... non leurs activités ou progrès individuels. Analysant leurs réponses, je serai peut-être en mesure de répondre à la question centrale de l'étude: comment peut-on comprendre et expliquer le

fonctionnement des réseaux (Networks) d'organisation de multiples sortes dans les affaires publiques?

Une fois de plus, ce qui m'importe dans cette étude c'est la relation et le niveau de communication entre ces organismes et comment, ensemble, ils arrivent à améliorer ces trois problèmes pour les femmes donc ils viennent en aide. Ces organisations peuvent être haïtiennes ou étrangères. Mais elles doivent avoir des rapports: économiques, administratives, techniques, ou autres... et servir une population commune.

Une fois de plus votre participation autant que celles des autres organisations est volontaire et vous pouvez décider de la discontinuer à n'importe quel moment sans motif. Aussi, des mesures appropriées seront prises pour protéger votre confidentialité, votre identité autant que celles des autres organisations qui participeront dans ce projet d'étude.

Ci-incluse, vous trouverez un formulaire de consentement. Si vous décidez de participer à ce projet, s'il vous plaît, veuillez le remplir et le renvoyer utilisant l'enveloppe ci-incluse. Si vous avez des questions, s'il vous plaît contactez au numéro : 201-259-8318 ou adressez sur le site: pierreroni@aol.com.

Sincèrement le vôtre,

Yonel Pierre

Letter to Nongovernmental organization representatives being surveyed:

Letter in English:

Dear Participant,

The work that your organization has been performing in Haiti, perhaps prior to the January 12, 2010 earthquake, has been invaluable and indispensable to the country and its victims. Being of Haitian origin myself, I am personally eternally grateful and indebted to you.

I am in the process of completing my doctoral work in Public Affairs and Administration at Rutgers University, Newark New Jersey, School of Public Affairs and Administration and in need of your professional assistance.

The survey below contains a set of questions that require your insightful responses that will help me better understand the interactive and collaborative strategic activities undertaken by a myriad of organizations (foreign and Haitian) cooperatively in the country in their quest to help girls ages 13 and up as well as older women in three (3) problem areas: health, sexual violence, and employment.

This study is not intended to evaluate the performance of a single organization working in isolation. On the contrary, it seeks to examine how a myriad of organizations (private, public, nonprofit, governments) may have bent together (or are still bending together) to bring about necessary solutions to the three (3) problems for women in the country, particularly those who suffered the consequences of the earthquake.

The answers that you provide will be used as part of this research and no other purpose without your written consent. This project requires your voluntary participation. Hence the mention of the name of your organization should be omitted, as your answers will be examined in conjunction with those of the other perspective respondents.

I kindly thank you in advance for this as well as your continued efforts in Haiti,

Yonel Pierre

APPENDIX E2: IRB NOTICE OF APPROVAL

APPENDIX E2: IRB NOTICE OF APPROVAL

RUTGERS UNIVERSITY
Office of Research and Sponsored Programs
ASB III, 3 Rutgers Plaza, Cook Campus
New Brunswick, NJ 08901

August 20, 2013

P.I. Name: Pierre
Protocol #: E14-001

Yonel Pierre
Public Administration
111 Washington Street
Newark Campus

Dear Yonel Pierre:

Notice of Exemption from IRB Review

Protocol Title: "Understanding Network Effectiveness in Public Administration"

The project identified above has been approved for exemption under one of the six categories noted in 45 CFR 46, and as noted below:

Exemption Date: 8/10/2013

Exempt Category: 2

This exemption is based on the following assumptions:

- **This Approval** - The research will be conducted according to the most recent version of the protocol that was submitted.
- **Reporting** - ORSP must be immediately informed of any injuries to subjects that occur and/or problems that arise, in the course of your research;
- **Modifications** - Any proposed changes MUST be submitted to the IRB as an amendment for review and approval prior to implementation;
- **Consent Form (s)** - Each person who signs a consent document will be given a copy of that document, if you are using such documents in your research. The Principal Investigator must retain all signed documents for at least three years after the conclusion of the research;

Additional Notes: None

Failure to comply with these conditions will result in withdrawal of this approval.

The Federalwide Assurance (FWA) number for Rutgers University IRB is FWA00003913; this number may be requested on funding applications or by collaborators.

Sincerely yours,



Acting For--
Dr. Beverly Tepper, Ph.D.
Professor
Chair, Rutgers University Institutional Review Board

cc: Dr. Marc Holzer