

Volunteer program development in Bear Sanctuary Ninh Binh



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Declaration of own work statement

I, Linh H.D Do, hereby declare that the thesis project conducted for the organisation of Saxion dealing with writing this thesis had been completed by my own without the use of other external resources than those allowed and I have not been assisted by any other person, except the coaching offered within the HBS guidelines. Moreover, I am fully informed of the Thesis C assessment criteria and possible scores which my thesis might get in accordance with Saxion rules.

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Preface

The process of writing this thesis taught me several life-long lessons. I realize there are so many things one could plan to make sure they achieve their goals, yet one should also learn to expect the unexpected. The moment I was planning for the execution of this graduation thesis, neither I nor most people on this planet knew a pandemic in the form of a virus was coming on its way to bring adverse consequences on a global scale. Never in my life had I imagined started writing my bachelor graduation thesis while being in a Vietnamese military base.

Yet, in moments like these, I start to see the connections in everything. I start to believe we all belong to an enormous ecosystem where a phenomenon could have a great impact on each of its billion's members. In the case of this global pandemic, scientists confirmed that the viruses' genetic sequences are 99% similar to the ones of pangolins, a wild animal in nature that is not meant for any close human contact. Though there is not enough information to conclude about the geographic origin of the virus, there is one thing we know for sure, it is that wildlife trade and consumption has to be stopped!

Sharing this message about stopping illegal wildlife trade is one of the missions of Four Paws. More specifically, this mission is realized via the volunteer program of Bear Sanctuary Ninh Binh (BSNB), where volunteers could have a chance to know more about the lives of former bile bears, the victims of wildlife trade in Vietnam. Therefore, I am proud to play a very small part in raising my voice against wildlife trade by conducting this thesis project about finding a successful strategy of volunteer management for BSNB. In the event of this, I would like to share my favourite saying:

“A man who stands for nothing will fall for anything”

Malcom X

Lastly, I sincerely want to express my sincere appreciation to Michiel Flooren for being a keen supporter who provides me with knowledge, inspiration and motivation consistently for the past six months. Besides, I want to say thank you to Mrs Huong Ngo, my thesis client, for helping me in various ways. Without her, I could not have this interesting thesis subject. My appreciation to my peers Nick, Thanh, Simona for your companionship that helped me go through the ups and downs of this project. Moreover, I would like to express my forever gratefulness to my beloved grandparents, the people who always unconditionally believe in me. Moreover, I am grateful to my teachers, Mrs Euphemia Tuhuteru, Mrs Esther Bosch and Mr Rienk van Marle for your support and your kindness. In the end, I would like to express my gratitude to all the nine interview respondents for helping me to conduct this thesis.

Place: Ha Long, Vietnam

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Executive summary

Promoting animal welfare has been one of the main missions of Four Paws International (FPI). Therefore, in 2016, Four Paws Viet built a bear sanctuary where former bile bears could have a good life after spending years in cages. After four years of development, bear sanctuary Ninh Binh (BSNB) has managed to provide a species-appropriate habitat for up to 30 bile bears. Also, the bear sanctuary has been attracting volunteers and tourists. With the main intention to spread awareness about animal welfare and the reputation of Four Paws Viet, they are planning to launch a professional volunteer program in 2020.

This thesis project could help BSNB by providing recommendations about the development of a volunteer program with the focus on the recruitment process, the collaboration between paid staff and volunteers, and the benefits of the local community. In the first step of the thesis, a literature review was conducted to find out the definitions of volunteer management and local based development. After this, the research methodology was described.

Then the results of both desk research and interviews were shown. The result helps to give two alternative solutions, they are A. Design a volunteer handbook and B. Implement a volunteer management software. To benchmark the two solutions to choose the most useful and suitable solution for BSNB, the multi-criteria analysis (MCDA) was used. The final result of MCDA shows that designing a volunteer handbook is a more suitable solution for BSNB at this moment. The main layout and its specific content were elaborated in the research paper and the appendix. Next, an implementation plan for the volunteer handbook was elaborated in the form of Plan, Do, Check, Act model is described. Then, the financial implications for the organizations were estimated. This way, BSNB could have an overall view on all possible solutions and see the recommendations for the execution plan of the most sensible solution.

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List of Abbreviations

BSNB: Bear Sanctuary Ninh Binh

FPI: Four Paws International

FPV: Four Paws Viet

LWC: Limbe Wildlife Centre

PDCA: Plan-Do-Check-Act

R(1-9): Interview respondent 1-9

RQ1: Research question 1

RQ2: Research question 2

SVW: Save Vietnam's Wildlife organisation

1. Introduction

1.1. Client organization

Four Paws International is an animal welfare organization with a headquarter in Vienna, Austria. Since 1988, the organization has offered animals in distress with direct aid and shelter. Four Paws has offices in fifteen countries (see [Appendix 7.1](#)). Under Four Paws' umbrella, Four Paws Viet was established in Vietnam as a local NGO.

Four Paws Viet is located in Ky Phu commune, Nho Quan district, Ninh Binh province, Vietnam. The key missions of Four Paws Viet can be summarized as follows:

- The rescue of more bile bears and their admission to our Bear Sanctuary Ninh Binh to end the bile bear farming in Vietnam.
- Close cooperation with local animal welfare organizations, as well as local and national authorities to lobby for policies to improve animal welfare and prevent illegal wildlife trading.
- Comprehensive educational work on the topics of wildlife, nature and environmental protection. National and international educational work to reduce the demand for bile products and communicate about the suffering of bears on bile bear farms
- Development of BSNB as a wildlife rescue centre, a species-appropriate home for the bears, an education centre on animal welfare, nature and wildlife protection, and a tourist attracted destination.

In the first development phase of bear sanctuary Ninh Binh from 2016 until now, the sanctuary comprises 3.6ha and provides a species-appropriate habitat. The habitat capacity of the first development phase is 44 bears. At the moment, they are having 29 former bile bears due to bile farming and three bear cubs rescued from illegal wildlife trade. The sanctuary contains four large enclosures of more than 5000sqm each that offer all bears to both indoor and outdoor enclosures including wading pools and natural woody playground. At the same time, BSNB rescue missions of more bears are planned and then executed in bear farms across Vietnam. In the second development phase in the next five years, the sanctuary will expand from 3.6 ha to 10 ha to provide a species-appropriate home for around 100 former bile bears.

Recently, in January 2020, the bear sanctuary was recognized as a tourism destination by the Ninh Binh Provincial People Committee. In March 2020, BSNB will be officially open to the public. It is because they know BSNB could offer an unforgettable experience for tourists. BSNB offers a guided tour that tells heart touching stories about the poor life of bile bears before they were rescued to have a peaceful life in BSNB. After having a guided tour, tourists could also experience a vegetarian restaurant and a souvenir shop in the sanctuary. In 2019, the sanctuary has welcomed 2.500 tourist arrivals, more than 1000 of them are international tourists. They expect to welcome 70.000 tourists by the end of 2023. Also, Four Paws conduct various educational activities for the youth in schools in Ninh Binh province and Hanoi.

1.2. Reason for the thesis project

There are three main reasons that the thesis project needs to be executed. First, the development of a strategic volunteer program is necessary to Four Paws Viet as they will need more personnel due to expansion on a larger scale in the second development phase. At the moment, 30 employees are working at the sanctuary. They are divided into four teams named: Bear team, Admin & HR team, Marketing team, Visitor service team and Education team. Each team will have a team leader to report directly to the director. Since Four Paws Viet is entering the second development phase with area expansion and more active promotion activities, they expect to provide shelter for up to 100 former bears and welcome 70 000 tourist arrivals annually at the end of 2023. Consequently, more human resources will be needed. For instance,

research about bear behaviour needs to be taken to examine and improve the living habitat of bears in the sanctuary, the bear team will need more veterinarian and daily caretakers; team Visitor Services will need more personnel to welcome and assist the increased number of tourists. Therefore, having volunteers is a reasonable solution for Four Paws Viet shortly. Most importantly, Mrs H.Ngo, the director of Four Paws Viet stated that the organization does not have a problem finding enough volunteers, the main management problem is finding the qualified and suitable volunteers for Four Paws Viet. In other words, it is a qualitative recruitment problem, not quantitative. As a result of having adequate and dedicated volunteers, the volunteers could help contribute to creating a cross-culture working environment which is beneficial to the employees of the sanctuary.

Second, having volunteers to work at BSNB will bring Four Paws Viet some distinctive benefits that make it preferable than hiring employees. The first benefit is that by having volunteers paying their travel and living costs while doing the volunteer work, the sanctuary could keep the administrative cost down. According to (Robinson, 2016), by donating their time and effort to the NGO in need, volunteers could get some work done without depleting the budget. In return, volunteers could gain practical experience and knowledge in the fields of their interests. The second benefit is that after having had positive volunteer experience, volunteers could become dedicated ambassadors for Four Paws. As ambassadors, the volunteers are committed to sharing the value and meaning of Four Paws to vulnerable animals worldwide. Consequently, Four Paws could benefit by having a more positive reputation which could lead to receiving more donations and future volunteers. The third benefit is, after working in the NGOs for a while, some volunteers with a “fresh-eyes” approach of an outsider could bring invaluable ideas to solve problems or develop strategies for Four Paws (Robinson, 2016). Lastly, having volunteers could increase staff diversity regarding age, race and social background (DHHS, 2005). As an example, the director of Four Paws Viet reported that she noticed employees of team Visitor Service talk English better after they worked along with international volunteers. This could help the NGO employees with learning new languages, understanding the needs and wants of different types of tourists. Nevertheless, having volunteers could bring some drawbacks for NGOs. The NGOs need to invest time and human resources to onboard, train and manage volunteers. Besides, the relationship between paid staff and volunteers needed to be managed and nurtured by the host organization so that the working culture is positive and productive. Also, the managers of NGOs need to have a clear development strategy to have an effective volunteer program. To sum up, even though to have an effective volunteer program NGOs need to invest a lot of time and human resources to plan and implement the volunteer program, the advantages that volunteers bring outweigh the disadvantages.

Third, even though Four Paws Viet is an animal welfare NGO, they also care about community-based development and community engagement. As an example, Four Paws Viet is located in Ky Phu commune, Nho Quan district, a rural area of Ninh Binh Province. Ky Phu commune is one of the poorest communes in Nho Quan district. Ethnic minority people are living in Ky Phu commune whose mother tongue is not Vietnamese. The director of Four Paws Viet reported that 75% of employees working for BSNB are the citizens in the local community. This means that the development of the volunteer program could have an impact on the local employees of the bear sanctuary. Moreover, since the bear sanctuary only has enough accommodation for six volunteers at one time, some volunteers will need to rent accommodations from the locals. When staying with locals, volunteers could have different types of impacts on the local community. Therefore, a strategy is needed to maximize the positive impacts and to limit the negative impacts.

Ultimately, it is ideal that from 2020, Four Paws Viet could attract different types of volunteers that will help in different tasks to help the organization achieve their missions of rescuing more bears; doing educational work on wildlife and nature and developing a species-appropriate home for animals (Four Paws Viet, 2019). Regarding volunteer management, it is expected that both Four Paws Viet and volunteers could arrange and find suitable positions for each volunteer. Additionally, all employees of the bear sanctuary are informed about how to train, manage and evaluate volunteers to help them contribute to the welfare of former bile

bears. As a consequence, thanks to the positive impacts of the volunteer program, Four Paws Viet could gain more positive reputation to attract more employees and funding to fulfil their mission of taking care of former bile bears and increase awareness about animal welfare in Vietnam.

1.3. The management problem

First of all, when starting a volunteer program, it is an exciting time for all employees of the NGO, however, when volunteers start to stream in, it can be overwhelming for NGO employees to train and manage all volunteers (Fritz, 2019). Therefore, the thesis could help the sanctuary solve this problem by delivering to them strategies and guidelines on how to recruit and manage the volunteers effectively. When all employees of Ninh Binh sanctuary are well informed about the development strategies when recruiting, training and utilizing volunteers, as a result, the quality of volunteer programs at Ninh Binh sanctuary will be ensured. Especially, with clear recruiting guidelines, the sanctuary is more likely to recruit qualified and suitable volunteers.

Second, as sustainable community-based development is crucial along with the development of the volunteer program at Four Paws Viet, having clear strategies on how to increase positive impacts of the volunteer program on the local community will help Four Paws Viet to achieve their mission on spreading awareness about wildlife well-fare and cooperating with local stakeholders to stop wildlife trading.

For the two aforementioned reasons, it is decided that the advice will be in the form of a development strategy for the volunteer program at BSNB. In this development strategy, there will be two main parts. They are:

1. Volunteer management strategy
2. Community-based development strategy

The objective of the advice is to give bear sanctuary Ninh Binh recommendations about a development strategy when creating and implementing their volunteer program. The development strategy will inform the organization about effective strategies concerning volunteer management and community-based development. Ideally, if Bear Sanctuary Ninh Binh follows the development strategy, the quality of their volunteer program will be increased.

The advice delivered in the form of a development strategy links closely with the aforementioned reasons for this thesis. It is because a development strategy will be very useful for Four Paws Viet when they are in the second development phase of expansion from 3.6 to 10 ha. The great area expansion comes with more pressure for the sanctuary employees when dealing with a greater number of volunteers, employees and tourists. This could lead to successful volunteer programs that benefit Four Paws Viet, the volunteers and all stakeholders related in the local community.

The management question as a guiding factor for this thesis project has been formulated as follow:

How can Bear Sanctuary Ninh Binh develop and manage a volunteer program in which volunteers could contribute to the missions and vision of Four Paws Viet to promote animal welfare while ensuring local community benefits?

1.4. Research objective & questions

The research objective:

The final goal of this thesis project is to help BSNB to realize their key missions of spearing awareness about wildlife trade and nature protection. To reach the final goal, there are two main research objectives:

- To identify a suitable strategy of volunteer management for Ninh Binh sanctuary so that they could recruit qualified volunteers and ensure positive cooperation between volunteers and paid staff
- To identify a suitable strategy of community-based development regarding raising awareness about wildlife protection among the locals of Nho Quan district, Ninh Binh

Research questions:

- ❖ RQ 1: What is a suitable strategy for volunteer management to recruit and utilize qualified-volunteers and ensure effective cooperation between paid staff and volunteers?
- ❖ RQ 2: What is an effective strategy to push the positive impacts of the volunteer program on community-based development in terms of raising awareness about wildlife protection?

1.5. Reading guide

There are six chapters in this thesis report. The first chapter called Introduction talks about the client organisation, reason for the thesis, the management problem and the research objectives & questions. The second chapter, the theoretical framework will describe the core concepts and the literature reviews of definitions and models. The third chapter, research methodology will illustrate the research strategy, the applied data collection methods, operationalization of core concepts, the interview guides, sampling and data analysis methods. The fourth chapter, research results, will state the research result of desk research and interviews then talk about the validity and reliability of the research. In chapter 5, advice, alternatives of solutions will be explained then the MCDA method will be used to choose the most suitable solutions for BSNB. After that, an implementation plan and the financial implications of the advice are illustrated.

2. Theoretical framework

This chapter describes the theoretical foundations of the thesis project. The chapter first clarifies definitions of core concepts and terms then describe the research approach having been applied.

2.1. Core concepts clarification

By clarifying core concepts, we can “clearly delineate the boundaries of your research, what you intend to research and what you don’t” (Verhoeven, 2016, p. 87). For that reason, clarifying core concepts is an important step in designing a theoretical framework.

To clarify the core concepts, the management question and the research objectives were analysed to look for the main topics within the question (Hammond & Wellington, 2015). In this case, the main topics appeared in both the research objectives and management questions are:

1. Volunteer management
2. Community-based development

2.2. Literature review

Volunteer management

The positive effects of volunteerism on individuals, communities and entire cultures have been sustained for at least half a century in western Europe and other areas around the globe (Ellis & Campbell, 1990). Nowadays, with the rapid development of society and technology, organizations must use logical, holistic and systematic management strategy to maximize the contribution of volunteers while minimizing the inconveniences (Connors, 2012).

❖ Defining “volunteers” and “volunteerism”

Back in 1989, Smith considered a volunteer as an individual who reaches out beyond the responsibility of their paid employment to contribute time and service to a not-for-profit cause in the belief that their activity is beneficial to others and satisfying to themselves. This definition illustrates the aspect of not-for-profit and for the common good of volunteerism. Later in 1994, volunteerism was defined as “giving time, energies, or talents to any individual or group for which the individual is not paid” (Safrit, King, & Burscu, 1994, p. 7). Later in 2012, Connors adhered to the definition of Safrit, King, & Burscu (1994) and Merrill and Safrit’s (2000) statement that a volunteer who performs “volunteerism”. The thesis found that the definition of Connor managed to involve all facets of volunteerism. According to Connors (2012), the volunteer is anyone that performs volunteerism and volunteerism includes four fundamental aspects:

1. “Volunteerism implies active involvement.
2. Volunteerism is (relatively) unforced.
3. Volunteerism is not motivated primarily by financial gain.
4. Volunteerism focuses on the common good.” (Connors, 2012, p. 6)

To conclude, the definition of Connors proves to be the most comprehensive of the three definitions having been mentioned because it covers all fundamental aspects of volunteerism. Also, since Four Paws Viet aims to develop a volunteer program that lasts between 1 and 3 months, it is defined as “short-term volunteerism” (Loiseau, et al., 2016).

❖ Clarifying “volunteerism” and “voluntourism”

It is necessary to clarify the blurred distinction between the two terms “volunteerism” and “voluntourism” to set the boundaries of this thesis project. According to Connors (2012), voluntourism bridges the elements of the tradition of volunteerism with tourism. This means that the volunteers provide services to communities that are located in the destinations of their travels.

It could be considered that the volunteer program of BSNB falls into the spectrum of voluntourism than volunteerism. It is because the program has characteristics of voluntourism. First, it is a short term (less than one year). Second, it is an organised volunteer program that has some elements of leisure activities. since Ninh Binh is a tourist destination in Vietnam due to its famous riverine landscape with limestone mountains locally known as “Ha Long Bay on Land” (Vietnam National Administration of Tourism, 2016), it is convenient for volunteers to go to BSNB and travel in the area in their free time. Third, the participant needs to pay for the host organisation as an all-included package (APEC Tourism Working Group, 2018).

❖ Defining “volunteer management”

Considering the definition of “volunteer management”, several pieces of literature have defined this core concept differently depending on the type of approach. On one hand, under the human resource management approach, volunteer management is an “application of HRM functions that deal with the recruitment, selection, orientation, training, support, performance management, and recognition of organizational volunteers” (Cuskelly, Taylor, Taylor, & Darcy, 2006, p. 149). On the other hand, under the approach that focuses on maximizing the contribution of volunteers to help the organization fulfil its mission, Connors (2012) defined volunteer management as “the systematic and logical process of working with and through volunteers to achieve the organization’s objectives in an ever-changing environment.” (Connors, 2012, p. 6). The definition of Connors is more suitable for the thesis project than the definition of Cuskelly et al because the focus of the definition of Connors is on the contribution of volunteers as stated in the management question.

❖ Volunteer management conceptual frameworks

Harriet Naylor is the first author to write about volunteer management in her book in 1967. The book was directed to those who are in leadership positions of organizations who require volunteer work (Naylor, 1967). According to Naylor (1967), volunteer development includes several components: an inventory of jobs; an inventory of volunteers; a recruitment plan; a selection and placement process; induction and supervision; a comprehensive and unified training program; provision for volunteer mobility. Later Boyce (1971) applied the format of seven components of leadership development to apply to the volunteer management concept. It is commonly referred to as the ISOTURE model that includes 7 steps of volunteer management. They are identification, selection, orientation, training, utilization and evaluation. Even though it was published nearly 50 years ago, the model of Boyce (1971) has set the foundations for later volunteer development models such as the volunteer management curriculum of Safrit et al. (1994). However, the frameworks of Naylor (1967), Boyce (1971) failed to mention several aspects of volunteer management. The missing aspects namely program maintenance and program advocacy are all mentioned in the PEP (Preparation, Engagement, Perpetuation) model.

Before 2004, there was no quantitatively investigated research on core competencies to administrate volunteer programs. Until 2004, Safrit and Schmiesing conducted their research to identify competencies of volunteer management, the result of their research is the PEP model. The PEP model consists of three categories and seven constructs (Safrit, Schmiesing, Gliem, & Gliem, 2005) (see Figure 1)

Figure 1: *PEP model (Safrit et al, 2005)*

Category I: Personal Preparation

1. **Professional Development:** Self-assess motivations, knowledges, skills of volunteer host organization

Category II: Volunteer Engagement

2. **Volunteer recruitment and selection:** Develop selection process to suit volunteers and organization
3. **Volunteer orientation and training:** Design and conduct ongoing orientation and training requirements for volunteers
4. **Volunteer recognition:** Plan and implement ongoing recognition of volunteers
5. **Program maintenance:** Support the professional relationship of volunteers and paid staff

Category III: Program Perpetuation

6. **Resource development:** Evaluate cost and effectiveness of the volunteer program
7. **Program advocacy:** Evaluate and improve the impacts of the program

The thesis project decided to use the PEP model as a conceptual framework of volunteer management due to two main reasons. The first reason is that when being compared to other models such as ISOTURE model, PEP model elaborates on the aspect of program perpetuation. The aspect of maintaining and improving volunteer programs after programs are ended is normally forgotten in volunteer management models except the PEP model. The second reason PEP module is chosen is that construct 2. Volunteer recruitment and selection, construct 5. Program maintenance supports the first central research questions of finding a strategy to recruit qualified volunteers and ensure the positive relationship between volunteers and paid staff. Likewise, construct 7. Program advocacy also supports the second central research question because they both mention the impacts of volunteer program on the local community. Therefore, construct 2, 5 and 7 will be the focus of this thesis project.

❖ Volunteer recruitment conceptual framework

The focus of the thesis is about finding a way to recruit qualified volunteers, therefore, a conceptual framework that includes a process of volunteer recruitment in NGOs is needed. The thesis chose to apply

the recruitment process of Abushadi, Moore, Selim, & Tutwiler (2015) since they pointed out all the steps and touchpoints during the recruitment experience. According to Abushadi et al (2015), there are five main steps in volunteer recruitment

1. **Step 1: Define target groups.** Generally speaking, most NGOs target the youth to volunteer as they have the longest time and stamina to volunteer. However, the target group should be defined more specifically such as the preferred age range, expertise and motivations of the volunteers.
2. **Step 2: Online marketing.** As technology develops, NGOs need to create an online image to advertise to potential volunteers. It is recommended that NGOs create their website & Facebook page while partnering with international volunteer websites that publish all open positions for volunteers.
3. **Step 3: Online applications:** The online application process consists of three simple steps:
 - A volunteer found out about the position and the Ngo with a URL link to the application
 - Volunteers fill out and submit the application
 - NGO receives all applications and selects potential applications for interview
4. **Step 4: Online interview.**
 - Inform volunteers that they will/will not be interviewed online
 - Having competency-based interviewing to assess the level of competence and knowing-doing gap of volunteers (Hobbs, 2012)
5. **Step 5: Assigning.**
 - Offer the volunteer positions for successful volunteers
 - Assign jobs that match the expertise and expectation of volunteers and the NGO.

This model will be used as a framework to examine the steps of the volunteer recruitment process in BSNB. By examining the five clear steps of the recruitment process, the strong and weak points of the recent recruitment process of BSNB will be pointed out to find ways for improvement.

❖ Volunteer motivations

So far, many researchers have focused on understanding and measuring the motives of volunteers. For instance, Chen & Chen (2010) grouped the motivations in three groups: personal, interpersonal and other factors. However, the model of Chen & Chen (2010) has a drawback that their study focused on the target group of "shallow volunteers", who are defined as unskilled passive youngsters (Chen & Chen, 2010, p. 441). This focus group does not match with the target group of volunteers of BSNB since the aim is to recruit passionate and qualified volunteers. Later, in 2017, Butt et al. invented the ABCE model of volunteer motivations. According to the ABCE model of volunteer motivation (Butt, Hou, Soomro, & Maran, 2017), there are four directions of motives that lead to volunteering activity:

- **Affiliation (A):** People volunteer due to a desire to socialize.
- **Beliefs (B):** Personal values and beliefs as motives to volunteer
- **Career development (C):** Individuals find volunteering opportunities when they want to learn something that could not be learnt in their current employment
- **Egoistic (E):** Individuals volunteer to protect and enhance their ego "to be recognized, praised or acknowledged" (Butt et al, 2017, p. 598)

The ABCE model is chosen to be the theoretical framework to understand the motivations of volunteers at BSNB since the model has divided the motives into clear segments of socialized needs, personal beliefs, career development motive and egoistic needs.

Community-based development

❖ Defining “community”

From the biology perspective, the community is a group of organisms representing multiple species living in a specific location and time (Vellend, 2010). From the perspective of social study, when mentioning community, it often means that community includes different characteristics namely geographic location, human life dimensions and local-oriented actions (Wilkinson, 1991). Nevertheless, Brennan (2007) argues that the community is more than just a geographic location. Community is also “a social and psychological entity that represents a place, its people, and the relationships that exist there” (Brennan, 2007). In other words, a community is seen as a complex network of relationships that share common needs, interests and act accordingly to fulfil their shared goal (Brennan, 2007). In short, a community is seen as a combination of characteristics, human activities and social interaction of people that share.

❖ Community-based development framework

Considering sustainable community-based development frameworks in the context of tourism, there are a diversity of frameworks. According to AtKisson (2011), a system based approach to indicator development should mention these subsystems: individual development, social system, government, infrastructure, economic system and resources/environment. In other words, the ideal indicator framework for the thesis project should include the connection between social, ecological and economic aspects. Therefore, the “compass” framework of AtKisson (2011) is chosen. This framework is used to evaluate sustainable community-based development with a holistic view of environmental, economic, social and personal well-being aspects of a community (Lupolia, Morse, Bailey, & Schelhas, 2014).

The compass framework of AtKisson (2011) has four compass points that are Nature, Economy, Society and Personal well-being. The indicators are the result of Lupolia, Morse, Bailey, & Schelhas (2014) when researching the most impactful indicators to show the sustainable developments of a community. The indicators developed by Lupolia et al. are arranged according to the compass framework of AtKisson. Below is the combination of AtKisson (2011) compass framework and key indicators developed by Lupolia et al. (2014)

Figure 2: AtKisson compass framework (2011) and key indicators of Lupolia (2014) (own design)

1. **(N) Nature** refers to “underlying health and sustainable management of key ecosystems, bio-geo-physical cycles and natural resources”
 - Local community attitudes towards the environment
 - Protecting natural areas/forests
 - Protecting biodiversity
 - Community knowledge of conservation/ecological issues
2. **(E) Economy** refers to “all the ways human beings work with nature, with knowledge and with each other to produce the things and services that they need or want”
 - Economic opportunities for women/disadvantaged groups
 - Tourism expenditures that stay within the community
 - Economic opportunities for host families
3. **(S) Society** refers to “the social systems, structures and institutions that are driven by people acting collectively”
 - Engagement of the community in community improvement projects
 - Continuance of traditional cultural activities
 - Engagement of the community in community-level decision-making
4. **(W) Personal well-being** refers to “focuses on the individual, as well as on the smaller webs of intimate relationships that are crucial to health and happiness” (AtKisson, 2011, p. 145-146).
 - Educational programs for school children
 - The satisfaction of community members with volunteer tourism programs
 - Environmental education for the community
 - Local people's ability to share their cultural knowledge

Since the second central research question of the thesis project is about increasing the awareness of Nho Quan locals about nature protection, the compass points about Nature and Personal well-being will be the focus.

3. Research methodology

This chapter presents the research methodology of the thesis. The methodology first includes research strategy, whether it is a qualitative or quantitative approach. Then, data collection methods and research units' selections are described. Lastly, the chapter explains data analysis methods that are applied.

3.1. Research strategy

For this thesis project, the chosen research strategy is qualitative. Qualitative research will be used due to three main reasons.

First, the strength of qualitative research is typically known as theory elaboration and theory generation rather than theory testing (Reinecke, Arnold, & Palazzo, 2016). This is valuable for the study of volunteerism and its impacts, which are considered as relatively young fields, where there is a limitation of research on volunteer recruitment and management (Hoye & Parent, 2016). With a limited number of valid theories and frameworks, it is hard to formulate hypotheses and gain sufficient numeric data that belongs to quantitative research. Second, qualitative research has to study elements in “real-time” as they occur and “in reality” (Verhoeven, 2016) (Reinecke, Arnold, & Palazzo, 2016). Hence, by qualitative research, the thesis could track the responses of those stakeholders in different phrases of the volunteer program. After knowing the responses and suitable frameworks of volunteer management, an effective strategy of volunteer management that satisfies stakeholders could be planned. Finally, qualitative research methods are typically known as a tool to provide a contextual understanding of social science (Reinecke, Arnold, & Palazzo, 2016). Since both central research questions of this thesis belong to management studies and sustainable development studies respectively, both of these studies are branches of social science. As an example, the second central research question is about increasing positive impacts of the volunteer program on the local community. Thus, by giving a “voice” to the local representative to talk about their perceptions and experiences, the researcher could understand points of view in a local context with different local and social characteristics. To sum up, qualitative research is used due to the topic of volunteerism and the objectives of the central research questions.

3.2. Applied data collection methods

[Appendix 7.4](#) describes the chosen methods of data collection of each sub-research question. When interviews are used as data collection methods, sampling methods will also be mentioned.

It can be seen from Appendix 7.4 that the research will use two qualitative data collection methods. They are desk research and interviews.

❖ Desk research

Desk research is chosen as a strategy for this thesis project because volunteerism is still a relatively new field study. Desk research helps to provide a theoretical framework to answer research questions about volunteer management and community-based development. Desk research is used in combination with interviews to gather a comprehensive answer to the research question. By “a comprehensive answer”, it means that the thesis student first has a valid theoretical framework as backbones for the research answer then the opinions of respondents are added.

- Interview

The data collection method of interviews links closely with qualitative research. Since qualitative research could study elements in “real-time” as they occur and “in reality”, by interviewing respondents that are directly related to the subject, the information about the experience of them is collected and analysed. To sum up, the interview method stays in line with the objective of qualitative research, which is to collect in-depth information. The thesis will use the semi-structured interview type. This means that there are a list of questions and a list of subjects. However, respondents still have a lot of freedom to contribute to the conversation. The interviewer goes with the flow. The reason this interview type is chosen is that during this kind of interviews, the researchers could make sure all necessary aspects are mentioned but still give the respondents the freedom to add more aspects and new points of view.

3.3. Operationalization of core concepts

With operationalizations, sub-aspects of core concepts are defined. This thesis project has two concepts in total, both of them were described in sub-aspects in tree diagrams. The operationalizations could be seen in [Appendix 7.2](#).

Based on the tree diagrams, desk research and interview guide were elaborated. In other words, sub-aspects of volunteer management and community-based development guide the making desk research and interview guide, which are explained further below.

Regarding the first core concept of volunteer management, according to the PEP model (Safrit, Schmiesing, Gliem, & Gliem, 2005) (see [Appendix 7.2](#)), there are three main categories of volunteer management, they are Personal Preparation, Volunteer Engagement and Program Perpetuation. Since the first core concept is about volunteer recruitment and the cooperation between volunteers & paid staff, the thesis will focus on aspect 2. Volunteer recruitment & selection and aspect 5. Program maintenance because they are related to the volunteer recruitment process and collaboration between paid staff and volunteers, the two focuses of this thesis. About volunteer recruitment, the model of Abushadi et al. (2015) will be linked to aspect 2 of the PEP model in the operationalization of core concept volunteer management. The second core concept will be the combination of AtKisson (2011) compass framework and key indicators developed by Lupolia et al. (2014).

Knowing the focused aspects, the desk research will find out suitable conceptual frameworks of volunteer recruitment and program maintenance. The sources as a result of the desk research should be reliable according to AAOCC criteria. The AAOCC criteria of the primary sources of this research could be found in [Appendix 7.3](#).

3.4. Interview guide

Before interviewing, an interview guide was created to give guidance on what to say to respondents during the interviews. Since the semi-structured interview type is chosen, the interview guide will provide a list of main questions and main aspects of each subject to be asked to respondents. By this way, the respondents could freely contribute to the conversation and the interviewer could go with the flow.

In total, five interview guides were created to use for five groups of respondents. The five groups are:

1. Volunteers at BSNB
2. Volunteer managers of Four Paws
3. Local employees at BSNB
4. Representatives of NGOs that have good practices about volunteer management

The main topics of the five interview guides revolve around volunteer recruitment, the collaboration between volunteers & paid staff and the impacts of the volunteer program on the local community. The interview guide could be found in [Appendix 7.5](#).

3.5. Selection of research units /Sampling

The sampling technique applied for this research is purposive sampling. This is a type of non-probability sampling (non-random sampling). This sampling technique is suitable for the interview of the thesis project due to several reasons. The first reason is that the objective of the thesis is to provide management advice to BSNB. Verhoeven (2011) stated that non-probability sampling is recommended when the research findings are aimed for an organization, not to the general public. The second reason is that the interviews are mostly held with people that have expertise such as the director of the sanctuary, the HR employees at the sanctuary, these people are never selected randomly (Verhoeven, 2016).

Regarding purposive sampling, the interview applicants are chosen based on defined characteristics (see Table 1).

Table 1: Requirement criteria to choose interview respondents

Interview respondent groups	Requirement criteria
1. Volunteer managers of BSNB 2. Volunteer managers of NGO-owned animal sanctuaries	<ul style="list-style-type: none"> • Speak English fluently • Have at least 2 years of experience in volunteer management • Have a bachelor's degree
3. Former volunteers of BSNB	<ul style="list-style-type: none"> • Having volunteered at BSNB for at least 1 month • Speak English fluently • Have a high school degree
4. Local staff at BSNB	<ul style="list-style-type: none"> • Citizens of Nho Quan district • Speak Vietnamese fluently • Having worked at BSNB for at least 1 year • Finish secondary school education • Have been working with volunteers during their work at BSNB

After having requirement criteria for interview respondents, the researcher used her network to get in touch with potential interview respondents. Nine interview respondents were found to conduct interviews. Their basic information is as below (see Table 2):

Table 2: Information summary of interview respondents

Respondent group	Name (Respondent number)	Nationality	Profession in real life /Volunteer position at BSNB	Work/Volunteer duration
Group 1: Volunteers of BSNB	Ms Thila Pham (R1)	German	Business consultant/ Marketing team of BSNB	Nov-Dec 2018
	Ms Anna Dommert (R2)	German	Marketeer/ Marketing and visitor service team of BSNB	Nov-Dec 2019
	Ms Quynh Dao (R3)	Vietnamese	Interior designer / Bear team of BSNB	Mar-Apr 2020
Group 2: Volunteer managers of Four Paws	Ms Linh Nguyen (R4)	Vietnamese	Education-Volunteer program manager at BSNB	Feb 2020- Present
	Ms Lisa Ries (R5)	German	International volunteer manager- Four Paws International	May 2018- Present
Group 3: Local employees of BSNB	Mrs Duyen (R6)	Vietnamese	Cook at Visitor restaurant; Former bear keeper	2017- Present
	Mrs Thuy Hanh (R7)	Vietnamese	Bear keeper	2017- Present
Group 4: Volunteer managers of other animal welfare NGOs	Mrs Ut Duong (R8)	Vietnamese	Volunteer program manager at Save Vietnam's Wildlife, Ninh Binh Vietnam	Jan 2016 - Present
	Mrs P (R9)	French	Manager of primate wellbeing and volunteer coordinator at Limbe Wildlife Center, Republic of Cameroon	Oct 2015 - Present

**All respondents except R9 agree to have their information being public in this thesis paper*

**R9 does not want to disclose her name in this thesis paper*

Since purposive and non-probability sampling is used, respondents of each group are chosen carefully to represent the different characteristics of the population and but not to overstep the boundaries of saturation. The phenomenon of saturation in the data collection process will be mentioned further in chapter 2.5 Validity and Reliability. Moreover, respondents per group are purposely selected to represent their group population. This will be explained specifically per group.

It is believed that these specific respondents could provide thorough and useful information for the thesis project, the reasons are explained per respondent group:

Volunteers of BSNB

Out of the volunteers who have worked at BSNB, these three volunteers are chosen since they could represent the population of volunteers at BSNB. Regarding nationality, Dao represents Vietnamese volunteers while Dommert is an international volunteer and Pham is an international volunteer with Vietnamese origin. This means that they could provide different perspectives due to different cultural backgrounds. Also, the language barrier is different between these respondents, Dao could speak Vietnamese as it is her mother tongue while Dommer and Pham could not. Also, their volunteer times at BSNB are spread out from 2018 to 2020. By talking to them, the gradual development of the volunteer

program from 2018 to 2020 could be seen. Lastly, these three respondents work in different teams in the bear sanctuary. To sum up, the different backgrounds and characteristics of these three respondents help to provide a more complete view of the BSNB volunteer population.

Volunteer managers of Four Paws

Two respondents are chosen for this group. The first respondent is L.Nguyen, the education manager of Four Paws Viet, she is also responsible for the volunteer program. This respondent can provide her experience so far about the process of volunteer management at BSNB and their plan for the future program. Since she is held responsible for the volunteer program at BSNB, she is the one that knows what kind of strategy could be suitable for BSNB, her organisation.

The second respondent is L.Ries the volunteer manager of Four Paws International, based in Hamburg, Germany. Ries has experience in volunteer management and student exchange programs since 2009. Since Four Paws International gives Four Paws Viet recommendations and guidance on designing the paid volunteer program, they should have in-depth insights about volunteer management. In short, the volunteer managers of Four Paws Viet and Four Paws International can give different perspectives and opinions on volunteer management, which are useful for this thesis project.

Local employees at BSNB

BSNB now has about twenty local staff. Two of them are chosen for interviews. They are Mrs Hanh and Mrs Duyen. The main reason they are chosen is that they have been working a long time at BSNB since its open day in 2017 so they have a lot of insight about the bear sanctuary. Also, they both have been working with different volunteers of BSNB since 2017 until now. H is the senior keeper of the bear team. D is the cook in the restaurant, she belongs to the visitor service team. They both live in Nho Quan. For these reasons, they could provide their perspectives about volunteer management and community-based development.

Representatives of NGOs that have good practices about volunteer management

Two NGOs are chosen to have interviews for several reasons. Save Vietnam's Wildlife is an animal welfare Vietnamese NGO, it is also situated in Ninh Binh, very close to BSNB. Since the organisation stays in the same area with BSNB, they have similar geographical, local human resource characteristics with the ones of BSNB. Besides, BSNB has been doing well with their volunteer program, last year, they attracted more than 300 volunteers.

About Limbe Wildlife Centre (LWC), they are situated in Limbe, Republic of Cameroon. Limbe Wildlife Centre is now hosting more than 200 primates and more than 200 parrots. Due to the big number of animals, they need volunteers to come and help. LWC could be a good example of BSNB due to their experience of having volunteered for more than 10 years. All in all, having both a "neighbour" animal welfare NGO and an international one could give BSNB diverse perspectives on how other NGOs could manage their volunteer management successfully.

Before interviewing, an interview guide was created to create guidance about what to say to open and end each interview and the main topics of questions to be asked. The interview guide could be seen in [Appendix 7.5](#).

3.6. Data analysis methods

Desk research

For desk research, the research process logbook will track all sources and its relevance to the research questions, the most suitable sources according to AAOCC standards will be chosen to answer the research questions.

Interview

The data gathered from interviews will be analysed using the Verhoeven (2016) 8-steps analysis. The steps are:

Step 1: Deconstruction. Divide the manuscript into relevant pieces

Step 2: Evaluation. Interpret the meanings of found concepts

Step 3: Open coding. Summarize concepts into one or more keywords

Step 4,5,6: Axial coding. Group sort, evaluate keywords into a hierarchy

Step 7,8: Causal ordering. Structure keywords according to causal relationship into a hierarchy

The final result is in the form of a hierarchy, which is a tree diagram in this project that could provide an overview of the result of the data collection process.

4. Research results

This chapter shows the result of desk research and interview according to two core concepts and their sub-aspects:

1. Volunteer management
2. Community-based development.

In each sub-aspect of the core concepts, the result of both desk research and interviews are elaborated.

4.1. Volunteer management

Volunteer motivations

To manage volunteers effectively, BSNB needs to first recognize the motivations of volunteers to come working at BSNB. The ABCE model of volunteer motivation mentioned in [chapter 2.2](#) will be used as a framework to examine the motivations of volunteer coming to BSNB.

Overall, all three volunteer respondents agree that animal care and the need to socialize with the locals are their main motivations to volunteer at BSNB. Moreover, when looking at the interview findings of BSNB volunteers, it can be seen that the Beliefs (B) factor was repeatedly mentioned because the volunteers all have a heart for animal welfare. In the case of R3, she also wanted “to lend a helping hand during the global pandemic of COVID 19” so she decided to volunteer in an animal sanctuary in a remote area of North Vietnam. Besides, factor Affiliation (A) was also mentioned by three respondents R1, R2 and R3. R1 wanted to go to BSNB in Vietnam instead of going to animal sanctuaries in Cambodia partly because she is a German citizen with Vietnamese origin therefore, she wants to connect to the people and culture of Vietnam. With R2, it is clear that her experience lies under the category of voluntourism since she dedicated four weeks of her travel time in Vietnam to volunteer at BSNB, she wanted to have an authentic

experience with the Vietnamese locals and “to avoid staying in the tourist bubble”. This motive shows the desire of R2 to socialize with the locals, also known as factor Affiliation in the ABCE model (Butt et al, 2017). To sum up, socialization needs and the care for animal welfare are the primary motives of the volunteers when deciding to work at BSNB. In the end, all respondents told that their motives have been fulfilled.

Volunteer recruitment method

Even though literature states the advantages of a systematic and standardised recruitment procedure, in reality, it takes NGOs time and effort to build this type of procedure, BSNB is one example. After having interviews with the volunteers and volunteer managers of Four Paws, it could be noted that BSNB does not apply a standardised recruitment process for volunteers yet because they mostly have skilled volunteers that are introduced by FPI. The recent recruitment process of BSNB will be presented in the form of Abushadi et al. (2013) recruitment model stated in [chapter 2.2](#) Literature review.

In step 1: defining target groups of the model of Abushadi et al (2015), Ms Linh Nguyen (R4), education manager of FPV, said that there are currently two target groups of volunteers:

- Group 1: Unskilled volunteers to join the paid volunteer program

Requirements: At least 18 years old, care about animal welfare, experience in volunteering and expertise are bonus points but not mandatory, volunteer duration between 1 and 3 months.

Volunteer program fee: Include the fee of accommodation, insurance, visa, food and one sightseeing trip in the North of Vietnam

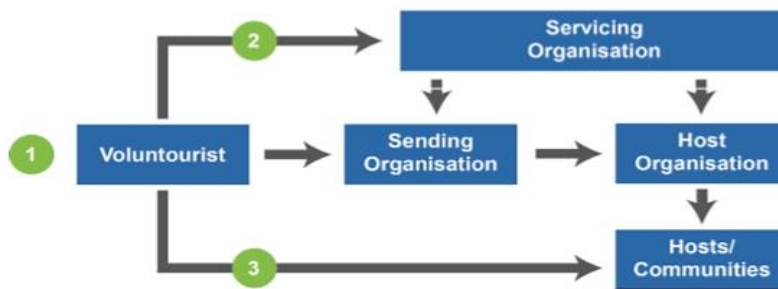
- Group 2: Skilled volunteers.

Requirements: The volunteer could provide with an expertise/skill that is needed by BSNB; volunteer duration is negotiable. No program fees. Accommodation and visa submission are provided by BSNB. The volunteer takes care of their food and other costs.

Regarding step 2: Online marketing, Two out of three volunteer respondents reported that they know about BSNB through Four Paws International (FPI). It is important to note that these two respondents (R1& R2) both live in Hamburg, Germany in which an office of FPI is situated. In the case of R3, she knew about BSNB while visiting the area of Nho Quan, which is an unlikely situation to know about BSNB as a volunteer. Nowadays, online marketing is vital for NGOs to promote their volunteer program to potential volunteers (Sivaraj, 2019). Due to the interview findings, it can be concluded that BSNB has not focused on promoting their volunteer program online on the FPI website or their Facebook page. This stays in line with the decision of FPI to outsource the online promotion of their volunteer programs in Lionsrock, South Africa and in BSNB, Vietnam via a sending organisation called Oyster.

In terms of step 3: Online application. It is clear that BSNB already and will continue to work with Oyster. Oyster acts as a third-party that helps to promote the volunteer program, recruit, manage and support volunteers of BSNB through their platform namely oysterworldwide.com. Oyster promotes a variety of activities for gap-year experience around the world since 2006. Based on their customer reviews on multiple platforms namely Trustpilot, Gooverseas.com and Facebook, it can be concluded that Oyster worldwide is doing a good job in connecting volunteers with meaningful projects in which ethical aspects are kept in mind. This is shown in the responsible travel policy and the environmental policy of Oyster (Oyster, 2020). The good services of Oyster in terms of online promotion and volunteer recruitment are also confirmed by their partner FPI. “FPI is very satisfied with their partnership with Oyster since their cooperation to send volunteers to LIONSROCK, big cats sanctuary in South Africa,” said the volunteer manager of FPI (R5).

Figure 3: *The voluntourism chain* (APEC Tourism Working Group, 2018)



However, it is important to note that in the long run, BSNB could create a platform so that volunteers could apply directly without a third party such as Oyster. This helps BSNB to be more independent in the recruitment procedure which makes it easier to control the quality of volunteer recruited. But at this moment, the collaboration with Oyster will help BSNB to promote their new paid volunteer program.

In step 4: Online interview. Two out of three volunteers reported that they did not have an online interview with BSNB because they were recommended by FPI. The volunteers introduced by FPI are skilled therefore BSNB trusts FPI with their recommendations. As an example, R2 was introduced to volunteer at BSNB via FPI because she already had experience volunteering with animals before and she is a donor for FPI.

Regarding the paid volunteer program for unskilled volunteers, it could be concluded that online interviews are not necessary for all volunteer applicants, only when the volunteer manager still has doubts about a volunteer profile. In this matter, FPI trusts Oyster with the process of recruiting volunteers. This means that Oyster will scan the CV and motivation letter of volunteers to choose volunteers without having online interviews. However, the volunteer manager of BSNB shows her clear preference for being able to talk to candidates via online interviews. Both parties have valid reasons for their opinions. **On one hand**, R5 trusts Oyster completely with their selection of volunteers due to their positive partnership experience, Oyster has been bringing volunteers with high motivations and positive working attitudes to LIONSROCK sanctuary in South Africa for years and there is no complaint about the quality of volunteers so far. This process could help save a lot of time for volunteer managers since they do not need to schedule then interview with candidates. **On the other hand**, the volunteer manager of BSNB (R4) is for being able “to talk in person with candidates” since BSNB could only have maximum 6 volunteers at once, they care more about quality than quantities of the volunteer recruitment process. In this matter, R8, the volunteer manager of Save Vietnam’s Wildlife, also shared that she has only been screening the motivations of volunteer candidates via their online application forms, “it is easy to see whether a candidate has strong motivation or not by only reading their motivation in the application forms”.

In step 5: Assigning, all respondents are satisfied with their assigned positions. It is because the positions are arranged according to their expertise and their request. Sometimes, volunteers (R1, R2) need to talk with the volunteer manager that they want to sometimes do the groundwork to be able to work with bears. Then the volunteer manager would arrange so they could also work with the bear team.

Volunteer and staff collaboration

It could be concluded that the volunteers and paid staff are satisfied with the collaboration due to the hospitality of local staffs. Interestingly, via interviewing former volunteers who had volunteered at BSNB in three different years 2018, 2019 and 2020, the improvement of the quality of the relationship throughout the years **could be seen**. In 2018, R1 is the first person to volunteer at BSNB when it was still

new and inexperienced with having volunteers. Thus, R1 faced some cultural and language barriers, “There were different levels of knowledge and also different levels of universal background” said R1. Fortunately, R1 and the staffs could overcome the cultural barriers after one first week. On the contrary, R3 and R2 shared that it was very easy for them to blend in with the staff in the beginning because they were very hospitable towards volunteers. This insight could show that BSNB as an organisation has been improving its organizational culture so that the working atmosphere is more volunteer-friendly.

After all, all respondents managed to embrace the barriers. In terms of the language barrier, volunteers and staff found ways to communicate via body language and when help is needed, volunteer supervisors and the administration staff are always available to come and translate. Besides, all local staff appreciate that the volunteers tried to teach them English. R2 even shared that “English is not a problem at all” and “it is nice to talk with locals because the experience seems more authentic”. About overcoming the cultural barrier, R1 managed to overcome this by being empathized and caring “it's crucial to know where these people come from to set it in the right context and then just to take the best thing out of this engagement and this social collaboration” In the end, all volunteer respondents are satisfied with the experience with the local staffs, R1, R2, R3 all shared the wish to come back to BSNB in the future to meet the local staff again.

Recommendations to improve the volunteer program of BSNB

In this part, we collect all recommendations of all respondents about planning and building a paid volunteer program of BSNB.

According to the respondents, BSNB should:

- Have a systematic recruitment process to ensure the quality of volunteers
- Have standardized communication materials. For example, a video to show a typical day of a volunteer in different teams of BSNB or a volunteer handbook
- Have frequent feedback moments between the volunteer mentor and volunteers so that both parties could see how to improve to meet each other's expectations. It is ideal to have feedback sections weekly, for about 20-30 minutes to discuss
- Encourage employees to speak English more frequently by several ways such as: publish an English handbook for employees that include basic English phrases to talk with volunteers and tourists, include English proficiency ratings of each staff in the volunteer feedback forms then discuss with the staff about their English learning process
- Try to build a positive experience for volunteers, create emotional bonds so that they could be the future ambassadors of animal welfare. Cultural travelling experience could be added in the volunteer experience

4.2. Community-based development

In [Chapter 2.2](#) Literature Review; the thesis used a combination of AtKisson (2011) compass framework and Lupolia et al. (2014) local development indicators to describe the impacts a volunteer program could have on its local community by a holistic approach. To sum up, the AtKisson model indicated that a volunteer program could affect the nature, the economy, the society and the personal well-being of the local community. Since BSNB had the first volunteer in 2018 and they have not started the paid volunteer program yet, there has been very little impact of the volunteer program on the local community of Nho Quan, Ninh Binh. However, since the volunteers all worked and some lived with the local employees of BSNB when volunteering there, the local staff are the first individuals of their local community to be in constant and direct contacts with the volunteers. **Therefore, it could be concluded that the local staff at BSNB are the individuals among their community to receive the most impacts of the volunteer program.**

So far, the biggest type of impact is personal well-being due to the statements of the local staff, the volunteer managers and the director of BSNB. Therefore, this thesis project will focus on analysing the impacts of the volunteer program on the personal wellbeing of the local community. It is calculated that 75% of employees of BSNB are the local living in Ky Phu, Ninh Binh. Also, 30% of these local staff are Muong ethnic minority people of Vietnam, they have their mother tongue and culture, but they could also speak Vietnamese. These figures show that the employee demographics of BSNB are local-based. This means that the volunteers at BSNB are likely to have an impact on the local community via these local staff. As mentioned before, volunteers speaking English frequently with local staff help them to speak English better. This is an undeniable positive impact of the volunteers on the personal development of local staff. Moreover, both local staff respondents (R6 and R7) highlighted that a positive impact of interacting with both national and international volunteers is that they could understand and exchange knowledge with each other. To be more specific, R7 stated that she liked the way the international volunteers are always curious to pose questions when they do not understand something. Also, R6 shared that what she finds the most impressive about the volunteers is they were so passionate about the volunteer work. Another indicator to show the personal well-being of the locals is that locals and volunteers could learn new skills from one another (APEC Tourism Working Group, 2018). Moreover, the staff and volunteers could learn soft skills from each other. R6 shared that she had been a very shy person who rarely spoke her mind, however, after being repeatedly encouraged by the volunteers that her opinions and knowledge is so valuable, R6 could gradually become more confident and speak her mind more often. Similarly, the volunteers are very appreciated because they could experience working with people who have a completely different cultural background from theirs. "I enjoyed the interactions and collaborations because I could learn a lot from them by understanding the daily life and also the pain they have and also the challenges they have", said R3.

Regarding negative impacts, since the number of volunteers who had volunteered at BSNB is so small (less than 20 volunteers since 2018 that no negative impacts of volunteers on the local staff have been reported. A local staff respondent (R6) shared that she has so far never met a volunteer who makes her feel disappointed. Another reason for the fact that no negative impacts have been noticed is that BSNB has only been accepting skilled volunteers, not unskilled volunteers for the paid program yet. By "skilled volunteers", they mean that the volunteers should already have experience with volunteering with wild animals or study conservation and animal welfare. BSNB has not strongly promoted their volunteer program yet so only experienced volunteers who already know about Four Paws or the work of BSNB in Vietnam would decide to volunteer here. Hence, with the strict recruitment standards and a limited number of volunteers, it is reasonable that no negative impacts on the local community have been recorded.

Even though only positive impacts of the volunteer program to the local community have been found, **BSNB, in the role of the host organisation in the voluntourism chain, could follow some specific guidelines to make sure positive impacts are ensured and negative impacts are minimized.** In 2018, the tourism working group of Asia-Pacific Economic Cooperation (APEC) published a report about promoting inclusive community-based tourism initiatives. These reports provide different guidelines for different stakeholders of the voluntourism chain including the host organisation such as BSNB. The guidelines could be found in [Appendix 7.7](#).

4.3. Validity and reliability

In this part, the validity and reliability of the research are discussed regarding the strong and weak points. The criteria of reliability and validity in qualitative research of Kananen (2011) is applied.

4.3.1. Reliability

The reliability of research results means that there is no random error which will lead to similar results if the research is replicated using other subjects, under different circumstances, by another researcher (Verhoeven, 2016). In other words, it is about the replicability and stability of the results. It is unavoidable that the research part of this thesis has its set strengths and weaknesses regarding reliability. As mentioned before, this research uses a qualitative approach with desk research and interviews as two data collection methods. When examining the reliability of research, there are two criteria to be concerned. They are Assessability and Consistency Interpretation (Kananen, 2013).

About Assessability, whether the thesis process documented and justified sufficiently. In both of these methods, there are descriptions of the entire research methodology including sampling, data analysis steps, research results description. These descriptions can be seen in [Chapter 3](#) Research methodology. This allows intersubjectivity, this indicates a positive sign of reliability in qualitative research (Cypress, 2017).

Moreover, reliability could also be measured by the consistency in the application of the mentioned research methodology and data interpretation. For example, in interviews, even though they are semi-structured interviews, each respondent group has the same set of question topics so that the researcher could collect the same set of insights (see [Appendix 7.5](#)). However, random errors could still occur in this research process. For instance, the local staff respondent (R6) was being interviewed when she had to set eyes on her children at the same time, therefore sometimes she gave quite short answers so that the interview could go by quickly. Fortunately, the researcher noticed this and suggested that they could wait for a while so this respondent could settle her child then got back to the interview. Still, if another interview were repeated with this respondent, perhaps she would give a more specific and thorough answer because she would be in a less stressful situation. This could negatively affect the reliability of this thesis project. Regarding data interpretation, the research used Verhoeven (2016) 8-steps analysis to analyse the results of the interviews then put them into an open and axial coding table (see [Chapter 7.6](#)). However, in the final interview, there was a technical problem that makes the recording of the interview being unable to listen which means that there was not a script for this interview but only interview insights. Even though the interview is with one of the external NGOs so it does not strongly affect the research result, this could affect the consistency of interpretation

Besides, to improve the reliability of the research, the researcher asked one peer, a final year student who is also doing their graduation thesis, to read through the transcripts and findings to see whether the result is complete and consistent. This is known as “peer examination”, a way to enhance the reliability of research (Verhoeven, 2016). The peer commented that some sentences in the transcripts should be added as codes in the table of open and axial coding (see [Chapter 7.6](#)). The researcher considered and followed their feedback. This helps increase the reliability of the research.

4.3.2. Validity

The validity of the research shows to what extent the research is free from systematic errors. In other words, validity indicates whether the interpretation of data by the researcher is persuasive and reasonable. In this project, we will discuss three types of validity, namely construct validity, internal validity and external validity.

Construct validity

Construct validity is related to the measurement instruments that are used in the research (Verhoeven, 2016). In this project, the measurement instruments are the research questions in the interview guide (see [Appendix 7.4](#)) used to collect the opinions of the respondents. To write the interview questions, the researcher needs to first define the core concepts as the main topics of the interviews via definitions and conceptual frameworks. This means that the interview guide plays an important role in assuring construct validity. All questions in the interview guide were reviewed to make sure that the respondents could understand the question and give a thorough answer. As an example, when asking the volunteer managers about their recent recruitment process, knowing that this process could involve many steps, respondents could likely answer but miss some steps. To avoid this, the guidelines about all steps of a volunteer recruitment process were found via desk research then being applied in the interview guide. In this way, the researcher could know during the interview whether the respondents forgot to mention any step in the recruitment process to ask follow-up questions later. By making sure the interview guide helps to get thorough answers from respondents, construct validity of the research is enhanced.

Internal validity

Internal validity concerns whether the research design leads to correct conclusions. Knowing that there are threats to the internal validity of the research design, the researcher tried to cover these issues by being more cautious during the research design and research analysis stages. About selection of the respondents, the sampling part has given explanations why respondents with specific characteristics such as nationality, expertise, volunteer time at BSNB (volunteer respondent group), profession (volunteer managers) are carefully considered (see [chapter 3.5. Sampling](#)).

However, when it comes to the test-effect factor, a situation happens when respondents react differently because they know they were involved in the research could negatively affect the validity of the result. Overall, respondent groups of volunteers and volunteer managers give both positive and points of improvement for the volunteer programs of BSNB. Nevertheless, the respondent group of local employees seems quite nervous, they said beforehand that they do not know much to answer and at first, they only told praises about the volunteer program. At that moment, the researcher decided to prolong the small talk so the respondents could feel more comfortable to give honest answers. Also, the researcher highlighted the objectives of the research is to find true insight so that the volunteer program of BSNB could be improved to stimulate honest respondent reactions.

Regarding the phenomenon of data saturation, it is reached when there are no new materials collected in each interview topic. This thesis makes sure that saturation phenomenon could be examined by using the same in interview guide for each respondent group. Via seeing the axial coding table, the researcher could conclude that the research has reached its saturation points because, as an example, in the latest interview with R9, there were no new volunteer management practices being mentioned that has not been mentioned already by R4, R5 and R8.

About the historical situation that an external event happens during the research that could affect the validity of the research (Verhoeven, 2016). A global pandemic called COVID 19 virus happened during the making of this thesis research this caused BSNB to be close to the public. As a result, volunteer respondent (R3) needs to change her position from the visitor service team to the bear team. Other than this, there is no further effect to this research because all respondents join interviews via online calling apps such as Skype, WhatsApp and Zalo.

External validity

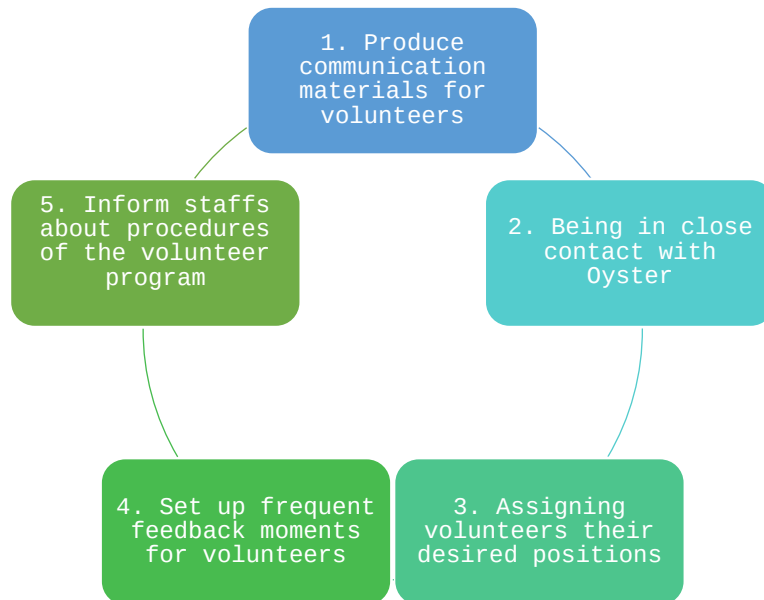
Due to the specific context of the research that revolves around BSNB as an animal welfare NGO, there could be differences and struggles to apply the research findings to any random NGOs who want to build volunteer programs. However, the findings are applicable to volunteer host organizations who are animal welfare NGOs. These NGOs should also have the vision to develop a short-term and high-quality volunteer program where there are specific selection requirements for volunteers and local community benefits from the program is ensured.

4.4. Conclusion

RQ1: What is a suitable strategy of volunteer management for BSNB to recruit, strengthen and utilize qualified-volunteers and ensure effective cooperation between paid staff and volunteers?

All volunteer respondents of BSNB reported that they are very satisfied with their volunteer experience. However, the recruitment process and collaboration with the local staff should be improved to meet the standards of a paid volunteer program. Due to the interview insights and desk research results, a suitable strategy of volunteer management for BSNB to recruit, strengthen and utilize qualified-volunteers and ensure effective cooperation between paid staff and volunteers should involve the following elements to be improved for a professional volunteer program:

Figure 4: *Guidelines for a suitable strategy of volunteer management in BSNB*



The thesis concludes that these guidelines will help BSNB to have a more efficient volunteer management strategy with the focus of the recruitment process and the collaboration between volunteers and paid staffs for the following reasons:

1. Produce and publish communication materials for volunteers. The interviews show that sometimes volunteers are not provided with enough information about their tasks & responsibilities which lead to misunderstandings. To prevent these situations, providing volunteers with information about all aspects of their volunteer experience will help both BSNB and the volunteers to inform and know the expectations and responsibilities of each other.

2. Be in close contact with Oyster. Knowing that Oyster, a volunteer service organisation, is a trusted partner of Four Paws International. Oyster will help BSNB with promoting and selecting volunteers, which are important aspects of volunteer management. Therefore, close contact between BSNB and Oyster is vital. Via communication, BSNB could let Oyster know about their volunteer recruitment preferences. By this way, BSNB could likely have qualified and suitable volunteers.

3. Assign volunteers their desired positions. Though BSNB has been assigning volunteers their desired positions, it happens sometimes that volunteers came and worked for a few days then figured out that their position does not involve much with taking care of the bears, so they asked for a chance to be near the bears. These situations should not happen again because when running a paid volunteer program, there will be a constant flow of volunteers, so procedures needed to be settled, there is not enough time for repeated adjustments.

4. Set up frequent feedback moments for volunteers. At this moment BSNB only sent volunteers a feedback form when they came home from the volunteer experience. Interview insight and desk research results show that by having constant feedback moments such as weekly or bi-weekly, volunteers and paid staff could have the chance to reflect on the experience and discuss to make it better.

5. Inform staff about the procedures of the volunteer program. The staff of BSNB must know well about the policies and procedures of the volunteer program. By knowing the objectives of the program, the responsibilities of both volunteers and paid staff, the staff could feel more attached to the volunteers because they know the volunteer program could help contribute to the missions and visions of Four Paws. Moreover, by knowing all procedures, paid staff know how to handle different kinds of situations.

RQ2: What is an effective strategy for BSNB for maximizing the positive impacts of volunteer programs on local community-based development?

The research found that **being transparent, collaborative along with a plan and communicating well with the local community** is the most important aspects of the strategy to ensure positive impacts of the volunteer program on local community-based development. The findings of the interviews show that since BSNB have only had under 20 volunteers since 2018, there has been little impact of this volunteer program to the local community of Nho Quan, Ninh Binh. Nevertheless, the local staff highlighted that by working and communicating with the volunteers, they could observe the positive impacts of the volunteer program on them. Therefore, it could be concluded that the local staff at BSNB are the individuals among their community to receive the most impacts of the volunteer program so far. About positive impacts, the most noticeable impacts are about the personal well being of the local staff being improved. To be more specific, the local staff has the chance to understand and exchange language and cultural knowledge with the volunteers. In addition, the interactions encourage the locals to be more confident and outspoken. Regarding the negative impacts, with the strict recruitment standards and a limited number of volunteers, there have been no negative impacts of the volunteers on the local community, according to the local staff and the volunteer manager of BSNB. As a result of the desk research, in order to ensure the benefits of the local community, BSNB should be transparent and collaborative, plan and communicate well with both volunteers and the local community.

5. Advice

In this part, the alternatives of solutions were described and then measured to see which solution suits the needs of BSNB the best. After that, an implementation plan and a financial implication were shown.

5.1. Alternatives of solutions

As there are two central research questions concerning volunteer management and community-based development. The thesis came up with two alternatives of solutions per central research question subject based on the research result. They are:

- 1) **Volunteer management** regarding volunteer recruitment and collaboration between paid staff and volunteers
 - A. Produce a volunteer handbook
 - B. Implement volunteer management software
- 2) **Community-based development** as an effect of the volunteer program
 - C. Open an English class for local staff and local children taught by volunteers
 - D. Organize dinners for volunteers at local's houses

In the end, one alternative per research question subject will be chosen as the final advice for BSNB.

This means that there will be two solutions to be chosen in the end. The specific reasons these options were chosen will be discussed in the following chapter 5.2.

5.2. Alternatives explanation

5.2.1. Option A. Produce a volunteer handbook

Definition

A volunteer handbook is a communication tool between a volunteer host organisation and its volunteers. It helps to ensure that volunteers understand all policies and procedures of the host organisation. A well-written volunteer handbook will help promote the volunteer host organisation as an experienced organisation in volunteer management and help the volunteers to fit in quickly with the program (NVPC, 2012)

Links with the research result

The result of RQ1 points out five guidelines for a successful volunteer management strategy for BSNB. The explanations about how a volunteer handbook could help apply these guidelines more efficiently are as below:

1. *Produce communication materials for volunteers.* Since the definition of a volunteer handbook is a communication tool that transfers information from the host organisation to volunteers, it could be published as a communication material for volunteers on the website of Oyster, the webpage of BSNB and the Facebook page of BSNB.
2. *Be in close contact with service organisations such as Oyster.* Given that the act of being in contact with volunteer service organisations takes a constant effort of BSNB, it is believed that a volunteer handbook will help BSNB to inform them of all procedures, policies and the overall volunteer experience. By this, it is clear for the sending organisations about the desires and expectations of BSNB when it comes to volunteer recruitments and the expectations of BSNB about the volunteer program.
3. *Assign volunteers their desired positions.* Since the volunteer handbook will mention the roles of volunteers in the organisation and describe specific volunteer tasks (see [Figure 5](#)), it would be

easier for volunteer applicants to know what volunteer positions are suitable to their skills and their desires. In specific, the volunteer task description could describe a typical day of a volunteer in the bear team, as an example.

4. *Set up frequent feedback moments for volunteers.* Even though the volunteer handbook is not a tool to conduct feedback sessions between volunteers and the volunteer manager, by informing the volunteers, in the beginning, the feedback moments throughout the volunteer program and the main content of the feedback's sessions, volunteers will be well prepared and ready to join these sessions.
5. *Inform staff about the procedures of the volunteer program.* The volunteer handbook could be an effective communication tool to inform the staff of BSNB about all policies and procedures. As a consequence, the staff are well informed about the roles and responsibilities of both volunteers and paid staff and the fact that the volunteers could help contribute to the missions and visions of Four Paws Viet. This could lead to a more positive impression of the staff on the volunteers which will be beneficial for the collaboration between volunteers and paid staff.

Regarding the second research question, the result shows that being transparent, collaborative along with a plan and communicating well with the local community are the most important aspects of the strategy to ensure positive impacts of the volunteer program on the local community. Having a volunteer handbook could help BSNB in this aspect due to two reasons. First, the handbook informs volunteers about the code of conduct on interacting with the locals. This helps ensure that volunteers will not cause harm to the community by reckless actions due to being untrained. Second, the handbook would be also read by local employees, who are a part of the local community. Thanks to the local employees knowing the roles and responsibilities of the volunteer program, they could spread the information in their neighbourhoods which helps the local community to know well about the main objectives of the volunteer program.

Links with the missions and vision of Four Paws Viet

The missions and visions of Four Paws Viet could be found in [chapter 1.1](#). The volunteer handbook could act as an enabling tool to help BSNB improve their volunteer program regarding the recruitment process, the collaboration between volunteers & paid staff and local community benefits which will eventually contribute to the missions and vision of Four Paws Viet.

It is stated that the mission of Four Paws is to do comprehensive national and international educational work on wildlife trade and animal welfare, this mission could be partly realized via the volunteer handbook. It is because chapter 1 of the handbook (see [Figure 5](#)) talks about the visions and missions of Four Paws and BSNB. In addition, in chapter 3 of the volunteer handbook, the code of conduct on working with wild animals was stated clearly to educate volunteers about bile bear welfare and their own safety.

Layout

In order to achieve the above-mentioned objectives, the volunteer handbook of BSNB should include the aspects as follows:

Figure 5: Recommended layout for the volunteer handbook of BSNB



5.2.2. Option B: Apply a volunteer management software

Definition

In the recent future when BSNB will have an official paid volunteer program, there will be an increasing number of volunteers annually with a lot of data and communication steps to be made. The data are contact info, schedules, timesheets, feedback tools. The right volunteer management software could help the volunteer manager and the administration team of BSNB to do these tasks more quickly and accurately.

Main functions

Every volunteer management software has these basic features that make the work of a volunteer manager easier. The features are:

- **Communication portal.** The software could automatically send emails about volunteer handbook, updates during the volunteer experience, weekly feedback forms and ending feedback forms. By this way, volunteers are well informed about the code of conducts, their responsibilities. This could help with improving the collaboration process between volunteers and paid staff since they know what is expected from them. In addition, this could help with informing the volunteers the code of conduct while interacting with the local community.
- **Accessibility.** Volunteer managers could access all information of the volunteer program from their mobiles, laptops at home.
- **Aid volunteer communication.** Automatically send individual emails directly through the software. The volunteer lists could be segmented based on volunteer tasks, volunteer time.
- **Volunteer task tracking.** Easier volunteer scheduling and working hours tracking. Moreover, volunteers

- **Manage contacts.** Keep track of all data, contact information of volunteer candidates and volunteers at one place. This could save the volunteer manager some time to focus on screening the most suitable volunteer during the recruitment process.

Links with the research result

The result of RQ1 points out five guidelines for a successful volunteer management strategy for BSNB. The explanations about how a volunteer management software could help apply these guidelines in a more efficient way:

1. *Produce communication materials for volunteers.* The software could help with producing and distributing communication materials for volunteers. About producing materials, the software could help by providing email templates. Regarding publishing materials, the function of sending emails automatically with a volunteer handbook and a guide when starting the volunteer experience at BSNB, for example after they have been chosen by Oyster, is an efficient way of communicating with volunteers.
2. *Be in close contact with volunteer sending organisations.* As mentioned before, the contact process between BSNB and these organisations needs to be constant. Volunteer software could help this by sending updates about the number of volunteers at the moments and the available volunteer positions in the future. This software could automatically create a report, the volunteer manager only needs to review the report then click “send” to the sending organisations.
3. *Assign volunteers their desired positions.* The fundamental function of a volunteer management software is to connect volunteers with the right task at the right time. By allowing volunteers to define their availability, interests and qualifications, the software could help arrange the suitable tasks to each volunteer.
4. *Set up frequent feedback moments for volunteers.* To have a high-quality feedback moment, a detailed personal volunteer record is first needed, and this is already covered by the software. The schedule and template of the feedback moments for both volunteers and volunteer managers could be arranged by the software.
5. *Inform staff about policies and procedures of the volunteer program.* The software could help to inform the staff about the progress and status of the volunteer program by sending emails to them. However, this act does not need to be frequent since the volunteer program is not a core mission of BSNB.

Regarding the second research question, the result shows that being transparent, collaborative along with a plan and communicating well with both the local community and the volunteers is the most important aspect of the strategy to ensure positive impacts of the volunteer program on the local community. The software could help in informing the volunteers about the code of conduct when interacting with the locals and news, updates, cultural events in the local area. The software has little to contribute to communicating with the locals, but it could help send bi-monthly reminders to the volunteer manager to not forget this act.

Links with the vision and mission of Four Paws Viet

The mission of BSNB is to build and maintain the sanctuary as a wildlife rescue centre, an educational centre and a tourist attraction. Having a professional volunteer software could help the volunteer management program to be more successful and this will eventually contribute to the smooth operation of the bear sanctuary since they have helpful and attentive volunteers.

5.2.3. Option C. Open English courses taught by volunteers for the locals

Description & link to the research result

As stated in the research result, English skill inefficiency of local staff is still a barrier for them when interacting with the volunteers. Therefore, an English class being opened for both local staffs and local children of Ky Phu could help to fulfil this knowledge gap.

The conclusion in chapter 4.4 stated that being collaborative and communicating well with local staff and the local community is the most important aspects to ensure the positive impacts of the volunteer program on the locals. By inviting local staff and local children to learn English from the volunteers, BSNB has created an opportunity for the local to interact with volunteers more. Giving locals the chance to exchange culture and improve their English skills helps to develop the personal well-being of the locals according to the model AtKisson. By this way, the local community are more aware of the volunteer program and its benefits to the community. The details of the English course are as below:

- Lessons: The English classes should revolve the topics of basic communication when meeting a tourist, animal welfare, nature protection and conservation. This program should be built by people with knowledge about education and the English language. For instance, FPV could cooperate with students of universities in Vietnam to help build the program.
- Teachers: Volunteers who speak English well could teach the class according to the pre-defined syllabus. There must be one or two employees of the Education team of FPV to be responsible for the operation of the classes. At moments when BSNB has no volunteers, the responsible employee could teach the class.
- Fee: The class is offered by FPV. Students do not need to pay.
- Time and duration: For example, the syllabus is built with twelve lessons to teach students about the topics mentioned above. There could be one class per week and each course will last for 3 months. When a course is finished, the next course could be taught again for new local students.
- Students: Maximum 12 students per class. The students are the local staffs and the local children. The focus group is the local staff because they are the ones who need English the most to work with the international employee, international visitors and international volunteers. Second, local children are also welcomed to come to the class. The project wants to aim to teach local children instead of local adults because the local children are more likely to be excited to go to the class as they do not have a lot of extracurricular activities in the countryside. The local adults are less likely to join the English class as they rarely need to use English but if any local adult wants to join, they are also welcomed.

Link to missions and vision of Four Paws

This project stays in line with the missions of FPV because FPV has always been determined to do educational work on topics of wildlife protection, they have been running educational programs in four schools in Ky Phu. This project helps to educate not only wildlife protection but English skills for the locals, which will help contribute to the mission of education.

5.2.4. Option D. Organize dinners for volunteers at local houses

Description & link to the research result

Since BSNB is located in Ky Phu where there are many Muong minority, ethnic locals, there is a great cultural background of Muong people that could be shared to volunteers. The research result shows that communicating well and being collaborative helps to ensure community-based development. Sharing meals are the perfect opportunities where volunteers and the locals could interact and exchange culture with each

other. The strength of this option is that any locals with a good will could register to join the program. However, it should be noted that the host families need to be informed about certain sanitise standards to make sure the food is safe for volunteers. In this project, BSNB could help by informing both volunteers and the local families that want to register then they need to set a schedule. Before joining the meal, the volunteers need to pay the local family a certain fee to cover the cost of their meals. BSNB could help by collecting the fee then send it to the host family.

Link to missions and vision of Four Paws

While interacting with the volunteers, the local will understand why the volunteers want to work at BSNB. Most volunteers come to BSNB because they care about animal welfare, when sharing stories and talking with the local families, they could understand more about the importance of wildlife protection. This could indirectly support the mission of FPV to raise awareness about illegal wildlife trade and animal welfare.

5.3. Alternative solutions evaluation

After describing four alternatives, it is important to evaluate them to find out the most suitable and advanced solution for each research question. To do this, the project uses the multi-criteria analysis (MCDA). MCDA is a tool that helps to focus on important aspects of each solution in a logical and consistent order (Natural Resource Leadership Institute, 2011). **The evaluation will be separated into two research subjects: volunteer management and community-based development to choose the best solution in each subject.**

5.3.1. Volunteer management.

- A. Produce a volunteer handbook
- B. Implement volunteer management software

Step 1

The first step of MCDA is to point out and explain the points of assessment according to the selected criteria. First, it is important to explain what criteria and points of assessment are chosen and the reasons they are chosen. Multiple criteria have been chosen based on the research objectives and research results, they are:

Table 3: *Criteria and points of assessment in MCDA for options A&B*

Criteria	Points of assessment
1. Recruitment	Does the solution help in recruiting qualified and suitable volunteers for BSNB?
2. Volunteer and staff collaboration	To what extent could the solution help volunteer and paid staff to have positive collaboration?
3. Efficiency	Is the option efficient in the short and long term for BSNB?
4. Time-bound	How much time does it take to implement such a solution?
5. Risks	Are there any major risks for the organisation? What is the possible extent of the risks?
6. Price	What costs the organisation to implement the solution?

Below, an actual explanation of the chosen criteria found in table 3 is given:

- **Recruitment.** As mentioned before, BSNB wants to recruit qualified and suitable volunteers for their volunteer program. In addition, the research results show that having a consistent and systematic recruitment process is ideal for BSNB.
- **Volunteer and staff collaboration** the collaboration between paid staff and volunteers is very important because they are one of the most considerable positive impacts of the volunteer program on the organisation of BSNB.
- **Local community-based development.** Every paid volunteer program could have a small or big range of impacts on the local community. Therefore, BSNB wants to assure positive impacts while minimizing the possible negative impacts. Research shows that this could be done through clear communications about procedures and code of conducts with both the locals and volunteers.
- **Efficiency.** This criterion shows whether the solution could bring value to the client in a short and long term. In addition, whether the solution could be beneficial for BSNB, the volunteers and the local community.
- **Time-bound.** This criterion shows the time needed to implement the solution.
- **Risks.** This criterion examines the possible risks of each solution and their impact on BSNB
- **Price.** This criterion shows to what extent the solutions are financially feasible.

Step 2

The second step of Multi-criteria decision analysis (MCDA) is to rate all criteria based on specific answers. A three-point scale to give answers to each criterion has been created: Yes/Partly/No, Low/Medium/High, Short/Medium/Long. To specify the scale of Time bound, the short scale is applied if it takes less than three months to implement the solution. Medium-scale is used if it takes three to five months and Long scale is for solutions that take longer than five months to implement. Table 4 gives an overview of criteria and its possible scale.

Table 4: *Criteria and scale in MCDA for options A&B*

Criteria	Scale
Recruitment	Yes/Partly/No
Volunteer and staff collaboration	Yes/Partly/No
Efficiency	Low/Medium/High
Time-bound	Short/Medium/Long
Risks	Low/Medium/High
Price	Low/Medium/High

In table 5, explanations on the score of each criterion of two solutions A and B are presented.

Table 5: *Results and Explanations of the value of each criterion for options A&B*

Criteria	A. Produce a volunteer handbook	B. Implement volunteer management software
Recruitment	<u>Yes</u> A volunteer handbook could provide potential volunteers with all information about the volunteer program of BSNB. Information about the recruitment procedures, volunteer roles and tasks will	<u>Partly</u> The software could help volunteers and BSNB in step 5 (Assigning) of volunteer recruitment model (Abushadi, et al., 2015). It is because the software could help the volunteer choose the tasks that are

	help set the right expectations of volunteers. According to the model of volunteer recruitment of Abushadi et al (2015) (see chapter 5.1), the handbook could help in step 1 (define target group), step 2 (online marketing) and step 5 (assigning).	suitable to their skills and desire. By having the volunteers choose their own tasks, the volunteer manager does not have to take time to do this manually for each volunteer. However, the software could only help in the final step of the recruitment process. Therefore, it is rated as “Partly”.
Volunteer and staff collaboration	<u>Yes</u> The handbook could inform both the employees and paid staffs about the code of conducts for volunteers and the moments the volunteer could expect the help of staff. This guideline could set a fundamental foundation to build a strong relationship between volunteers and paid staffs.	<u>Partly</u> As mentioned in chapter 5.2 , the software could do a great job in informing the volunteers on time about new updates or codes of conducts that are related to the volunteer-staff relationship. However, since many paid staffs in the operational department do not use emails for work, it is considered not so effective from the perspectives of paid staffs. Therefore, it is rated as “Partly”.
Efficiency	<u>Medium</u> The handbook could bring value to the recruitment process and training process of volunteers in the short term, not in the long term because all information in the handbook needs to be kept up to date at least annually or when there is a big change about procedures and policies	<u>High</u> The software has the primary function to keep a high level of volunteer engagement without costing more time of the volunteer manager. Moreover, in the future when the number of volunteers is increased, being able to keep all data of volunteers to keep them engaged is very valuable. Therefore, it is rated “High” in efficiency
Time-bound	<u>Short</u> It is estimated that it could take from one to two months to create a volunteer handbook	<u>Short</u> It normally takes less than one month for an organisation to implement the solution
Risks	<u>Low</u> It is an advantage that BSNB could decide on the content of the handbook. As long as BSNB is very careful with re-check all the information to see whether they are true, updated and politically correct, there are very little risks involved.	<u>Medium</u> Personal data protection is a serious issue nowadays. By using third-party software to store all the detailed information of volunteers, there is a risk that this information could be leaked. However, BSNB could choose a provider that has a strong code of conduct and guarantee in terms of handling personal data.
Price	<u>Low</u> The price is considered to be low because it would take the time of one to two staffs to create and design this volunteer handbook.	<u>Medium</u> The main cost is a subscription fee to the software provider which ranges from 200-500 euro yearly

Step 3

In step 3, “standardization”, the researcher will compare the alternatives on a numeric scale. Since criteria could have different values to the final decision, it is decided that criteria “Recruitment”, “Collaboration between paid staff and volunteers” and “Price” have a higher value than the rest criteria. This is based on the demands of the client, BSNB. Therefore, the criteria “Recruitment”, “Collaboration between paid staff and volunteers” and “Price” has the numeric value of 1,50 and the rest criteria have the value of 1,00. The

criteria having the value of 1,50 means that they are more important factors to BSNB when considering the solutions. The numeric values of the scales could be seen in Table 6.

Table 6: *Numeric value of criteria and their scale for options A&B*

Criteria	Possible scores		
Recruitment 1,50	Yes 1,00	Partly 0,50	No 0,00
Volunteer and staff collaboration 1,50	Yes 1,00	Partly 0,50	No 0,00
Efficiency 1,00	Low 0,00	Medium 0,50	High 1,00
Time-bound 1,00	Short 1,00	Medium 0,50	Long 0,00
Risks 1,00	Low 1,00	Medium 0,50	High 0,00
Price 1,50	Low 1,00	Medium 0,50	High 0,00

Table 7: *Actual numeric value of criteria of two solutions for Options A&B*

Criteria	A. Produce a volunteer handbook	B. Implement volunteer management software
Recruitment 1,50	1,00	0,50
Volunteer and staff collaboration 1,50	1,00	0,50
Efficiency 1,00	0,50	1,00
Time-bound 1,00	1,00	1,00
Risks 1,00	1,00	0,50
Price 1,50	1,00	0,50
Total (max 8,50)	7,00	4,75

5.3.2. Community-based development

- C. Open an English class taught by volunteers for local staff and local children
- D. Organize dinners for volunteers at the local's houses

Since the MCDA will be used in the same manner as sub-chapter 5.3.1, some steps are incorporated to make the structure more succinct.

Table 8: *Criteria and points of assessment in MCDA for options C&D*

Criteria	Points of assessment
1. Education for children	Does the solution contribute to the education of local children?
2. The satisfaction of the community with the program	To what extent could the solution make the local more satisfied with the volunteer program?
3. Environmental education for the community	To what extent could the solution educate the local about wildlife protection?
4. Local people's ability to share their cultural knowledge	Could the solution help the locals share their cultural knowledge?
5. Efficiency	Is the option efficient in the short and long term for BSNB?
6. Time-bound	How much time does it take to implement such a solution?
7. Risks	Are there any major risks for the organisation? What is the possible extent of the risks?
8. Price	What costs the organisation to implement the solution?

Explanation of the chosen criteria found in table 8 is given. The research results have indicated that the improvement of personal wellbeing of the local community is the main positive impact of the volunteer program. Therefore, the four indicators of element Personal wellbeing in AtKisson compass (see [Chapter 2.2](#)) are applied to be used as criteria 1 to 4 to evaluate options C&D. Criteria 5 to 8 has the same meaning as stated [in sub-chapter 5.3.1](#)

Step 2

Table 9: *Criteria and scale in MCDA for options C&D*

Criteria	Scale
Education for children	Yes/Partly/No
The satisfaction of the community with the program	Yes/Partly/No
Environmental education for the community	Yes/Partly/No
Local people's ability to share their cultural knowledge	Yes/Partly/No
Efficiency	Low/Medium/High
Time-bound	Short/Medium/Long
Risks	Low/Medium/High
Price	Low/Medium/High

In table 10, explanations on the score of each criterion of two solutions C and D are presented.

Table 10: Results and Explanations of the value of each criterion for options C&D

Criteria	Open an English class taught by volunteers for local staff and local children	Organize dinners for volunteers at the local's houses
Education for children	<u>Yes</u> The class could teach children English and wildlife protection	<u>Partly</u> By interacting with volunteers during dinner, children could learn about other culture and practice talking English. However, the duration of a meal is too short to make an impact
The satisfaction of the community with the program	<u>Yes</u> Seeing their children and other local learning English with volunteers could make the local feeling positive about the volunteer program	<u>Yes</u> With many families having had volunteers come over, they feel more attached to the volunteers and the program
Environmental education for the community	<u>Yes</u> The English class revolves around topics of wildlife protection	<u>No</u> There is no guarantee that the locals could learn more about wildlife protection during meals with volunteers.
Local people's ability to share their cultural knowledge	<u>No</u> Locals mainly come to class to learn so they have few chances to share their stories	<u>Yes</u> Inviting volunteers to their house to eat local food is sharing cultural knowledge
Efficiency	<u>High</u> Each course could last for a few months then a new course could start to teach more students. Eventually, the course could reach to many locals	<u>Medium</u> BSNB only has 6 volunteers maximum per moment so not so many of them could join the program on a daily basis. Therefore not so many families could join in a short amount of time
Time-bound	<u>Medium</u> The process of building an English course with specific requirements and inviting students could take up to 6 months because building the course needs to be outsourced to universities of education field or language centres	<u>Short</u> The process of finding families, informing them and schedule volunteers could take less than three months
Risks	<u>Low</u> There could be some small risks such as not many students want to join the class, or the show-up rate of students is low. However, this could be improved by having agreements with students in advance	<u>Low</u> The risks could be related to the well-being of the volunteers. For example, food poison symptoms could happen to volunteer. This could be avoided by informing host families dangerous ingredients and hygiene practices
Price	<u>Medium</u> The price of preparing infrastructure for the classroom, the price of designing the syllabus could be counted.	<u>Low</u> Preparing the dinner program would take mainly the time of BSNN staff to organize

Step 3

It is decided that the criteria "Recruitment", "Collaboration between paid staff and volunteers" and "Price" have a higher value than the rest criteria. This is based on the demands of the client, BSNN. Therefore, the

criteria “Education for children”, “Satisfaction of the community with the program”, “Environmental education for the community” and “Price” have the numeric value of 1,50 and the rest criteria have the value of 1,00. The criteria having the numeric value of 1,50 because they are the important factors for BSNB that have a bigger influence on choosing the solution than the rest criteria. The numeric values of the scales could be seen in Table 11.

Table 11: *Numeric value of criteria and their scale for options C&D*

Criteria	Possible scores		
Education for children 1,50	Yes 1,00	Partly 0,50	No 0,00
The satisfaction of the community with the program 1,50	Yes 1,00	Partly 0,50	No 0,00
Environmental education for the community 1,50	Yes 1,00	Partly 0,50	No 0,00
Local people’s ability to share their cultural knowledge 1,50	Yes 1,00	Partly 0,50	No 0,00
Efficiency 1,00	Low 0,00	Medium 0,50	High 1,00
Time-bound 1,00	Short 1,00	Medium 0,50	Long 0,00
Risks 1,00	Low 1,00	Medium 0,50	High 0,00
Price 1,50	Low 1,00	Medium 0,50	High 0,00

Table 12: *Actual numeric value of criteria of two solutions for Options A&B*

Criteria	C. Open an English class taught by volunteers for local staff and local children	D. Organize dinners for volunteers at the local’s houses
Education for children 1,50	1,00	0,00
The satisfaction of the community with the program 1,50	1,00	1,00
Environmental education for the community 1,50	1,00	0,00
Local people’s ability to share their cultural knowledge 1,50	0,00	1,00
Efficiency 1,00	1,00	0,50
Time-bound 1,00	0,50	1,00

Risks 1,00	1,00	1,00
Price 1,50	0,50	1,00
Total (max 10,50)	7,75	7,00

5.4. The chosen alternatives

In chapter 5.3, MCDA is used to evaluate four solution alternatives of two research question topics. In this chapter, the chosen solution will be shown

5.4.1. Volunteer management

- A. Produce a volunteer handbook. Total score 7,00 (out of 8,50)**
- B. Implement volunteer management software. Total score 4,75 (out of 8,50)

The total score of option A is much higher than option B. The final result reveals that alternative A is more suitable for BSNB to improve their volunteer management strategy in terms of recruitment, the collaboration between volunteers & paid staff and community benefits. It is partly because, in all the criteria that has a bigger weight of 1,50, option A managed to get the full score of 1,00. Nevertheless, option B still proves that it is useful, and it could be implemented when the paid program has a big number of volunteers and the volunteer manager would need software that could help them control and manage the data and procedures. In short, it is recommended that BSNB implement option A soon to get ready for the running of the paid volunteer program. The detailed implementation plan for option A could be found in the following chapter.

5.4.2. Community-based development

- C. Open an English class for local staff and local children taught by volunteers. Total score 7,75 (out of 10,50)**
- D. Organize frequent cultural events for local staffs and volunteer. Total score 7,00 (out of 10,50)

The final result shows that option C has a higher score than option D, however, the difference in value is small. Nevertheless, the researchers are determined to choose Option C because she knows that the client cares about improving English skills for her staffs. Option C has more educational value which is very important for the local community.

5.5. Implementation plan

5.5.1. Option A. Produce a volunteer handbook

This sub-chapter describes a plan of action which helps BSNB to implement option A. To do this, the researcher used the PDCA (Plan-Do-Check-Act) cycle. PDCA is a four-stage approach to continue improving processes by many organizations (Skhmot, 2017). The PDCA cycle for option A is described in terms of planning, execution, evaluation and acting on the points of improvements. In addition, the thesis also uses SMART goals to write content for the implementation plan. This means that the plan should be Specific, Measurable, Achievable, Relevant and Time-bound. By "specific", it means that five "W" questions should be answered. The five "W" questions are What, Why, Who, Where and Which.

Figure 6: PDCA cycle of Option A design volunteer handbook project for BSNB



Phase 1: Plan

In this phase, the objectives of the project and its action procedures need to be defined. An example plan is illustrated below. This plan is written to be as specific as possible, in real life, the details could be changed due to BSNB. Since the volunteer manager stated that they would like to start the volunteer program this year, therefore, it is recommended to start producing the volunteer handbook as soon as possible.

- **July 2020:** A meeting of the administration team that includes the director and the education/volunteer manager (Ms Linh Nguyen) and other employees of bear team and service team is held to see the necessity of producing a volunteer handbook and the main contents that should be included in the handbook. One week before the meeting, a meeting agenda is sent so that employees could start to think about ideas of handbook content. During the meeting, a brainstorm session is held to collect all ideas, then the most useful and reasonable ideas about the content of handbook are chosen (2 working hours of 4 people so **8 working hours** in total) Ms Linh is assigned as the responsible person for the making of this handbook. The approval of FPI is asked and confirmed.
- **July 2020:** Ms Linh has the main content suggested by the administration team and approval from FPI. She did desk research to see good examples of volunteer handbooks to choose the final main content and a template. She sent the chosen main content and template sample to the administration team for approval (**4 working hours**) Furthermore, the guidelines for the volunteer handbook in [chapter 4.3](#) could be used as a starting point.
*The handbook should be published in both English and Vietnamese versions. The Vietnamese version is aimed for local staff, the local community and other Vietnamese stakeholders.
- **July 2020:** After having approvals from the administration team, Ms Linh starts to write detailed content for the volunteer handbook. During the writing process, it is recommended that Ms Linh has someone in the marketing team to be her co-author to help her when she is in doubt about any aspect. This task could take approximately **50 working hours**, which could be spread out in two weeks. It is approximated that 30 hours are spent to write the content and 20 hours are spent on designing the handbook.

- **August 2020:** Ms Linh finished designing the content and layout of the volunteer handbook. The volunteer handbook now needs approvals from the director, marketing team and FPI. This process could take up to 2 weeks to finish the editing process (**6 working hours**)
- **September 2020:** The volunteer handbook could be published on the website of Oyster and FPI to promote to potential volunteers. To be more specific, on Oysterworldwide.com, there are many different pages about each volunteer, BSNB will have a page talking about their volunteer program. On here, Oyster could include the volunteer handbook like they have been doing to the pages of other volunteer programs (the working hours does not need to be counted here because it is done by IT employees of Oyster and FPI).

Phase 2: Do

After having the volunteer handbook published, all volunteers and employees of BSNB could get access to this volunteer handbook. To make sure all paid employees have read this volunteer handbook; they are required to take a short survey to answer some multiple-choice questions about the content of the handbook. The content about recruitment procedures, code of conducts and feedback sessions are the most important so the survey should be focused on the survey.

In the middle and at the end of the volunteer experience, volunteers will have feedback sessions. During the sessions, they are sent two surveys. In both surveys, there will be questions about the helpfulness of the volunteer handbook and whether the volunteers have abided by the code of conduct.

Phase 3: Check

In this phase the quantitative research result gathered in the survey for employees and in the survey for volunteers could be analysed. The result will show to what extent the employees and volunteers find the volunteer handbook useful. The result will then point out in what aspects the handbook should be changed or added or eliminated to make it more useful for them. Besides, the result could show in what aspects the handbook is doing well. If the result shows that there is little, or no positive impacts created by the handbook then more actions need to be done in the next phase.

Phase 4: Act

After checking the result of the survey and survey, actions could be taken to improve the quality of the handbook. If the result shows that the volunteer and/or paid staff disagree with a specific procedure or policy stated in the handbook. The administration team of BSNB could try to discuss with some volunteers and paid staff to know the reason for the disagreements or conflict. After the discussion, some changes could be made to fit better with the needs of volunteers and paid staff.

5.5.2. Option C. Open English classes taught by volunteers for locals

Phase 1: Plan

By talking with the client about the implementation plan of Option C, it is known that this project needs to be implemented after this year, 2020 because at the moment, the education team and marketing team of FPV

Similar to the planning of Option A, in this phase, the objectives of the project and its action procedures need to be defined. A specific example plan is illustrated below:

- **January 2021:** A meeting between the director and education team is held to see the necessity of opening English classes taught by volunteers for the local staff and local children. During the

meeting, they need to define the main steps of the project and the stakeholders involved in this project (2 working hours of 4 people so **8 working hours** in total)

An employee of the education team should be held responsible for this project.

- **January 2021:** The responsible employee made a plan of action to present the director about how the project could be implemented. The main steps in the plan of action are: asking for permission of local authority to open a community class, reaching out to universities in the education field to help to build the syllabus of the English class, preparing classroom infrastructure, doing field research to know the demands of local staff and their children when it comes to the English syllabus. (**15 working hours** to design the plan of action)
- **February 2021:** The director and education team will approve the plan of action and add feedbacks and comments for improvement (0,5 working hours of 4 people so **2 working hours** in total). The responsible employee will reach out to two universities in Hanoi to ask for input client for the projects of designing a syllabus for the English courses (**6 working hours**)
The employee also reaches out to the local authority to present the project idea to ask for their permission (**3 working hours**)
- **March 2021:** The local authority gave permission to the course and help to spread the information of the course to local families of Ky Phu
The employee also introduces the course being open to in 2 months to local staff and local children could sign in. Note that each course could only have a maximum of 12 students to ensure quality. The rest of the applied students could wait until the next course which will be opened three months after the first course (**5 working hours**).
- **April 2021:** The university presented a syllabus for the English course. The director and education team will review and edit the syllabus to make sure it is a fit for BSNB and the locals of Ky Phu. The volunteers who could speak English well are introduced with the syllabus and how to teach efficiently. (3 working hours of 4 people so **12 working hours** in total).
- **April 2021:** The class is officially open once per week with twelve lessons. The class are taught by one volunteer and one education employee (**3 working hours** per week). At the end of the course, students who pass the final test could have a certificate of finishing course from FPV.

Phase 2: Do

After having the plan of action, the English course could be open for local in April 2021.

At the end of the first course, a survey that has multiple choice questions are handed to the students. The content of the survey is about the time, the content, the teachers and the infrastructure of the class.

Phase 3: Check

In this phase the quantitative research result gathered in the survey for the students could be analysed. The result will show to what extent the local staff and local children find the course useful. The result will then point out in what aspects the English course should be changed or added or eliminated to make it more useful. Besides, the result could show in what aspects the English course is doing well.

Phase 4: Act

After checking the result of the survey, actions could be taken to improve the quality of the English course. If the result shows that the students disagree with a specific class content or teaching approach, the education team of BSNB could try to discuss with the students to know the reason for the disagreements. After the discussion, some changes could be made to suit better the needs and wants of the local.

5.6. Financial implications of the advice

In this part, the financial plan to show the possible costs and possible benefits of the implementation plan of Option A and Option C will be described.

The expected cost of Option A

The nature of designing a handbook does not require too many personnel or stakeholders. Therefore, the main cost of implementing the project is the cost of labour to pay for employees who work to design the handbook. The average wage for an employee working in an NGO in Vietnam is 6€/hour. The expected cost can be found in table 13.

Table 13: *The expected cost for the implementation plan of Option A designing the handbook of BSNB*

Costs for what	Reasons	Sub-total cost
Analyze	12 working hours total (2 hours of an initial meeting by 4 employees + 4 hours of research of 1 employee)	12 x 6€= 72€
Design	50 working hours total (30 hours of content creating and 20 hours of designing by 1 graphic designer)	50 x 6€= 300€
Review	6 working hours (of employees in the administration team of BSNB)	6x 6€=36€
Total	68 working hours	408€

It costs BSNB approximately 408€ to design the volunteer handbook. The cost for the evaluation of the handbook stated in phases 3 and 4 are excluded because it is hard to estimate. The cost estimation could be more precise when it is done by the administration team because they know better how many people are involved and how much time each of them needs to finish the implementation process.

Expected costs of Option C. Open English courses

The average wage for an employee working in an NGO in Vietnam is 6€/hour. The main cost is the wage for employees because this project involves other external stakeholders such as the local people, local authorities and student of universities so it takes time to communicate.

In the table, most of the costs are indirect costs. There are two direct costs. Teaching wage of education employee is a variable direct cost, and the cost of maintaining audio-visual equipment's once per year is a fixed direct cost for the operation of the class. The direct costs are calculated for one year of operation.

Table 14: *The expected cost for the implementation plan of Option C opening an English course*

Costs for what	Reasons	Sub-total costs
Analyse	8 working hours (an initial meeting that lasts 2 hours with one director and 3 education employee)	8 x 7€= 56€
Design	15 working hours of designing a plan of action by one education employee	15 x 7€= 105€
Review	2 working hours of reviewing by the director and the education team	2 x 7€= 14€

Communicate with external stakeholders	3 working hours to inform the local authority and receive their approval to open a community class (by one education employee) 5 working hours to inform local staff and local children about the class and have them sign in (by one education employee) 6 working hours to reach out to two universities of Vietnam to have the students design the syllabus with specific requirements (by one education employee) 12 working hours to review and give feedback to the syllabus designed by students and then finalise the syllabus (by the director and three education employee) 15 working hours to present the course content on PowerPoint (by one graphic design employee)	3 x 7€= 21€ 5 x 7€= 35€ 6 x 7€= 42€ 12 x 7€= 84€ 15 x 7€= 105€
Classroom infrastructure	Class for a maximum of 12 students Buying 5 tables (20€ per table) Buying 15 chairs (8€ per chair) Maintaining projector & audio equipment's (100€ per year)	5 x 20€= 100€ 15 x 8€= 120€ 100€
Teach	2 working hours per class (1 education staff, there are 4 classes per month)	2 x 7€ x 4classes x 12 months= 672€
Total		1454€

It costs BSNB approximately 1454€ to open an English course for the locals. The cost for the evaluation of the handbook stated in phases 3 and 4 are excluded because it is hard to estimate. The cost estimation could be more precise when it is done by the administration team.

Expected benefits

There are several benefits BSNB could expect after the volunteer handbook and the English course are implemented. They are:

- On the web page of Oyster Worldwide about the BSNB volunteer program, potential volunteers could know all needed procedures and policies, especially the recruitment process and the code of conduct of volunteers when working with bears and interacting with the paid staff, the locals. This creates an impression that BSNB is a well-organized organisation with a detailly planned program.
- By handing the volunteer handbook to all staff of BSNB, they will be well aware of the responsibilities of the volunteers and the expectations from the staff to supervise and train these volunteers. Informing the staff well will help nurture a good collaboration between volunteers and staff.
- When volunteers read the introduction about the local area including the local culture, local customs and geographical characteristics, they are prepared to not cause any offensive or inappropriate situation. In addition, the code of conduct will show volunteers the boundaries when interacting with vulnerable members of the local community, for example, local children.
- By publishing the volunteer handbook on the Facebook page of BSNB, which is the main means of online promotion of BSNB at this moment, its 5000-page followers are likely informed about the official launch of the volunteer program in an informative way
- By teaching the local staff English, they could communicate better when working with their international colleges, visitors, international volunteers. This will contribute strongly to the collaboration between volunteers and paid staff
- Teaching the locals English is one way to contribute to their personal well-being
- When the locals could see that their children could benefit from the volunteer program, they would have a more positive impression on the volunteer program and FPV as an organisation.

6. Afterword

Value to the industry

Voluntourism is one of the fastest-growing tourism trends so far, yet it is expected to continue to grow. According to a survey by Marriott Rewards Credit Card from Chase, 84% of millennial respondents claim that they would travel abroad to volunteer (Wilmington, 2015). Moreover, since 2017, voluntourism has become one of the multi-billion dollar industries with a total worth of 173 billion dollars (Sundararaju, 2019). Even though the industry has risen as the most booming travel trend with enormous market size, its reputation has not lived quite up to its market potential. The terms “voluntourism” and “voluntourist” have received connotations because of criticism in the media that voluntourism could hurt the local community by taking away paid jobs from locals and making the local community more dependent on the volunteer program.

Due to its negative reputation, many NGOs that want to develop their volunteer program are more cautious to consider all impacts of their volunteer program to avoid mass voluntourism. In the case of Four Paws Viet, BSNB has been researching ways to make their volunteer program with high specific standards that will bring benefits to the local paid staff, the local community and the volunteers while ensuring the bear welfare. Therefore, this thesis project is needed to give BSNB advice to improve the recruitment process, the collaboration between paid staff and volunteers and the local community benefits. With a professional recruitment process, NGOs could have qualified volunteers who are determined to help and care about animal welfare. Most importantly, qualified volunteers who are well informed about the code of conduct are less likely to have negative impacts on the local paid staff and the local community. Therefore, the final advice is to design a volunteer handbook so that all stakeholders could be informed about policies and guidelines when working with animals as well as when interacting with local staff and local people.

To conclude, this thesis project gave recommendations to improve the process of volunteer program management that could be useful for other animal welfare NGOs. The reason animal welfare NGOs will find the thesis relatable and useful is due to some similar characteristics. First, volunteers who come to work should all have a strong motivation for animal welfare. Second, the code of conduct for volunteers when interacting with wild animals is very important. Third, since conservation takes a lot of operational work to take care of animals, there are usually local staff who are responsible for these tasks and they will interact with volunteers, so there could be language and cultural barriers between the volunteers and local staff. **To sum up, this thesis could be a reference for animal welfare NGOs that want to plan a volunteer program that benefits local staff, local community and volunteers while ensuring animal welfare.** If many NGOs and organizations are dedicated to building such volunteer programs, the reputation of voluntourism could be improved due to its positive impacts.

Own working process

When looking back at the thesis project, I could see the personal strength and weakness while working alone on such a big project. Regarding my weaknesses, I still need to improve the ability to stay focused and stick to the planning even when unexpected events were happening. Another point of improvement I want to focus on is communicating more frequently to my examiner. The reason I did not update him so frequently while analysing the interview is that sometimes, I feel like I did not make a lot of progress to be updated. I think I hit the lowest of the whole writing process when I did the coding process for the eight interviews. That process took a considerable amount of time with repetitive tasks. However, next time I would like to improve this aspect by trying to do little work every day and schedule the mundane tasks with other tasks.

When it comes to strength, I am proud that even though my progress is not as quick as I expect it to be in my project plan, I managed to finish the thesis with enough time to get feedback from my examiner, my client and the volunteer manager of BSNB. I am quite satisfied with my communication process with my client because I could update her frequently, every two or three weeks about the overall progress. From this relationship, I learn that sometimes sending long emails with long documents attached is not a very effective means of communication. Even in the time of Skype calls and Teams meeting, I still believe meeting and talking in person when it is possible is an effective way to understand and grow empathy with the other party. Therefore, I think my effort of visiting BSNB in Ninh Binh, Vietnam and meeting the client in person several times helps me to get a closer view of the client's needs. Last but not least, I want to share that I am pleased because I could eventually have all the interviews that I intend to have. It was not easy to reach out to NGOs to ask them for an interview about a specific topic, however, I learned that by staying positive and motivated to keep sending emails with strong motivations to organizations, there will be at least one organisation that agrees to have an interview.

If I would have to do a project like this again, I first would set more realistic planning so that I could follow the plan. In the planning, I would save more time to find respondents because sometimes respondents just do not want to reply and answer emails in due time. Another thing I would want to improve is spending more time on the advice part so that the advice could be more in detail. All in all, I am glad that I have an opportunity to work on a project like this because it shows all my strong and weak points.

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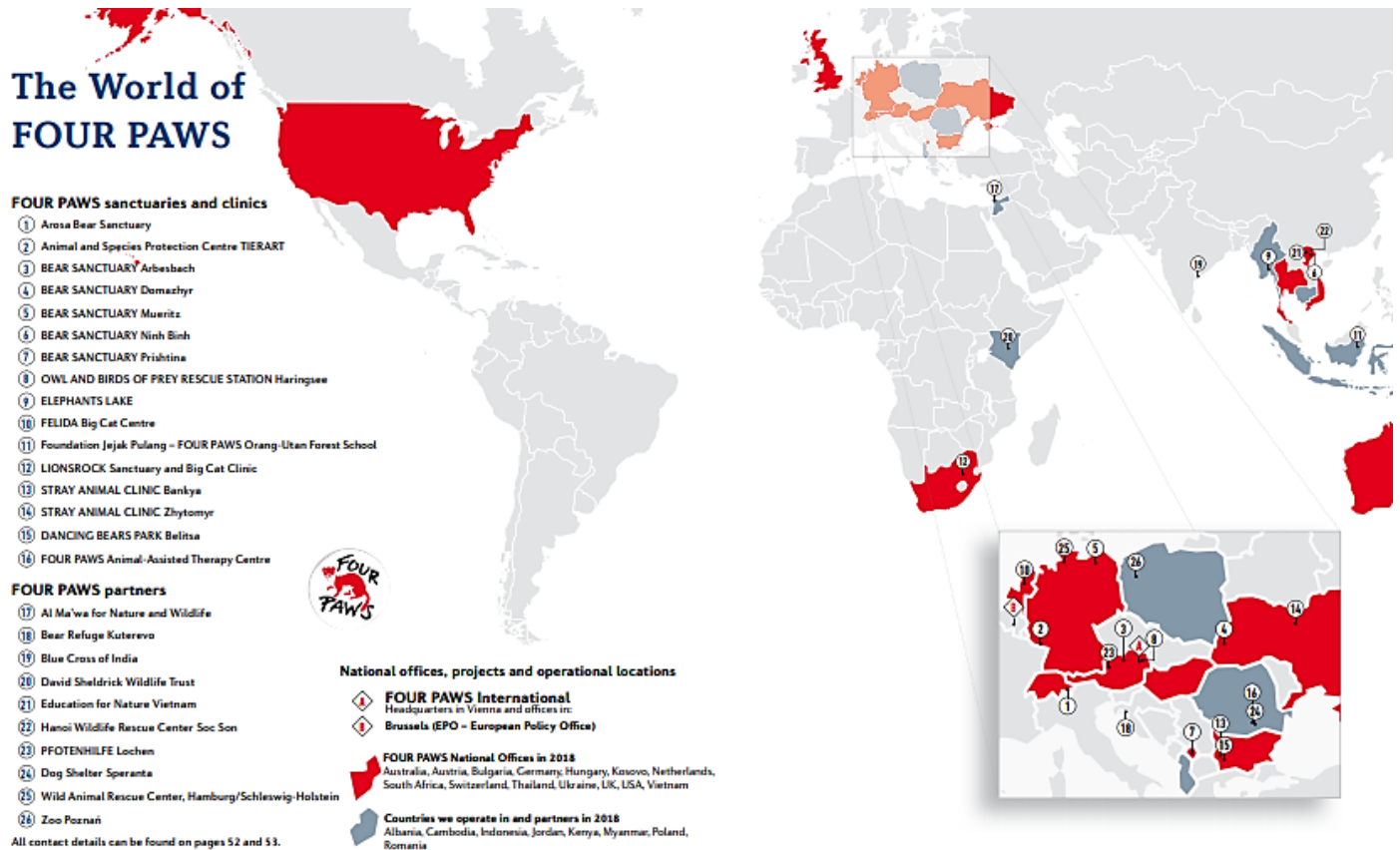
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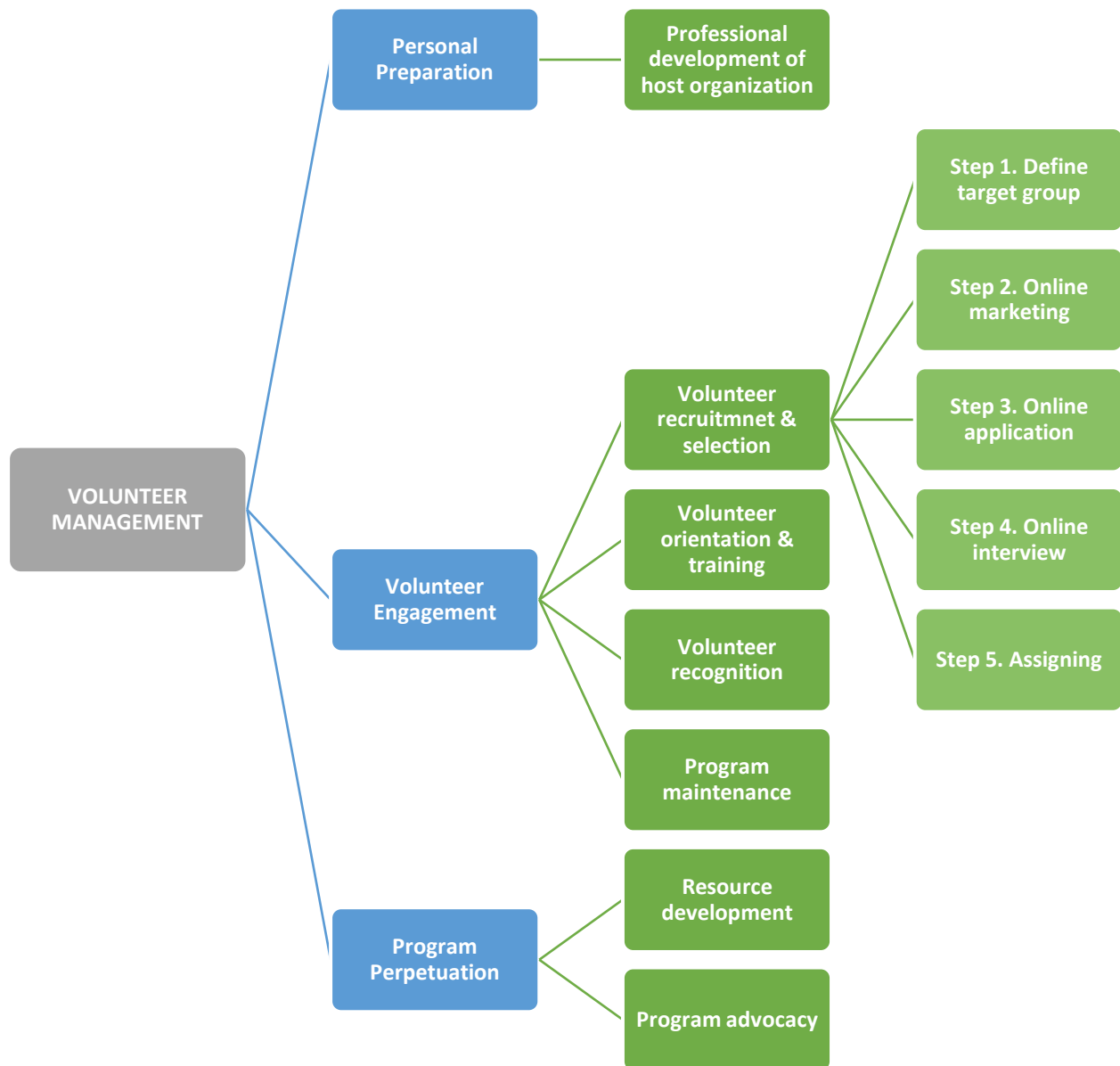
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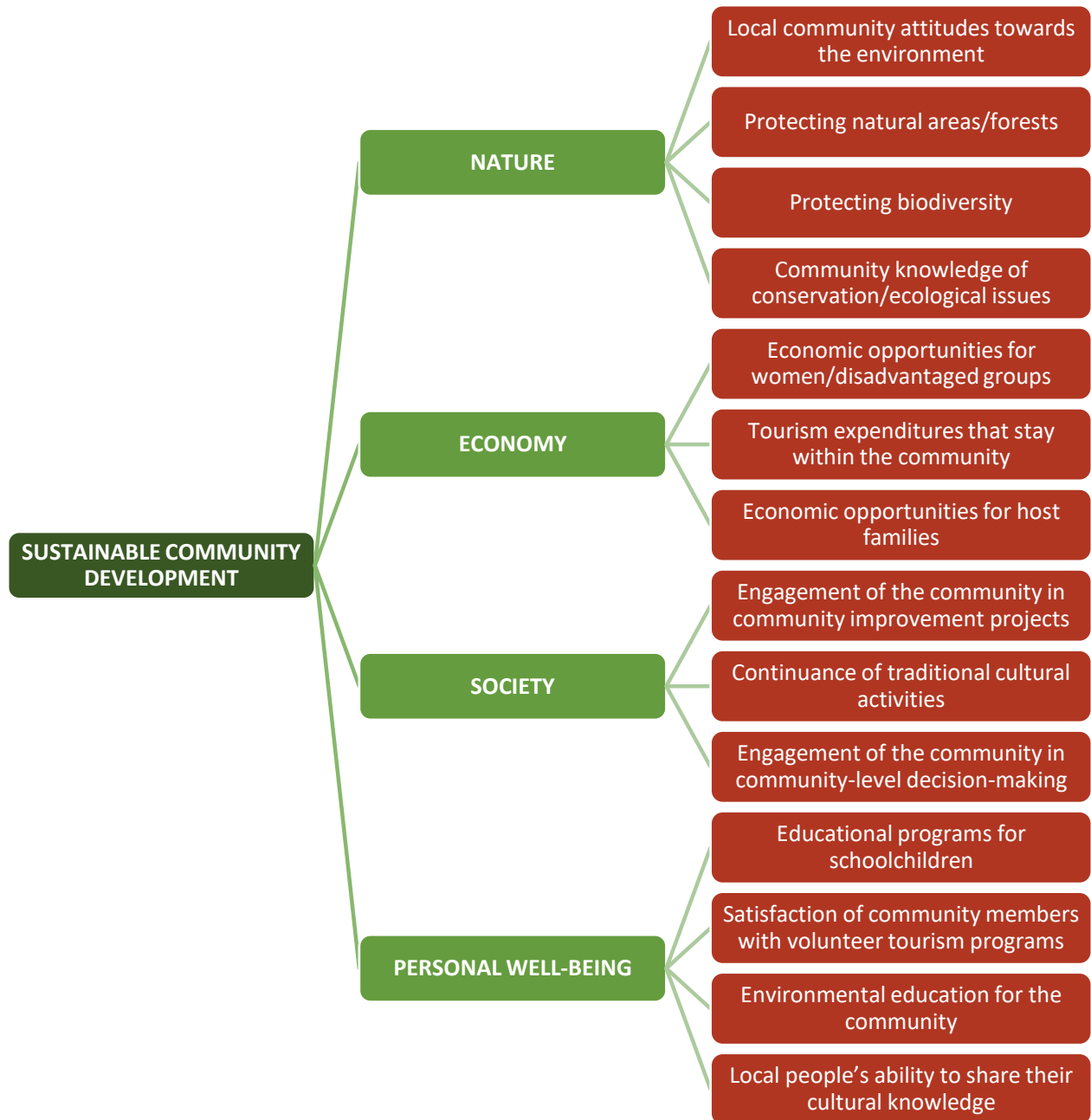
7. Appendix

7.1. Map of Four PAWS sanctuaries, clinics and partners (Four Paws International, 2018)



7.2. The operationalization of core concepts volunteer management and community development





7.3. Search result relevance according to AAOCC criteria

Subject	Authority	Accuracy	Objectivity	Currency	Coverage
Volunteer management Book of Connors, 2012	T.D Connors has a Master of Arts degree and 25 years of experience in directing and consulting non-profit organizations	The book was co-reviewed by PhD candidates in social studies	A book published by a private publisher to earn revenue by selling copies is more likely to be subjective because they do not have a political agenda	2012, still relevant	This book with more than 300 pages could answer most sub research questions that are related to recruit and manage volunteers
Volunteer management model of Safrit, Schmiesing, Gliem, & Gliem, (2005)	Safrit has EdD degree, Schmiesing has PhD degree.	The article was published by the international journal of volunteer management therefore its accuracy and objectivity are considered to be qualified.	The PEP model of Safrit et al are used by volunteer management books therefore it is more likely that this model is objective and useful	2005 is not considered a recent source, however, in 2011, the PEP model is proved to be relevant to the international journal of volunteer administration (Safrit et al., 2011)	This model has covered all perspectives of volunteer management. This is proved by the book Connors, 2012 by comparing PEP models with other historical models
Community-based development framework of AtKisson, (2011)	AtKisson worked in the field of sustainability since 1988. He is the founder of AtKisson group that provides advice for United Nations and governmental initiatives	The compass framework was cited by projects about local sustainability	Since AtKisson Group is a private group that gave advice for non-profit organizations, it is likely that their research is objective	2011, still relevant	The compass framework of AtKisson has covered all aspects of community-based development

7.4. Data collection methods being applied

Research questions	Sub-research questions	Data collection methods
RQ1: What is a suitable strategy of volunteer management for BSNB to recruit, qualified-volunteers and ensure effective cooperation between paid staff and volunteers?	Specific motivations of the volunteers to become volunteers at BSNB?	Desk research the typical motivations of volunteers when a volunteer at NGO-owned animal sanctuaries. Interview three volunteers who work or used to work at animal sanctuaries of Four Paws international (in Vietnam, Netherlands, Romania, Belgium)
	Recent volunteer recruitment process of BSNB	Interview BSNB volunteer manager
	Suitable approach to recruit the most suitable volunteers for BSNB	Interview BSNB education manager-volunteer coordinator
	Suitable approach to make sure volunteers and staffs could work and learn productively with each other to reach their individual goals	Interview volunteers Interview BSNB local staffs
RQ2: What is an effective strategy for BSNB for maximizing the positive impacts of volunteer program on community-based development?	Good practices of volunteer management in NGO-owned animal sanctuaries	Interview two volunteer managers of two NGO owned animal bear sanctuary
	Impacts of BSNB on the local community so far	Interview two local employees of BSNB Interview education-volunteer manager of BSNB
	Suitable approach for BSNB to increase the positive impacts of the future volunteer program on the local community and minimize the negative ones	Desk research about effective strategies for NGOs to increase the positive impacts of the future volunteer program on the local community and minimize the negative ones Interview education-volunteer manager of BSNB

7.5. Interview guide

Interview type

Semi structured interview. This means that there are a list of questions and a list of subjects. However, respondents still have a lot of freedom to contribute to the conversation. The interviewer goes with the flow.

Interview guides

1. Volunteers of BSNB

Key components	Script
<ul style="list-style-type: none"> • Thank you • Introduce name • Thesis goal • Interview goals • Duration • Press record • Ask for consent 	<p>First, I want to thank you for taking the time to meet with me today. My name is Linh and in the last phase of my study, I am doing my thesis about volunteer management at BSNB. The goal of my thesis project is to give recommendations to BSNB about a smart strategy of volunteer recruitment and increasing positive impacts of the volunteer program to the local community of BSNB.</p> <p>For the research part of my thesis, I would like to talk to you about your experiences volunteering at BSNB to get insights into your expectations when volunteer at BSNB, the recruitment process and the cooperation between you, the volunteers and the local employees of BSNB.</p> <p>The interview will take at least thirty minutes and might last up to one hour. Please keep in mind that this interview will be recorded, and it will be used only for educational purposes within this thesis project.</p> <p><u>Start recording</u></p> <ul style="list-style-type: none"> ○ The respondent agreed on interview duration and recording ○ Start record Are you willing to start our conversation?
<ul style="list-style-type: none"> • Expectations • Recruitment • Cooperation with paid staffs • Overall 	<ul style="list-style-type: none"> ❖ What are your expectations before doing your volunteer work at BSNB? <ul style="list-style-type: none"> ➤ What are the reasons you chose to volunteer at an animal sanctuary? ➤ What are the reasons you chose to volunteer at BSNB in Vietnam? ❖ How was your admission process to be a volunteer at BSNB? <ul style="list-style-type: none"> ➤ Did you have tasks that match your expectation during the admission process? Tell reasons ➤ What aspects of the admission could be improved according to you? ❖ How would you describe the cooperation between you and the paid staff? <ul style="list-style-type: none"> ➤ How often do you work with the staff of BSNB? ➤ How working with staff of BSNB affect your personal development? ➤ Do you have any recommendations for BSNB to make cooperation between volunteers and paid staff better? ❖ How do you perceive your experience of volunteering at BSNB overall? <ul style="list-style-type: none"> ➤ Is your volunteer experience match your expectations? Explain ➤ Do you have any recommendations regarding volunteer management at BSNB?
<ul style="list-style-type: none"> • Ending 	<ul style="list-style-type: none"> ❖ Thank you, we have reached the end of the interview

<ul style="list-style-type: none"> • Extra information • Thank you 	<ul style="list-style-type: none"> ❖ Do you have any extra information that you would like to add? Would it be possible to send you follow-up questions via email if more information is needed? ❖ Thank you for taking part in this interview and sharing your opinion about the volunteer program.
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2. Volunteer managers of Four Paws

Key components	Script
<ul style="list-style-type: none"> • Thank you • Introduce name • Thesis goal • Interview goals • Duration • Press record • Ask for consent 	<p>First, I want to thank you for taking the time to talk with me today. My name is Linh and in the last phase of my study, I am doing my thesis about volunteer management at BSNB. The goal of my thesis project is to give recommendations to BSNB about a smart strategy of volunteer recruitment and increasing positive impacts of the volunteer program to the local community of BSNB.</p> <p>For the research part of my thesis, I would like to talk to you about your experiences volunteering at BSNB to get insights into your expectations when volunteer at BSNB, the recruitment process and the cooperation between you, the volunteers and the local employees of BSNB.</p> <p>The interview will take at least thirty minutes and might last up to one hour. Please keep in mind that this interview will be recorded, and it will be used only for educational purposes within this thesis project.</p> <p><u>Start recording</u></p> <ul style="list-style-type: none"> ○ The respondent agreed on interview duration and recording ○ Start record Are you willing to start our conversation?
<ul style="list-style-type: none"> • Recruitment • Collaboration with paid staff • Awareness about wildlife trade of local employees 	<ul style="list-style-type: none"> ❖ What is the recent volunteer recruitment process of BSNB? <ul style="list-style-type: none"> ➢ What is your opinion on this process? <ul style="list-style-type: none"> ▪ What are the advantages and disadvantages of this volunteer recruitment process? ➢ What aspects of the recent volunteer recruitment process of BSNB could be improved? ❖ What are the ways to push collaboration between paid staff and volunteers? <ul style="list-style-type: none"> ➢ What do you think about the way volunteers and paid staff are working together at BSNB? ➢ Are there any improvements that should be done? ❖ How could the volunteer program spread awareness to local employees about wildlife trade?
<ul style="list-style-type: none"> • Ending • Extra information • Thank you 	<ul style="list-style-type: none"> ❖ Thank you, we have reached the end of the interview ❖ Do you have any extra information that you would like to add? Would it be possible to send you follow-up questions via email if more information is needed? ❖ Thank you for taking part in this interview and sharing your opinion about the volunteer program.

3. Local employees of BSNB

Key components	Script
<ul style="list-style-type: none"> • Thank you • Introduce name • Thesis goal • Interview goals • Duration • Press record • Ask for consent 	<p>First, I want to thank you for taking the time to talk with me today. My name is Linh and in the last phase of my study, I am doing my thesis about volunteer management at BSNB. The goal of my thesis project is to give recommendations to BSNB about a smart strategy of volunteer recruitment and increasing positive impacts of the volunteer program to the local community of BSNB.</p> <p>For the research part of my thesis, I would like to talk to you about your experiences volunteering at BSNB to get insights into your expectations when volunteer at BSNB, the recruitment process and the cooperation between you, the volunteers and the local employees of BSNB.</p> <p>The interview will take at least thirty minutes and might last up to one hour. Please keep in mind that this interview will be recorded, and it will be used only for educational purposes within this thesis project.</p> <p><u>Start recording</u></p> <ul style="list-style-type: none"> ○ The respondent agreed on interview duration and recording ○ Start record Are you willing to start our conversation?
<ul style="list-style-type: none"> • Collaboration with paid staff • Awareness about wildlife trade of local employees 	<ul style="list-style-type: none"> ❖ What is the recent volunteer recruitment process of BSNB? <ul style="list-style-type: none"> ➤ What is your opinion on this process? <ul style="list-style-type: none"> ▪ What are the advantages and disadvantages of this volunteer recruitment process? ➤ What aspects of the recent volunteer recruitment process of BSNB could be improved? ❖ What are the ways to push collaboration between paid staff and volunteers? <ul style="list-style-type: none"> ➤ What do you think about the way volunteers and paid staff are working together at BSNB? ➤ Are there any improvements that should be done? ❖ How could the volunteer program spread awareness to local employees about wildlife trade?
<ul style="list-style-type: none"> • Ending • Extra information • Thank you 	<ul style="list-style-type: none"> ❖ Thank you, we have reached the end of the interview ❖ Do you have any extra information that you would like to add? Would it be possible to send you follow-up questions via email if more information is needed? ❖ Thank you for taking part in this interview and sharing your opinion about the volunteer program.

4. Volunteer managers at BSNB

Key components	Script
<ul style="list-style-type: none"> • Thank you • Introduce name • Thesis goal • Interview goals • Duration • Press record • Ask for consent 	<p>First, I want to thank you for taking the time to talk with me today. My name is Linh and in the last phase of my study, I am doing my thesis about volunteer management at BSNB. The goal of my thesis project is to give recommendations to BSNB about a smart strategy of volunteer recruitment and increasing positive impacts of the volunteer program to the local community of BSNB.</p> <p>For the research part of my thesis, I would like to talk to you about your experiences volunteering at BSNB to get insights into your expectations when volunteer at BSNB, the recruitment process and the cooperation between you, the volunteers and the local employees of BSNB.</p> <p>The interview will take at least thirty minutes and might last up to one hour. Please keep in mind that this interview will be recorded, and it will be used only for educational purposes within this thesis project.</p> <p><u>Start recording</u></p> <ul style="list-style-type: none"> ○ The respondent agreed on interview duration and recording ○ Start record Are you willing to start our conversation?
<ul style="list-style-type: none"> • Recruitment • Collaboration with paid staff • Awareness about wildlife trade of local employees 	<ul style="list-style-type: none"> ❖ What is your experience with volunteer recruitment at FPI? <ul style="list-style-type: none"> ➢ So far, what is the volunteer recruitment process of FPI? <ul style="list-style-type: none"> ▪ Does the recruitment process of FPI has any connection with BSNB? ➢ What are pros and cons of this recruitment process? ❖ What is your opinion on the importance of collaboration between paid staff and volunteers? <ul style="list-style-type: none"> ➢ What has FPI has done so far to stimulate this collaboration? ❖ What is your opinion on the impacts of the volunteer program on increasing awareness of local about wildlife trade? <ul style="list-style-type: none"> ➢ What has FPI has done so far to increase these positive impacts?
<ul style="list-style-type: none"> • Ending • Extra information • Thank you 	<ul style="list-style-type: none"> ❖ Thank you, we have reached the end of the interview ❖ Do you have any extra information that you would like to add? Would it be possible to send you follow-up questions via email if more information is needed? ❖ Thank you for taking part in this interview and sharing your opinion about the volunteer program.

5. NGO representatives as best practices of volunteer management

Key components	Script
<ul style="list-style-type: none"> • Thank you • Introduce name • Thesis goal • Interview goals • Duration • Press record • Ask for consent 	<p>First, I want to thank you for taking the time to talk with me today. My name is Linh and in the last phase of my study, I am doing my thesis about volunteer management at BSNB. The goal of my thesis project is to give recommendations to BSNB about a smart strategy of volunteer recruitment and increasing positive impacts of the volunteer program to the local community of BSNB.</p> <p>For the research part of my thesis, I would like to talk to you about your experiences volunteering at BSNB to get insights into your expectations when volunteer at BSNB, the recruitment process and the cooperation between you, the volunteers and the local employees of BSNB.</p> <p>The interview will take at least thirty minutes and might last up to one hour. Please keep in mind that this interview will be recorded, and it will be used only for educational purposes within this thesis project.</p> <p><u>Start recording</u></p> <ul style="list-style-type: none"> ○ The respondent agreed on interview duration and recording ○ Start record Are you willing to start our conversation?
<ul style="list-style-type: none"> • Intro SVW • Recruitment process • Collaboration between paid staff and volunteers • Increasing awareness of locals 	<ul style="list-style-type: none"> ❖ What is the vision and mission of SVW? <ul style="list-style-type: none"> ➢ How importance is volunteer contribution to the mission of SVW? ❖ What is the recruitment process of SVW? <ul style="list-style-type: none"> ➢ What are the pros and cons of this process? <ul style="list-style-type: none"> ▪ Are you satisfied with the outcome of the recruitment process? ❖ How important is the collaboration between paid staff and volunteers? <ul style="list-style-type: none"> ➢ What have SVW done to nurture the collaboration? ❖ To what extent does the volunteer program of SVW effect the awareness about wildlife of local employees and locals?
<ul style="list-style-type: none"> • Ending • Extra information • Thank you 	<ul style="list-style-type: none"> ❖ Thank you, we have reached the end of the interview ❖ Do you have any extra information that you would like to add? Would it be possible to send you follow-up questions via email if more information is needed? ❖ Thank you for taking part in this interview and sharing your opinion about the volunteer program.

7.6. Open and Axial coding

This appendix shows five main topics that have been built according to central research questions and the interview guides. Each topic consists of categories and subcategories based on the interview scripts.

Topic	Category	Sub-category	Codes
Volunteer experience at BSNB	Overall experience	Positive and satisfied experience	1.9, 1.20, 1.10, 2.5, 2.10
		Volunteers want to come back to BSNB	1.25 2.11, 2.12
	Motivations of volunteers	Affiliation and socialization needs	1,2 1.4, 1.5, 1.6, 2.4 3.1
		Personal beliefs	1.1, 1.3 2.3 3.2
Recent recruitment process	How volunteers know about BSNB	Own research	1.3, 1.4, 3.3
		Email subscription	2.1
	Selection interview	No interview	2.2; 3.4;
		Skype interview	1.6
	Assigning volunteer positions	Being assigned a suitable position	2.15; 3.5
Collaboration between volunteers and paid staffs		Volunteers asked to change their position to find a more suitable one	1.8, 1.9, 2.16, 2.17
	Volunteers work in marketing team	Very good English speaking skills	1.20, 2.6 3.6
		The staff were very socialized	2.15, 3.7, 3.8
		The staffs were reserved in the beginning	1.17, 1.21
		The staffs were kind and helpful	2.7, 3.9, 3.11
	Volunteers work in bear team	Language barrier	1.22, 3.12
	From staff perspective	Volunteers are hardworking	6.10, 6.11, 6.12 7.3, 7.4, 7.5
		Volunteers has a curious mindset	6.11, 6.12 7.2
		Volunteers helps local staff improve English	1.23 2.9, 2.10
	Extend of impacts	Little impacts on local employees	4.1, 5,1

Impacts of volunteer program on local community			6.8, 6.9 9.5, 9.6, 9.7
	Positive impacts	Exchanging culture	6.5, 6.6
		Local employee becoming more confidence	6.3, 6.4
		Local staff gain better understanding of Four Paws mission and visions	5.3, 5.4
	Negative impacts	No negative impacts so far	4.5 6.2 7.1
Recommendations	Recruitment process	Having systematic recruitment process	1.11
		Talk about mutual expectation in detail beforehand	1.12, 1.13
		Describe a typical day of a volunteer	1,14.
		Dividing different programs for skilled and unskilled volunteers	3.13
		Push promotion for the volunteer program	4.2
		Get to know volunteers on a personal level	4.3, 4.4, 4.5
		Collaborate with Four Paws	5.1
		Having a volunteer handbook	9.1, 9.2, 9.3; 9.4; 9.8
	Collaboration between paid staffs and volunteers	Showing empathy to get to know local staffs	1.15
		Frequent feedback system	1.21
		Having a more professional approach of teaching staff English	5.2 6.1

7.7. Key guidelines for host organizations to ensure local community benefits

DO	<p>Be transparent</p> <ul style="list-style-type: none"> ✓ In how the project will benefit the community <p>Be collaborative</p> <ul style="list-style-type: none"> ✓ In working with community, volunteers and organizations <p>Plan and communicate well</p> <ul style="list-style-type: none"> ✓ Screen volunteers to see if they will be a good match with the project ✓ Articulate needs and the expectations of volunteers and service organizations ✓ Plan projects and activities to be sustainable in the long term and provide adequate supervision ✓ Set relevant policies and procedures in place, including resources needed to support volunteers and paid staffs ✓ Review programs and evaluate their impact
DO NOT	<ul style="list-style-type: none"> ✗ Have volunteers work on projects that they are not suitable for or do not have the skills to do ✗ Put vulnerable people in a position where they could be harmed. In particular, do not provide short-term voluntourism in residential childcare and/or orphanages

Source: adapted from APEC Tourism Working Group (2018, p. 22)

7.9. Interview findings

Interview findings of respondent 1 (R1).

T.P.Pham (former volunteer at marketing team of BSNB in November-December 2018)

❖ Motivations (ABCE model)

Affiliation: R1 chose BSNB because it is situated in Vietnam and she wanted to get to know more about her Vietnamese roots. Her parents are Vietnamese.

Beliefs in the organisation: R1 said that her love for animals is the primary reason she chose to volunteer at BSNB. In addition, R1 said that Four Paws has its office in her office, Hamburg Germany. Four Paws is neither too big nor too small an organisation. Moreover, it is well-organized. Therefore, she wanted to find a volunteer position there.

❖ Recruitment process

Step 1: R1 finished her bachelor program in September 2018. R1 did not want to find volunteer positions via pay volunteer program websites, she wanted to find a Ngo and ask them directly. She did not want to pay to third party websites, she would rather donate directly to the NGO, which she thinks is “a better investment”. R1 found out FPI due to the list of NGOs that are situated in Hamburg, Germany, her hometown

Step 2: R1 reached out to the contact address of Four Paws International and expressed her desired to volunteer and her experience in marketing and business development

Step 3: R1 received a reply from L.Ries (R5), the volunteer manager of FPI that she could choose to volunteer at multiple animal sanctuaries of FPI

Step 4: R1 had the contact of Mrs Huong Ngo (the director of Four Paws Viet) then she had a Skype interview with her to discuss the expectations of two parties. They then agree that she would work in the marketing team. During the Skype interview, R1 highlighted that even though she would work in the marketing team, she also wants to work in the bear team. Mrs H.Ngo agreed.

❖ Cooperation with paid staffs

- In the bear team

Language barriers since the bear caretakers could not speak English well. She could also see the struggling communication within the bear teams between the local team and a British animal manager. She helped resolve the communication issue by translating to the local staff about what specifically the British animal manager expected tasks of bear caring to happen. In the beginning, the communication was quite awkward but then everything got better.

In addition, there is also a culture difference between international volunteers such as her , international staff, and the local staff. The culture difference is about collectivism (local staff) and individualism (Western staffs and volunteers). At this point, R1 said she had an advantage since her parents are Vietnamese and she grew up in Germany so she could understand both cultures and help to connect the two cultures. R1 taught English to local staff in some evenings.

- In marketing team

Since the marketing staff are well educated so language is not a problem. However, the marketing staff are not open towards her, so it was hard for her to incorporate with the marketing team. When she suggested the marketing team have a meal together, the team was not so interested. R1 said she “did not see any team spirit”. Therefore, she ended up having meads with the other two international staff at the sanctuary. It took R1 almost two weeks to blend in the team.

The marketing staff were thankful to R1 due to her training for them about video making and better marketing materials, but she said they did not show appreciation via behaviours.

- ❖ Recommendations for the future volunteer program
 - Regarding the volunteer recruitment process, it is important that there should be systematic methods and process of recruitment so that expectations of both volunteers and NGOs are met. She knew volunteers who assume that working at BSNB means that they will work with bears but in fact they would not work with bears if they are in the marketing or visitor service team.
 - Standardized communication materials should also be prepared. For example, having videos to show a typical day of a tourist guide, of a bear taker, of a marketer at BSNB. Also talk about the challenging and the rewarding sides of each position.
 - It is crucial to have one mentor for each volunteer so they could have someone to answer the questions and guide through the tasks when being in a completely new environment of BSNB. The volunteer mentor should be trained about volunteer management and having the welfare of volunteers as one of their responsibilities.
 - It is also important to have 360 degree feedback moments between the volunteers and volunteer managers at BSNB so that the two parties could see how to improve to meet each other's expectations. If a volunteer, it is ideal to have a volunteer moment every week, for about only 20-30 minutes to talk.

Interview findings of Respondent 2 (R2)

Anna Dommert, German, marketing and visitor service volunteer, Nov-Dec 2019)

❖ Motivations

Affiliation: She wants to do volunteer work while travelling Asia. She would like to be in contact with the locals, Not staying in the "tourists bubble while travelling"

Beliefs: She also trusts and likes Four Paws as an organisation. She has been a yearly donator of Four Paws. She loves animals.

❖ Recruitment process

Step 1: She contacted Four Paws International, Germany

Step 2: She got an email from BSNB. There was no interview.

R2 did a variety of work at the visitor centre and bear care taking, preparing food for bears, preparing medicines for bears.

❖ Collaboration between volunteers and paid staffs

In the beginning R2 is welcomed. Even though some staff could not speak English well, they could still try to find ways to communicate by body language. They taught each other English and Vietnamese. "They never left us behind", "they trust us". R2 said that English "is not a problem". For her, it is a nice experience to talk with locals to speak good English because it seems more authentic.

After work, the volunteers and paid staff have meals together. They have each other on Facebook to stay in touch afterwards. They even exchanged some gifts when they had to leave the bear sanctuary. A paid staff working in visitor service team improved her English thanks to R2 since R2 taught the staff how to talk to international visitors by preparing scripted dialogues because customers usually ask the same questions

Interview findings of Respondent 3 (R3)

(Quynh Dao, Vietnamese, Bear team volunteer, Mar-Apr 2020)

● Motivations

Beliefs: Passionate in animal welfare, desire to help in the time of the coronavirus.

Socialization: Get to know the locals of Ninh Binh.

- Recruitment process

After the 2020 Tet holiday in February, she messaged to the bear sanctuary via Workaway.com. After a few days, BSNB replied to say that she could volunteer. A few emails were written to say what tasks Quynh could do.

There was no interview. Quynh is the first Vietnamese to volunteer for BSNB.

- Collaboration with paid staff:

Every day she works for 1 hour with the bear team then works with the guest service team. The Covid 19 lockdown happened so BSNB had to close for tourists therefore Quynh dedicated all her time with the bear team. "The bear team is a great team", "Normally there are 5 to 6 workers in the bear team" In total they have 16 people. They got separated into two teams to work. Every week they have a day where the whole team goes to work together to have a meeting. "The bear team is professional, and they are serious", "they do not need supervision to be serious", R3 used to work in a stray dog centre but they are not as professional as the bear team in BSNB. "When difficulty comes up, they know what to do".

"Hanh, the bear team leader is wonderful, I really like her". R3 said she is good at planning things. "Hanh is very task-specific, she knows the tasks really well and she knows who the best person for each task".

The collaboration between R3 and the bear team is only supported by the administration team when she needs help, but it does not come up yet. The team always checks whether R3 is doing fine while being in the lock down alone.

Sometimes R3 could not understand the Vietnamese of the bear team since R3 comes from a different part of Vietnam.

- Recommendations

With skilled volunteers, they should be utilized for their expertise and knowledge. With unskilled volunteers, their expectations are different, maybe most of them just want to see the bears. So, we should notice the difference.

Interview findings of Respondent 4 (R4)

(Linh Nguyen, Vietnamese, Education-volunteer program manager)

- Overall about paid volunteer program

There is not yet an official volunteer program yet.

Working closely with Oyster. Their requirements are:

- At least 18 years old
- Have strong motivation
- Be able to stay at BSNB for at least 4 weeks to 12 weeks (paid program)

The paid volunteer program needs to bring income.

There are maximum 4 volunteers at a time for the paid program.

The paid volunteer program could start in September/October 2020.

Volunteers are expected to pay \$120 per week to join the volunteer program,

- ❖ Recent recruitment process

Step 1: People contact BSNB to ask for volunteer experience

Step 2: BSNB check whether they need extra help and have enough accommodation for volunteers

Step 3: Having interview if possible

It is not so handy because Oyster do not bother to interview volunteers but only read through the profiles.

- ❖ Points of improvements for the recruitment process
 - More promotion about the volunteer program (to have more applicants)
 - Get to know volunteers on a personal level so that they could choose people who are good with team working even though it could take time, this step is necessary.
 -
- ❖ Collaboration with paid staffs

There is an assigned supervisor for volunteers. In addition, the bear team needs to work with the volunteers and train them directly. So far, the collaboration between volunteers and the paid staff is good. The supervisor sometimes observes the volunteers and the paid staff at spot and gives support when needed.

The paid staff do not have training about how to communicate with volunteers. Raising awareness of local staff. It is not always the case that the volunteers know more about wildlife trade and conservation than the BSNB keepers.

She expects the volunteers to learn from the bear keepers. There could be some interactions between locals and the volunteers when they hang out or the volunteers want to teach the local children English. This interaction is not controlled by BSNB. R4 told the story about the animal sanctuary next to BSNB, the locals are starting to open some restaurants and beer stalls to serve the international volunteers. The children of these locals could speak some basic English. R4 said that there is little BSNB could do at this moment to contribute to local based development since they do not know well about the locals and the local situation. In the future, more time, more effort and more resources should be spent to make these kinds of positive impacts.

Interview findings of Respondent 5 (R5)

Lisa Ries (volunteer manager at Four Paws International, worldwide sanctuaries of Four Paws, lives in Hamburg).

- ❖ Overall paid program

Four Paws International is trying to build a professional volunteer program.

Length of stay: 4-12 weeks

Try to avoid voluntourism.

Most tasks are supporting animal caretakers with preparing food and enrichment

- ❖ Recruitment process

Make use of Oyster as a partner to provide applicants.

Oyster is only responsible in recruiting paid volunteers who are unskilled. Have been working with Oyster for a few years, flexible, supportive. Have been providing volunteers Lions Rock in South Africa. The next step is to pair Oyster with bear sanctuary Ninh Binh. The Oyster organisation will visit bear sanctuary Ninh Binh to promote the program to volunteers.

Step 1: Oyster knows about the standards of volunteer recruitment of Ninh Binh bear sanctuary. Oyster knows the kind of volunteer activities that happen in Ninh Binh bear sanctuary to part the suitable volunteers. Minimum age is 18. Try to have at least 2 volunteers at a time. Look for people who care about animal welfare.

Step 2: Oyster sends the suitable profiles to sanctuaries of Four Paws

Step 3: The sanctuaries take a quick look at the profiles then accept them. Sanctuaries could deny profiles if they have valid reasons to do so. However, this scenario is not likely.

❖ Collaboration between paid staff and volunteers

Staff are excited to have volunteers; Staff could improve their English skills. Volunteers work in marketing, photography, design so they could support the sanctuaries in various ways. Staff are encouraged to continue improving their English

❖ Community-based development

Tough questions since she is not based in Ninh Binh. Local staff gain better understanding of Four Paws key missions. Education is a big part of the bear sanctuary

❖ Recommendations

- Want to build a positive volunteer experience. Create an emotional bond in volunteers. Changing the lives of volunteers, their points of views, could positively improve the welfare of animals. To work with bears, to bond with volunteers to create a community, to visit Vietnam and then talk to friends and family.
- Orientation training, welcome drink, time to accommodate before starting to work, once a week going to the market with Mrs Linh, cultural experience, to see Hanoi, to go to Cuc Phuong. A complete experience.
- A survey when they return home, at Lions Rock.
- Focus on quality not quantity.

Interview findings of Respondent 6 (R6)

Mrs Duyen works in the guest service team as a cook. Born in Ky Phu, Ninh Binh. Have been working at BSNB for 3 years.

❖ Collaboration with volunteers

R5 said that she is very happy with the volunteers. The volunteers mostly help make food for bears and teach the employees English. The volunteers sometimes show their opinions on how to do a task more quickly. Sometimes it is hard for her to talk with international volunteers due to language barriers. It would be easier for employees to learn English effectively if they could join an English class instead of just having volunteers to teach them English. The local employees could teach the volunteers about how to feed the bears so that the bears have to walk and climb to find the food. This process will help bears to gain back their natural instincts and be more active to have better health.

R5 shared that she shared the stories of local specialties and cultural events to the Vietnamese-origin volunteers since they could understand Vietnamese. There is no cultural crash between the volunteers and the local employees. The administration will tell in advance with the bear team leader when there is a volunteer to join on a daily basis. Most of the time body language and basic English is enough to communicate with the international volunteers.

Changing awareness

Before working at BSNB, she never cared about animal welfare, she sometimes used to hunt for wild fox in the forest to make food for her family. Since having worked at BSNB, she grew her love and care for animals. Even the locals in the community are changing their minds. The locals are planting more trees, they stopped hunting in the forests.

The local children also got educated about nature protection in schools, however this knowledge is not highlighted. The teachers just told the children briefly. On the other hand, R5 said that the education team of BSNB could do a much better job of teaching children about nature protections.

❖ Community-based development

The locals of Ky Phu are very supportive of BSNB. They even give the bear food and bear toys for free to the bear sanctuary. There is no conflict between the local community and BSNB. The locals of Ky Phu are very hospitable to guests and they are always willing to help.

Interview findings of Respondent 7 (R7)

Mrs Thuy Hanh, the bear keeper at BSNB from 2017-present, lives in Nho Quan.

❖ Collaborations with volunteers

She has been working at BSNB for 3 years. She works quite a lot with volunteers. The volunteers are very hardworking and keen on asking questions. She is mainly responsible for guiding volunteers.

Since she could not speak English so well, therefore a lot of times she needed to ask the assistant to help communicate English. She told stories about one Vietnamese volunteer (R3), she works just like an official keeper now. R3 even taught R7 English.

She has never met a volunteer that makes her dissatisfied.

She learnt confidence in communication and enthusiasm when working from volunteers

❖ Community-based development

Since taking care of the bears for a long time, she has feelings for them. Then she realizes to care more about bears and animals. She even told her family about wildlife trade stories and showed her family the videos of bears she recorded in the bear sanctuary. So, her family knows more about bears.

Only in primary and in secondary schools, do local children have education about wildlife trade.

Interview findings of Respondent 8 (R8)

Nguyen T, volunteer manager of SWV from January 2016; responsible in planning and maintaining the volunteer program of SVW

❖ Missions and Vision of Save Vietnam Wildlife

Missions:

- Wildlife rescue and rehabilitation
- Site protection
- Education Outreach
- Conservation Breeding
- Species Conservation
- Advocacy

Vision: To make sure the wildlife of Vietnam is saved.

❖ SVW volunteer program

- History: The volunteer program was founded in 2015. In 2016, they focused on building a professional paid program. In 2019, they had more than 300 paid volunteers.
- Key objectives: To have more human resources to help with the conservation work, to have more animal welfare ambassadors to spread awareness to the public.
- The volunteer program is divided into two types: Paid program and Professional program
- The professional program is only eligible when the organisation needs some specific professional skills then they will offer a no-fee position (accommodation and food are covered by the NGO) on their website.

- With Paid program: Work in groups, each volunteer needs to work at least 1 week. At one moment, SVW could handle up to six individual volunteers. When having a group of volunteers, the group could have from 10 to 15 volunteers maximum and up to three days.
- Receiving feedback: The administration team occasionally sits down and discusses how to improve the volunteer program due to the feedback of the volunteers. Each volunteer will have one supervisor, this supervisor will assign daily tasks to the volunteers then ask about how they feel about the experience so far? They need to ask the right questions to get the qualitative feedback of the volunteers. They have daily feedback moments and end of the experience feedback form.
- Success factors: Try their best to minimize risk factors by building professional policy and code of conduct in the recruitment process, communication policy for employees, English handbook for employees, feedback moments for volunteers.
- The key difference to volunteer program of other NGOs:
 - The safety and wellbeing of volunteers is priority. They even buy extra insurance for volunteers when they come to SVW to make sure the volunteers are well protected.

❖ Recruitment process

Focus on recruiting qualified volunteers who are committed and willing to work hard, not just join to have fun with animals.

Step 1: Publish the volunteer position on SVW website

Step 2: Interested volunteers fill in the application forms on the website. The majority of volunteers study animal conservation and university lecturers

They receive quite many application forms because the volunteers introduce to each other, international universities also want to create to provide internship positions for their students

Step 3: Mrs Nu will see the forms and decide on whether to take them based on the expertise and motivation.

- With international volunteers: reading the motivation part in the form is clear to see whether they are committed
- With Vietnamese volunteers: reading the motivation part then make a phone call to them to see whether they are committed to volunteer.

There is a difference between international and Vietnamese volunteers because some Vietnamese volunteers do not have too high motivations

Step 4: Mrs Nu contact the interested volunteer to answer whether SVW want them to volunteer at their organisation

They contact the volunteers via mail, WhatsApp

❖ Collaboration between volunteers and paid staffs

The volunteers have positive impacts on the paid staff by helping in the daily tasks, talk English. Sometimes, experienced and skilled volunteers could help with training new volunteers. With volunteers that know about animal caring, education or marketing, they help to bring this knowledge to the employees.

- Making sure the team leader and the head keeper could talk basic English to communicate with volunteers. Handing an English handbook for the employees so they could learn basic words. Having a policy for all SVW employees to communicate in English two days per week to improve the English skills of the employees.
- The volunteers sometimes teach English to animal keepers.
- Learning English and talking English with volunteers is an official responsibility of SVW employees
- All ground employees are given the chance to communicate with volunteers. When volunteers finish their experience, they will grade the English talking skill of each ground employee in the feedback forms. By this way, the administration people will discuss with the ground staff about their English learning progress.
- There is a policy book for employees on how to communicate with volunteers

❖ Impacts on the locals of Nho Quan district

The volunteers have little to no impact on the locals of Nho Quan since they mostly stay in the infrastructure of SVW.

Interview findings of Respondent 9 (R9)

Mrs P, volunteer at Limbe Wildlife Centre

❖ Missions and Visions of Limbe Wildlife Centre (LWC)

Location: Limbe, Republic of Cameroon. They are having more than 200 primates and more than 200 parrots.

Missions:

- **Rescue and rehabilitation:**
 - **Education:** Engage the next generation in conservation through school and centre-based educational programs
 - **Community:** Partner with the local community to provide alternative sustainable livelihoods to hunting and animal trading
- ❖ Volunteer program overall
- In 2019, they had more than 50 volunteers (about 30% comes from Cameroon, the rest is international volunteers)
 - They are divided into short term and short term volunteers.
 - The main tasks for volunteers: Animal observation and monitoring, food preparation and feeding cleaning cages preparing enrichment
 - With a short term volunteer: the fee is 250Euro per week. All living expenses are included
- ❖ Recruitment process (Short term program)
- Volunteers could either submit the volunteer service request form via the website of LWC or of a volunteer service organisation or email of LWC
 - LWC then assess the skills and motivations of volunteers via application forms
 - The chosen volunteers then receive the volunteer handbook of LWC and a volunteer waiver from LWC. The volunteer handbook contains many types of information including policies, rules and regulations, and practical matters. The volunteer waiver is for volunteers to sign stating that they have read the volunteer handbook and they will follow the rules strictly. If they fail to follow any rules, they will be discharged from LWC without any refund.
 - Volunteers for the short term program will be assigned the same schedule
- ❖ Collaboration between volunteers and paid staffs
- More than 90% of the collaboration is very positive.
 - Sometimes it could happen that English skills of volunteers are not sufficient which leads to some struggles but eventually everyone could find a way to communicate
- ❖ Community benefits
- It is a hard question because there are not so many impacts being observed between volunteers and the locals

7.10. Interview transcript

Open codes	Interview transcript
Background introduction	<p>I: So, Phuong. Can you introduce briefly by your name, your age and your occupation at this moment?</p> <p>R3: So my name is Thila Phuong Pham. I'm 24 years old, getting towards twenty-five in a couple of months, and I'm now a business consultant for transformational</p>

	<p>projects such as digital change. I'm working for IBM as a consultant since February last year. But I have a history with IBM since I have been a corporate student for the last couple of years. So all in all, I have been in this tech company for five years now.</p> <p>I: May I ask that you are a German citizen with Vietnamese origin, right?</p> <p>R3: Correct.</p>
Time spent at BSNB	<p>I: When did you volunteer at BSNB?</p> <p>R3: In 2018, I finished my studies, as business management with the focus of consulting by the end of September 2018. I took the chance, the opportunity to use the following four months to stay in Vietnam in the bear sanctuary.</p> <p>I: Okay, so it's in November, December of 2018?</p> <p>R3: Yeah.</p>
<p>Motivations to volunteer at BSNB</p> <p>Resistance to sending organisation</p> <p>Too high fee for volunteer experience</p> <p>Resistance to sending organisation</p> <p>Care about animal welfare</p> <p>Impression about Four Paws as an NGO</p>	<p>I: what are the reasons you choose to volunteer at BSNB but not anywhere else?</p> <p>R3: Actually, it was quite random because this is a very typical case or scenario. Right. You are a student and you are just graduated, or you just finished school. Then think of a project that you can take to just have some experiences (1.1). You just want to enjoy yourself without, you know, going right to your job. Right. So this hybrid solution is to have a project that is somehow fulfilling for yourself (1.2). So this was the circumstances. And at the other point, on the other hand, it was a very challenging process of searching, fitting a project like one that that would suit you. And I was just doing some field desk research. So we were searching through Google, researching through, you know, magazines. But what I found out very early was that there are so many organizations who organized some social projects for you, but they would raise very, very high tuition. Yes, very high tuition I couldn't imagine that you are the volunteer. You are giving your time you know, your work power for free. But then they would ask you to pay over a thousand euro. And I was like, no, that's not something I want to do. And I don't want to support these organizations. No, I want to support the organizations, you know, at the actual NGO. So I was like searching for NGOs I could reach out for and based in Germany so that I can have the direct contact without some organization that is, you know, in between.</p> <p>I: May I say that you did not want to work with a servicing organisation or a sending organisation, right?</p> <p>R3: Yes. I wondered then it's again some sort of I just consumed the experience. You know, that means I am not eager to find the right place to negotiate, to make my own place, but just click and buy my experience as an as a consumer. And also, I need to pay a lot for volunteering. So I was like, no, this is so weird. And I think there's a cognitive dissonance between volunteering to some social work, but on the other side, just consuming, you know, and be some sort of superficial at this level. So that's why I was searching for NGO was based in Hamburg and I was like, OK, which NGO was there. Are you interested in rather inhuman, you know, human sector or animal sector or sustainability sector or there are lots of, you know, lots of areas and dimensions you can dive into? And it was quite easy because I love animals (1.3). So, it was a very fast decision. Go to the direction towards animal support. There are quite a lot of NGOs in Hamburg. But since Four Paws is not too big but not too small and they are still well organized. I was like, OK, just write to them. And then I contacted Lisa saying I just graduated and I'm willing to help you. I have some marketing skills and other skills. Maybe I can support you. Do you have any</p>

Contact process to go to BSNB	<p>opportunities? Lisa said that they were building up a sanctuary at different locations, you know, for Tiger, some in East Europe and a bear sanctuary in Vietnam. And I was like, jackpot, I am Vietnamese, or at least I can talk a bit Vietnamese (1.4). So maybe I can combine it with, you know, a whole journey.</p>
Care about animal welfare	<p>I: What I could see as very special in your case is that you did quite some research and you didn't want to be "superficial". I wouldn't say "superficial", but you don't want a convenient way to have a third party to search for you, but something more direct and wholesome.</p>
Socialization motives	<p>R3: Yeah. Because then, on the other hand, you save some budget that you can also spend directly to the NGO. So, this was, I think, a bit better investment in my eyes. And maybe one last sentence to the motivation, because this was still an actual question, right? I wanted to apply for the best interest because I truly care about animals. And that's why I also turned vegan, just to, you know, protect animals, not on not only at the bear sanctuary, but also in daily lives.</p>
Socialization motives	<p>I: I can see that you also mentioned that it was your jackpot, that it is a bear sanctuary in Vietnam because you can speak Vietnamese and you're also part-Vietnamese, as I would guess.</p> <p>R3: Yes. My parents are Vietnamese.</p>
Recruitment interview	<p>I: So does it have something to do with socialization that you want to know more about Vietnamese people on or not so much?</p> <p>R3: Of course, I think so, because I've always been interested in the Vietnamese culture and the social socialization aspect is very important to me (1.5), too, because imagine I look at one point I was thinking of maybe I could go to Cambodia because they have so many NGOs and so much need for help to schools with children and with animals, too. And I was like, what would you like to go to Cambodia or to Vietnam? And if you compare these countries, Vietnam is, of course, more profound in economical ways or other aspects. But because of these identifications, also, the aspect of the possibility to connect through social socialization was a big argument (1.6). So I went to Vietnam.</p>
Recruitment interview	<p>I: It is clear to me why you chose this bear sanctuary. When it comes to the recruitment process, it is also clear that first, you found organizations that offer volunteer experience then you chose Four Paws because is an organization that's not too small, not too big. And then you contacted Lisa and then you've got introduce to Mrs Huong. I want to ask more whether there was an interview between you and the sanctuary to get you in?</p>
Setting expectations	<p>R3: I think there was also a Skype interview (1.6). She was sitting at some coffee and we were talking about the motivation and possible tasks for me. When interviewing is almost the case that both parties want to know or want to manage their expectations. Right. What can I expect from the other party? And also what is expected from me, you know, and if we manage to match these expectations and we are fine, and we are still feeling comfortable and we are motivated to go give it a try (1.7). I think it's in its best circumstances to start some assignment and some engagement like that. So I think it was quite a good interview. And I can't even remember specific questions. But, you know, I'd say it's the actually usual, usual questions.</p> <p>I think one thing that was very important for me to get across is that I just I don't want just to sit at my desk and work on marketing. And of course, I'm interested in the</p>

Meeting expectations	<p>success of the bear century and at home, but I'm still there for the bears. So just give me the opportunity to engage or to serve the bears somehow. So she said normally we wouldn't do that because there are some security issues. We just have their keepers who are engaging with the bears. And you stay far away. And I was like, OK, I didn't know that. Eventually Mrs Huong agreed to let me work with the bear team to take care of the bears (1.8).</p> <p>I: Okay. It's clear. It's very nice that you set the expectation and so did her so you can meet other's expectations. And you said you managed to work with bears and was the experience meet your expectations?</p>
Systematic recruitment process benefits	<p>R3: Yes, absolutely. And I was like feeding them. I was like preparing food. I was cleaning their, you know, make their case and their environment. It was it was it was good (1.9). It was exactly what I had expected (1.10). But do you know, just to point this thing out? It's so important to communicate about it. So if you are designing within your bachelor thesis about an and successful recruiting process, especially in the NGO sector and I think the top prior one advice to have methods and processes that allows, like systematically to evolve the expectations (1.11).</p> <p>Not just to randomly ask questions during interviews but like really go deep into the tasks in detail beforehand (1.12). Because I know lots of friends who just assumed that you would just assume that they are going to work with animals while volunteering at animal sanctuaries. And then at the end the expectations were not met, you know, because both of both parties couldn't prepare for the situation somehow. So clear and systematic communication is crucial.</p>
Systematic recruitment process benefits	<p>I: Now, I agree with you because my thesis is about making these recruitment process more systematic and professional. So all the parties know what to do and we'll have all the information the volunteers need. Also, the staff at BSNB doesn't have to send every e-mail explaining thing to each person, you know. Yeah. So that is our purpose. And I agree with you for pointing it out.</p>
Standardized communication recommendation	<p>R3: Yeah, that's great. And if you were thinking, oh, systematic way, you know, the recruiting process, there are so many advantages. Right. Because as you just said, and if standardize this process, you will always and ensure level of quantity and also a level of success somehow. You know, and a good experience for both sides because this is the goal, right? Yeah. Not only good results in terms of a working product, but also have an experience like that that everybody is comfortable in the position and the collaboration and all the work (1.13). So initially I was thinking of this systematically building these processes on a road. We give you the advice to do build ups, some standardized communication. For example, if you do that, the best thing she already has in terms of showing one typical day of a volunteer, you know, at the marketing team or one typical day of guest service volunteer (1.14). And then the one who is applying and can empathize and feel and how this work and how the work environment is going to be, but also to point out the negative sides and challenges. Maybe Linh I could give you another piece of advice, then it would be really, really great for you. Do you know the method of designing a blueprint?</p>
Describing a typical day of a volunteer recommendation	<p>I: You mean Service design blueprint?</p>
Service design blueprint recommendation	<p>R3: yes, yes. Do you think it can be useful? You can show the sanctuary all the touchpoints during a volunteer experience. Of course, in this case, the volunteers are not clients. It is just to have a perspective.</p> <p>I: Actually, what I'm designing is a paid volunteer program of BSNB. So they are clients. They are customers. This is mostly about the cost that you stay there and the</p>

	<p>food and everything is provided, and it should be way nicer than the experience of volunteers is having at BSNB so far.</p> <p>R3: OK. This is so good to know.</p>
Paid volunteer program	<p>I: I heard from Mrs Huong that because you were the first one, so you made very positive impacts for the sanctuary because they were building everything. I know that you had to stay at a house of an employee of the sanctuary. Fortunately, now they already have a volunteer house and I checked it out. It was nice to be honest for European standards, not so fancy, but everything is there and so convenient. So as I see it. It suits the paying requirements for paid volunteers.</p> <p>R3: Ok, now it's clear to me why you want to improve the volunteer process.</p>
Collaboration with paid staffs	<p>I: So you mentioned that you stayed in a garage of Mrs.Duyen's house and then you also worked with her. So my question is, how would you describe the cooperation between you and the paid staffs at BSNB?</p> <p>R3: I think before answering the questions. I would like to say, it's all about you and your perspective and your perception. So people can perceive it as, you know, challenging or bad; or can perceive it as an opportunity. Rather, you have the growth mindset and you think about the opportunities and chances. So I would just give you my perception so it's very subjective. I'm tending to see opportunities without idolizing them. I see it realistically, but I see still the positive signs just to keep me motivated. In every interaction, there were language barriers. Of course, you know, and there were like different levels of knowledge and also different levels of universal background, just the way you were growing up and experience you bring with you. And I really, really enjoyed the interactions and collaborations because I could learn a lot of them, I think, because the way just to understand the daily life and also the pain they have and also the challenges they have. So I think I think it's crucial to know where these people come from to set it in the right context and then just to take the best thing out of this engagement and this social collaboration and especially in the case of chi Duyen (1.15). It was quite funny in the beginning. It was weird because I was living in her garage and we had some language barriers, but time and time we were getting warm with each other, so that she would trust me with the things that she wishes for (1.16). For example, that her husband would want to get a job as a keeper, too. So she asked me whether I could talk to the management team about his wishes to get that job?</p>
Culture barriers	
Language barriers	
Volunteers teach English	<p>And this was also very bonding experience, I would say, because then not only. It's they are teaching me, but also, I could give them something back, I could support them somehow. Also, I taught them English at some point in the evenings so that they can engage better with the other departments now, especially the doctor. Emily. So there are some barriers of course. And what could be more efficient and better if there weren't barriers?</p> <p>I: Sorry I didn't hear you well, so you said the communication would be better without language barriers?</p>
Cultural barriers	<p>R3: Various language barriers. Also, the communications will, of course, be better, if you could understand not only the language, but also the culture, because this is something I've noticed, too, even if they would understand Emily and her instructions, that they would see her somehow as some Western high end or doctor or whatever, who is cold and a little bit reserved (1.17). And I think to have a really good team teaming at the end then also spreads join and an environment that you are you're very, very highly energized.</p>
Cultural barriers	

Not good team spirit	<p>And you need to have the same language or understanding somehow and also an understanding for the culture and the backgrounds. I think there hasn't been too much too many teamwork activities. I would say like in 2018. So maybe that improves, maybe not. But this also, again, affects the experience. As I said, as I wanted to you. You're coming to this team and you're hoping for great team spirit, but you don't see any team spirit. You just tried and be very proactive and tried to engage yourself. But it's, of course, easier and more comfortable if the teaming, and the organization is somehow one team already.</p>
Cultural differences	<p>I: You just mentioned that you can observe some barriers between Emily and the rest of the local employees because they think she might be some serious reserved Western professional. Do you propose did you propose any solution to that, to that issue?</p> <p>R3: Actually, no. Because it was almost like I was spending time with Emily and another foreign employee. This is very new for them because they just mostly be isolated with the two of them and the Vietnamese culture. At this point I have the advantage because I know not only the Vietnamese culture but also the European culture. I have both cultures in my heart I can see the clash between individualism and collectivism, high power distance and low power distance. There are so many differences and opposites. I understand and empathize both sides. That is my approach. The local staff did not know what Emily expect from them. So I help with translating some expectations of Emily to local staffs. I was telling Mrs Huong that they need to understand basic English to work professionally.</p>
Language barriers	
Cultural barriers	<p>I: It is clear to me that you mentioned very useful information about the collaborations within the staffs of bear team I wonder you work alone or in a team at the marketing department?</p> <p>R3: It was some language barrier, but it is not a problem because they are very well educated so it was very easy to communicate. Mrs Huong also speaks English. But, juts to point one thing out. I think it is a cultural thing of being open or not. When I arrive there, it was quite challenging to get into the marketing team. I was completely new, and it took me two weeks to blend in. Since I was vegan, my diet is plan only, it is even more challenging to intergrade in that team. When I propose to have some meals together, they were not so interested. It was very frustrating because in that sanctuary, ,you have no contacts or friend, so I picked Ms.Thuong and Mr.Vinh, just a few people to arrange a meal with each other. If you were a shy person, it would be so off. You would sit at your desk all by yourself and you feel not incorporated in the team. It was a hard way to corporate a volunteer because I am here to help you with your training program, train them how to do videos and do better marketing materials. Of course they were thankful at some point, but you can say thank you but also show some behaviours and be open and be nice. It was even more challenging to incorporate in this office team than in the bear team of keepers (1.18). I don't know reason why? I think it is the state of mind. Even though I can communicate with them better, in better conditions. It is still more difficult.</p>
Not good team spirit	
Cultural barriers	<p>I: At that point, you just finished your bachelor, right? How could you be so smart as a fresh graduate to give trainings to employees there who mostly have bachelor's degrees and have more working experience than you?</p> <p>R3: It is because you really can not compare a degree in a German university with bachelor's degrees in Vietnam. Also, by the time I finished my study, I already have three years of experience working at IBM.</p> <p>I: Do you have any recommendations for BSNB to make their volunteer program better?</p>

Frequent feedback sections	<p>R3: Yes, I have recommendations. You should assign mentor to volunteers (1.19). When you arrive, it is crucial to have one person who guide you through it all. That is why I was so grateful to have Vinh to guide me through it all. If you have any question, you just have to go to one person. That way you don't have to invest brain power to analyse who are the stakeholders, who can I ask for help? Who are more like a peer? This volunteer mentor should have some values and they should be trained too. So the mentor should be assigned the responsibilities of taking care the volunteers. They should also have systematic question round and feedback section.</p> <p>I: So to sum up, have one person who is specialized in volunteer management. To be a mentor, a supervisor. Having professional and systematic materials so they could hand out to volunteers about frequently asked questions and answers.</p> <p>R3: Yes, that was missing when I was there.</p> <p>I: Do you have any more recommendation?</p> <p>R3: All in all, the bear sanctuary did a good job, within that small time (1.20). Of Couse it has met my expectations, but my expectations are also flexible. As you can see there were so many barriers and challenging situations. If I could think of some other piece of advice, I can give you. It's maybe introducing feedback systematically. It's important to 360 degree feedback frequently (1.21). If you have 1 month program, it should be at least two feedbacks times, like after 2 weeks and in the end of the program. So you can improve after the feedbacks. If you have a close relationship with your mentor, I think it is even better to have feedback after every week, even for only 30 minutes about are we meeting each other expectation, is my input meet your expectation and how could you help me better when I have some blockers. If this is not implemented already, you could use it as a hint also.</p>
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