Appendixes

Appendix 1: Participant Interview Questions

Initial Screening Interviews
(1) Are you willing to discuss details of your leading a USAID development project?
(2) If you are willing, why?

Interview Number 1 Questions

Demographic Questions
(1) Age: 30–39
   40–49
   50–59
   60–69
   70–79
(2) What languages do you speak and at what level of proficiency? (Appendix 2: Proficiency indicator descriptions)
   • Elementary proficiency
   • Limited working proficiency
   • Professional working proficiency
   • Full professional proficiency
   • Native or bilingual proficiency
(3) How many countries have you lived, studied, and or worked in?
(4) What is your highest level of education?
(5) Do you have a graduate degree earned outside of your home country? If yes, which country?
(6) How many USAID funded international development projects have you led as chief of party/project director?
(7) How many total years of experience do you have as chief of party/project director?
(8) How long did you work as chief of party/project director at your most recent USAID funded international development project?
(9) What country hosted the project?

(10) What sector within the host country did the project support?
(11) What local organization/government agency was the direct recipient of the project's services and support?
(12) How many project team members did you lead on your most recent funded USAID funded international development project chief of party/project director assignment?
(13) How many team members were expatriates?
(14) How many team members were host country nationals?
(15) What was the total funding of the project?
(16) For how many years did USAID fund the project?
(17) How many years did you lead the project?

Level One Interview Questions

Project Leadership Questions

(1) Tell me about how you came to be an international development project leader.
(2) Tell me about the most recent project you led? Could you please tell me everything involved in your leading the project? I will listen and make some notes and I will not interrupt you until you have finished. Please take as much time as you feel necessary and tell me all the details you remember that, in your opinion, are connected to your leading the project.

- Tell me about how you went about leading this international development project. What did you do?
- Could you describe a typical day for you as the leader of the project? To what extent did you feel you had control, over what, and why that was the case?
- What problems did you encounter while leading this project? Could you tell me the source of these problems? What helped you manage these problems? Could you tell me how your being an expatriate affected your ability to resolve this problem?
- What, if anything, did you know about the country when you arrived? About the culture? About the socio-political-economic context?
- What, if anything, do you wish you had known before you arrived about the country? About the culture? About the socio-political-economic context?
- How were you affected or influenced in your work as project leader by the culture or the socio-political-economic context?
- How was the project implementation affected or influenced by the culture or the socio-political-economic context?
- Could you tell me how your being an expatriate affected or influenced the implementation of the project?

- Could you tell me how your gender affected or influenced your effectiveness in leading this particular project?
- How did your previous leadership experiences affect or influence your effectiveness in leading this particular project?
- Who were most helpful to you in leading this project? How were they helpful?
- Were any organizations or individuals helpful to you in leading this project? How were they helpful?
- Could you tell me how successful you felt you were in leading the project? Why did you feel that way? What contributed to your feeling successful, or not feeling successful? What would have helped you increase the degree of success you achieved? What do you wish could have been different? If you were stepping in to lead this project tomorrow, knowing what you know now, what would you do differently? What would you do the same?
- Could you share with me how host country nationals defined success? For the project? For themselves?

Personal/Professional Leadership Questions

- How would you describe the leader you were then?
- Would you tell me how you would describe the leader you are now? What most has contributed to this change [or continuity]?
- Could I ask you to describe the most important lessons you learned through leading this project?
- How, if at all, have your thoughts and feelings about leading this project changed since leaving the project?
- What positive changes have occurred in your life or leadership since leaving the project?
- What negative changes have occurred in your life or leadership since leaving the project?
- Where do you see yourself in five years? Describe the leader you hope to be then. How would you compare the leader you hope to be and the leader you see yourself as right now?

Closing Questions

- What do you think are the most important ways to lead a cross-cultural, expatriate/national project team? How did you discover them? How did your experience leading this project affect your way of leading cross-cultural, expatriate/national project team?
- Could you tell me how your views may have changed about international development projects as a result of leading this project?

- How have you grown as a leader since leading this project? Tell me about the strengths you discovered or developed through leading this project. What do you value most about yourself now? What do others most value in you?
- After having the experience of leading this project, what advice would you give to someone who has just been offered the opportunity to lead a similar project?
- Is there something that you might not have thought about before that occurred to you during this interview?
- Is there something else you think I should know to understand about to lead international development projects better?
- As you know, USAID projects are a "gift from the American people," and yet many Americans do not know anything about these projects and what it takes to "deliver their gift." What are three things you would like Americans to know about your work as an expatriate leader delivering this gift on their behalf?
- As you likely know, Congress appropriates funding for foreign aid, including USAID's funding for projects. What are three things you think would be helpful for members of Congress to know about these projects?
- What are three things USAID could do to help expatriate leaders be more successful in managing their projects? Are there things they are doing, practices, policies, etc. that hinder or help project success?
- Is there anything you would like to ask me?

Appendix 2: Acronyms and Abbreviations

CDCS	Country Development Cooperation Strategy
CDIE	Center for Development Information and Evaluation
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer Representative
CPAR	Contractor Performance Assessment Reporting
CVF	Competing Values Framework
DEC	Development Experience Clearinghouse
DLF	Development Loan Fund
ECA	Economic Cooperation Administration
EFSP	Emergency Food Security Program
ERP	European Recovery Plan
FAITAS	Federal Acquisition Institute Training Application System
FSO	Foreign Service Officer
HCN	Host Country National
ICA	International Cooperation Association
IMF	International Monetary Fund
M	Ministry of Education
NATO	North Atlantic Treaty Organization
NGO	Non-Governmental Organization
OIG	Office of Inspector General
OTI	Office of Transition Initiatives
POW	Prisoner of War
PPC	Bureau for Policy and Program Coordination
PPL	Bureau for Policy, Planning, and Learning
PVO	Private Voluntary Organization
SAP	Structural Adjustment Programs

Appendix 3: Definitions of Key Terms

The *international development project* is "a planned complex of actions and investments, at a selected location, that are designed to meet output, capacity, or transformation goals, in a given period of time, using specified techniques" (Ika, 2012, p. 33), as per specifications outlined by the donor agency funding the project, in agreement with the recipient country's development plans.

The *donor agency*, for the purpose of this book is the United States Agency for International Development (USAID), the organization that funds the project as well as monitors and evaluates the project's implementation, on behalf of the donor, which for this study is the United States.

Project management success is defined as "the successful accomplishment of cost, time, and quality objectives" drawn from Baccarini (1999, p. 225).

Project success is defined as the "sustainability and the acceptance of the project achievements by the stakeholders and the development community in general" drawn from Khang and Moe (2008, p. 77).

The *direct recipient country* is the country in which the international development project is carried out, with the *recipient organization* being the direct recipient of project funding within that country.

The *technical implementing organization* is the organization that the donor organization has selected through a competitive bidding process to implement the project.

The *expatriate leader* is a person who is not from the recipient country that is selected by the technical implementing organization to lead the project team in implementing the international development project.