



Universiteit Utrecht

Capacity Development between two nations through relationship

An analysis of the relationship between South Korean
expatriates and Vietnamese local employees in Korean NGOs

Master thesis

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Table of Contents

Capacity Development between two nations through relationship.....	1
Acknowledgements	2
Lists of figures.....	5
Lists of abbreviations.....	5
Executive summary.....	7
Introduction	8
Theoretical Framework.....	11
Capacity Development (building).....	11
Livelihood approach	12
Intergroup contact theory	12
Research objectives and questions.....	14
Contextual background	16
Relationship between South Korea and Vietnam	16
About Vietnam	17
Vietnam's working system	18
Methodology.....	21
Data Collection.....	21
Empirical Chapters	23
First organization (expatriate Lim/ HCN Amy and Kelly)	23
Second organization (expatriate Seo/ HCN Lucy and Tony)	29
Third organization (expatriate Kim/ HCN Zoe/ student Chris).....	33

Fourth organization (Expatriate Park/ HCN David)	38
Fifth organization (expatriate Lee/ HCN Joe)	43
Sixth organization (expatriate Jung/ HCN Michael)	48
Seventh organization (expatriate Min/ HCN Anna)	52
Eighth organization (expatriate Yoon and Cho/ HCN Elza)	56
Discussion	60
Conclusion	65
References.....	67

Lists of figures

Fig. 1 – VUFO-NGO Resource Centre Steering Committee

Map.1 – Map of Vietnam

Lists of abbreviations

ADB Asian Development Bank

AKS Academy of Korean Studies

CD Capacity Development

COMINGO Committee for Foreign NGO Affairs

DAC Development Assistance Committee

EAs Executing Agencies

HCNs Host country national staffs

HCMC Ho Chi Minh City

INGO International non-government organization

KOICA Korea International Cooperation Agency

KOTRA Korea Trade-Investment Promotion Agency

NGO Non-government Organization

ODA Official Development Assistance

OECD Organization for Economic Cooperation and Development

PACCOM The People's Aid Coordinating Committee

SDGs Sustainable Development Goals

UNDP United Nations Development Programme

VUFO Vietnam Union of Friendship Organizations

Executive summary

This research is done to look at how the capacity development takes place through the relationship between South Korean expatriates and Vietnamese local employees working together in Korean NGOs located in Vietnam. Main area of my research is Ho Chi Minh City, known as Saigon and the major economic city located in southern parts of Vietnam. Not only foreign private companies, but also many foreign NGO offices are situated there to implement their businesses with community members.

Capacity development (building) is known to be a process of increasing capacities of individuals, teams or organizations to achieve positive and sustainable outcomes. There are many levels starting from individuals, organizational and national, but this research focuses on the individual capacity development created through the relationship between two groups.

During research, the most used methodology is the interview. One-to-one interview was conducted for every expatriate and local employee in various NGOs. The average interview time for all is about 50 minutes. Secondary resources received from NGOs were other ways of methodologies as well.

Through relationship, capacity development such as language skills, experiences with foreigners and learning cultural differences could be achieved. However, challenges remain as well. Filling up the gap of communication barrier, cultural differences was not an easy task to be solved in a short time. While there are many things to consider in Vietnam in terms of international development, overall, individual capacity development is slowly making progress to increasing awareness of international development in Vietnam.

Introduction

As the time passes by, the importance of the international development has increased and the ways of doing it have been diverse. Starting from the government, which is at the national levels, the organizations such as NGOs and multinational agencies and even individuals are the actors contributing to the development in various sectors. One of the recent examples for international development is the Sustainable Development Goals (SDGs), 17 goals created for action to end poverty, protect the planet and ensure that all people enjoy peace and priorities (UNDP, 2015). The role of the government and states is still important to achieve these goals such as the Official Development Assistance (ODA), but the bottom-up systems for partnerships and mutual accountability are necessary as well.

However, despite the fact that the importance of international development increases, the criticisms are also on the rise. According to ADB, Asian Development Bank, it described that its recent low efficiency and capacity to achieve development goals due to the low accomplishment of capacity development (Martin E, 2007). Like it is mentioned, recently, the term capacity development is gaining new popularity as one of the important approaches. So far, there is no generalized definition for this term, but it is generally defined as a process of increasing and maintaining the capabilities of individuals, teams, organizations and communities in order to achieve a range of positive sustainable outcomes (Davis Andie, 2006). The main idea of the capacity development (CD) is to work in partnership with local communities and building on existing capabilities. According to UNDP, it identifies three points where capacity is grown and nurtured: in an enabling environment, in organizations and within individuals. These three levels influence each other (Davis Andie, 2006).

To make the capacity development successful, the close collaboration between the international NGOs and the members of the local communities is important (Eyben, 2013; Lough, 2013). One of the ways of doing it is to involve the expatriates of INGOs in local communities in developing countries. This way makes the expatriates collaborate easier and develop their partner's knowledge and capabilities (Fee Anthony et al., 2015). Also, working together within the organization like local people working at foreign NGOs can be another way of developing their skills and knowledge. This can lead to another capacity development in individual levels. These kinds of relationships can resolve problems that might arise such as cultural and communication

barriers. Rather than focusing on the sectors that INGOs are implementing, the focus is about how the local employees or members of local communities can promote their capacity building through this cooperation. Not only the capacity development, but also the improvement of human capitals such as knowledge, skills and attitudes of individuals and social capitals, expanding the relationship of networking and cooperation makes this research relevant and worthy to investigate (Serrat, O. 2010).

However, the lives of expatriates always confront with challenges. One of the most well-known problems can be cultural differences. Despite the fact that the globalization occurs and many people are having more opportunities to interact with foreign people, there are still certain points that people cannot fully understand the differences. Some people say those differences can be useful, but in terms of international cooperation, these are just challenges that limit communication and hinder effective knowledge sharing (Bird, 2001; Primecz, 2011). Another problem that can arise during the interaction is the difference in perception. The dichotomy between expatriates in NGOs and local members or local employees might happen in relation to power differences, control of finance and different knowledge levels. These challenges make actors difficult to set up shared trust which is core importance for the capacity development (McWha, 2011). The work pressure for both the expatriates and host-country-national staffs (HCNs) can be enormous. Expatriates' position as foreigners is not easy to create trust with HCNs, resulting in disputes at first several times at cooperation (Arp, Hutchings, 2013; Lough, 2011; Toh, 2003). Also, another important problem of the capacity development is that no one actually knows the clear entry, assessment and completeness of the process (Guy, 2016).

In this part, one of the examples for the capacity development cooperation is South Korea and Vietnam. South Korea and Vietnam has been keeping good international relationship for a long time. Economically and politically, Vietnam is one of the biggest partners to South Korea in Southeast Asia. Also, in terms of development, South Korea has been investing a great amount of money to Vietnam. Starting from national levels, Korea International Cooperation Agency (KOICA) and Korea Trade-Investment Promotion Agency (KOTRA) are the main factors contributing to the development in economic and social development.

The Korean NGOs are other main actors that participate in Vietnam in various sectors including health, education, agriculture and infrastructure. The number of NGOs registered in Vietnam is still increasing and the contribution in diverse sectors is increasing as well. However, despite the great

number of expatriates working in Vietnam and the progress they have been showing, details of the process of collaboration and mentioning problems such as communication and cultural barriers is not easily found with details. Even though the relationship between two states has been established and the progress of NGOs seems to be working well, in order to make effective capacity development, the research about what processes have been through and what strategies the expatriates should have in mind is needed to be done. The objective of this research is to look at both sides' perspectives toward the capacity development and progresses and challenges. Moreover, it is important to see what would be the complete stage of capacity development after a long time of cooperation between two nations.

Theoretical Framework

Capacity Development (building)

The main idea of this research is the capacity development. As it is already mentioned, it still does not have fixed definitions to this term. According to Davis Andie, the capacity development is about transformations that empower individuals, leaders, organizations and societies. It takes an approach to address issues of power inequality in relationship between foreign NGOs and local communities. The development favors the transformation for empowerment and sustainable change. In this complex term, there are various levels of CD which are structural, organizational and individual levels. Among those levels, the researcher is trying to find if the relationship within the organizations such as the expatriates in NGOs and local people working at the NGOs can also be influential to the capacity development (Davis Andie, 2006).

Borrowing the explanation from the OECD/DAC Govnet, the capacity development is more than improving the skills, knowledge and attitudes of the individuals. The quality of organizations where people work is necessarily considered. Moreover, these organizations are influenced by the environment in which they are working such as the structure and governance. The Govnet also explains that the actors such as donors and domestic or foreign NGOs are the ones that promote capacity development, not doing it (OECD, 2006).

There are different approaches for achieving CD. ADB, for example, is using a method called CD interventions, meaning that ADB is providing supports for the capacity of key EAs, executing agencies. These EAs are chosen institutions in particular Southeast Asian countries and the objective of this approach is to see whether the EAs' capacities can be improved through interventions of ADB. This method focuses on an organizational level, looking at the partnerships, networks, laws and regulations for EAs rather than focusing on an individual level (Martin E, 2007). The other example is looking at the capacity development on an individual level, which is the core of the research. An example for this is the work of Anthony Fee, who concentrates on the cross-cultural capacity development. This means that CD takes place in a multicultural working environment by looking at the experiences of Australian expatriates and HCNs at INGOs (Fee Anthony et al., 2015). The last one is the capacity across culture. By the work of Deborah Rhodes, she called for the necessity of arranging the Western principles and ideas so that the non-western countries can be fitted to follow. In order to do this, understanding different culture and values is

required, making new programmes and projects more efficient and relevant to the recipient countries (Deborah Rhodes, 2014).

Livelihood approach

As this term is widely known by Olivier Serrat, it consists of five essential capitals which make people's lives sustainable and recover from problems. These can maintain and develop people's capabilities continuously.

Those five capitals are necessary. However, among those five, regarding the capacity development, human capitals and social capitals are the ones that gain most attention. First of all, human capital is applied when it comes to the development of individuals such as education, training and knowledge. Secondly, social capital is the other important factor explaining the relationship between the expatriates and the local employees or the members of the community. Through this interaction, it is inevitable that many things are shared starting from the knowledge transfer (Argote & Ingram, 2000), a sense of belonging and the increase in the awareness of the international development. It is like the better the communication means the better the efficiency of the work system and the positive impacts on the field. Even though physical and financial capitals are not listed as key points, they can also be mentioned because it is necessary to use infrastructure and financial supports for the projects that are being done in the area (Serrat, O. 2010).

Intergroup contact theory

According to Allport in 1954, he made a hypothesis to prove the influence of the intergroup contact by specifying certain situations to reduce prejudice. He mentioned four important key conditions that will have positive effects of intergroup contact: equal group status within the situations; common goals; intergroup cooperation; and the support of the law and government.

First of all, even though it is difficult to define what the equal status is, it has been used in many different ways and many researchers support this condition (Cagle 1973, Riordan 1978). Both groups, in this time expatriates and local employees, should expect and share same group status

in the situations although normally expatriates are the ones that transfer knowledge and train others (Allport, 1954).

Secondly, in order to reduce the prejudice, it is required that both groups share same goals for the work. For example in athletic teams, interracial teams need each other's cooperation to attain goals (Chu & Griffey 1985, Miracle 1981, Patchen, 1982).

Intergroup cooperation is the third condition for optimal intergroup contact. Shortly mentioned on the previous point, cooperation is the key in order to achieve same goals in groups. One of the examples is the Aronson's jigsaw classroom technique makes the students in classroom to work cooperatively in order to achieve the goals (Aronson & Patnoe, 1997).

The final condition is the support from the above, i.e. the authorities. As the support from the others means the acceptance of the work, this will lead to more positive effects. This condition usually works out in field research such as military, business and religious institutions (Landis et al 1984, Morrison & Herlihy 1992, Parker, 1968).

Apart from these four conditions, recent work finds out that one more important point, intergroup friendship, has great potentials because this condition is involved in every four processes. In order for the optimal intergroup contact to develop properly, time is required. So far, most of the past works had focused on short-term perspective. However, if it focuses on long-term side, cross-group relationship develops. This cross-group contact will greatly reduce the prejudice (Pettigrew, 1998).

Although the capacity development is originated from the terms of international development, no one can deny that the relationship between expatriates and local employees or community members is closely related with the intergroup contact theory. Also, as far as the projects or cooperation of the NGOs are known to be long term, it highly requires the term so that the relationship can develop better and result in better capacity development on both sides. For example, a role of expatriates can develop the knowledge and skills of local employees which is done by close collaboration for the common goals on both sides (Kimmo & Vesa, 2004; Vance & Paik, 2005).

Research objectives and questions

The objective of this research is to look at how the capacity development functions and improves at an individual level through relationship. By this cooperation, it is important to find what kinds of progresses they have made and challenges they have been through. Also, what is essential of this research is to see at which stage this cooperation is on. There is no certain end stage of the capacity development due to the lack of information and definition, but this will be guided by the researcher itself.

Main research question:

What can be done to maximize the capacity development?

This main question includes most of the research objectives. As mentioned earlier, there is a lack of studies being done about the capacity development despite the great number of cooperation between two nations. Using this research question will help to answer how the capacity development works. Also, it will be useful to find how the capacity development can function with better efficiency.

There are three sub-questions:

What kinds of Capacity Development do they achieve? (Is CD properly being done among workers?)

The first one is the basic question. In order to make the research successful, it is necessary to see what kinds of progress they have achieved during the cooperation. Depending on people, the achievements will be different. To the expatriates, they will learn new culture and working environment of international development. Also, local employees will gain experiences of working with foreigners and language skills as well.

What are the factors that disturb the cooperation?

Finding the sources of problems is important to look for preventions or solutions to the capacity

development. Also, whether the negative factors are relatively new or old will be useful for the future capacity development.

What are the factors that contribute to the cooperation?

Just like the second sub question, if there is something that hinders the development, there should be something that contributes to it. Also, it is necessary to find how to strengthen those points that will maximize the impacts.

Contextual background

Relationship between South Korea and Vietnam

Although two countries already had historical contacts during the Vietnam War, the official diplomatic relation started in 1992. In 2001, the South Korean President Kim Dae-Jung apologized for things that the South Korean army did during the War and promised to participate in the development of Vietnam by supporting about \$20 million into the solid waste treatment business (People's Daily, 2001). In 2006, the Vietnamese Prime Minister Phan Van Khai regarded South Korea as an important partner and also a model for his nation exchanging developmental process experiences and expanding international cooperation (Government of Vietnam, 2006).

In 2009, both the Presidents agreed to develop their relationship as a strategic partnership. After this, not only in terms of development, but also two nations benefited economically and politically. They started the negotiations for the Free Trade Agreement, and agreed to promote cooperation in labour, vocational training and protection for people living in each other's territories (Mofa, 2014).

As the New Year started, South Korea celebrated the 25th anniversary of Vietnam-South Korea relations. Since 2012 which was 20th anniversary, the amount of investment, bilateral trade and the number of mutual visitors to the countries increased dramatically. Lee Hyuk, the ambassador of South Korea, expressed his gratitude for the long time relations and hoped to develop and build more mutual relationship (Lee Hyuk, 2017). For these years, at the present, each nation has immigrants who are living for marriage, businesses, studies and so forth in total about 150,000. As for tourism, the number increases up to more than 500,000 each year.

According to the number of members, so far about 30 non-government organizations are established in Vietnam, implementing diverse sectors of businesses in various regions such as Hue, Ho Chi Minh City, Hanoi and other smaller regions where people need help (KCOC, 2017).

In HCMC, there is a famous university called Ho Chi Minh national humanities and social sciences university. This university is the first place to create Korean studies programme in 1994 which led to the creation of Korean studies center in 2008. This center takes a leading role to understand each nation's culture and national relationships. Not only does this center provide many programmes for exchange students, but also it has produced numerous numbers of valuable

Vietnamese students majoring in Korean studies for national relationship. As both nations are aware of the importance of harmony and cooperation, the center has done a research about the similarities and differences between Korean and Vietnamese culture for about three years. As a result, with the cooperation with the Academy of Korean Studies, AKS, the university hosted an international academic conference regarding this topic so that both nations are able to take an approach to understand each other better and reduce conflicts (VNU HCM City Center for Korean Studies, 2017).

However, despite all of its cooperation and relationship, there are not many details to be found related to the issues of Korean NGOs working in Vietnam. Since the two nations give their full interests in national level projects, such as the amount of money invested, the number of people working for the projects, it is obvious that many people tend to ignore the impacts of individual capacity development taking place in smaller scale. That is why this thesis has been created based on the research looking at how the capacity development happens at individual levels. As mentioned earlier at the intergroup connect, also known as contact, theory, the main focus of the research is to see whether the relationship between South Korean expatriates and Vietnamese local employees gives contribution to the individual capacity development.

About Vietnam

Briefly, short information about the research area will be introduced. Due to the absence of the host organization to work with, the researcher should be able to contact in every possible way to get respondents for the thesis. Since the Korean NGO offices are usually located in Ho Chi Minh City, it was relatively easy to get in touch and visit.



Map. 1 Map of Vietnam (source: <http://vietnammap.facts.co/>)

Vietnam is located in Southeast Asia bordering the Gulf of Thailand, Laos, Cambodia and China with the capital city called Hanoi on the northern part. The length of the country is about 1,650 km which is a country with a long territory. However, the width is thin as it is shown on the picture, where the narrowest region is about only 50 km. The total area of the country is 331,210 sq km. The weather is generally divided into two seasons, which is the dry season from October to May and the rainy season from May to September. Vietnam is always on the summer, tropical in the south and monsoonal in the north (CIA world factbook, 2017).

Vietnam's working system

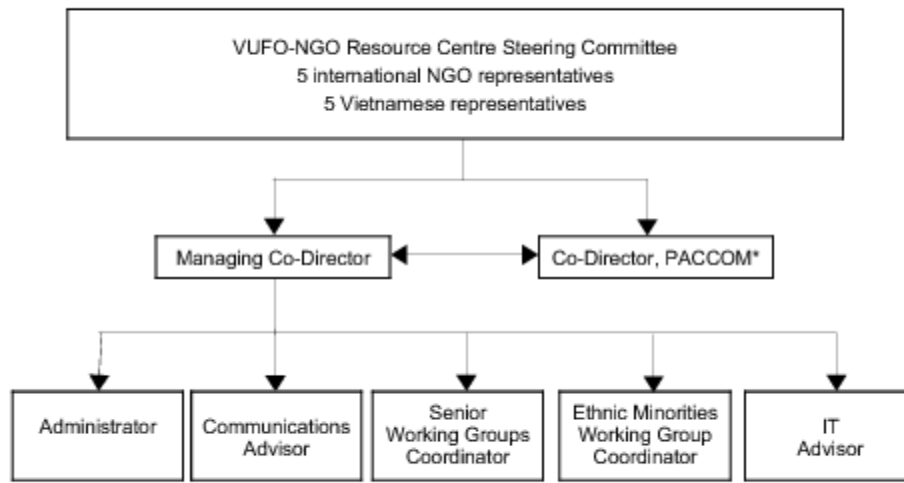
In terms with development cooperation in Vietnam, it is necessary to know how the system works. The activities of INGOs in Vietnam are managed and administered by the Vietnamese Government under the Decree No. 12/2012/ND-CP which came into effect on 1st June 2012. This decree replaces the Prime Minister's Decision No. 340/QĐ-TTg of May 1996.

There are three major agencies to remember: COMINGO, Committee for Foreign NGO Affairs;

VUFO, Vietnam Union of Friendship Organizations; and PACCOM, The People's Aid Coordinating Committee. First of all, COMINGO was established in 2001 under Decision 59/2001/QQ-TTg of the Prime Minister. Its main job is to connect key Vietnamese government ministries and other agencies together to help the Prime Minister deal with the issues related to the foreign NGOs. Four key duties are known. Firstly, Proposing guidelines and policies related to foreign NGOs located in Vietnam. This also helps the NGOs to coordinate with relevant agencies to provide support and guidance on the operations of foreign NGOs. Secondly, COMINGO takes the lead of assessing the works of NGOs in order for them to proceed, extend, and get permission of businesses in Vietnam. Third, COMINGO cyclically reports the information of the works of foreign NGOs to Prime Minister. Lastly, sometimes tasks which are usually related to foreign NGOs are assigned by Prime Minister to carry out those.

Second, to introduce shortly, VUFO is the standing agency of the COMINGO. It is a nation-wide socio-political institution that tries to establish and promote friendly and cooperative relationship of people who are Vietnamese and from other nations. The organization is responsible for communication and promotion of foreign NGO under the Decree 12/2012/ND-CP. The main tasks are to consolidate and promote strong ties with other institutions from other countries and to conduct research about the activities of NGOs in other countries to make recommendations for the Vietnamese institutions and government. To do these tasks correctly, VUFO consolidates the ties by exchanging information, hosting seminars and so forth. This agency also publishes a monthly magazine called the Friendship Review.

Finally, probably the PACCOM is the most important institution for foreign NGOs. It was established in 1989 which is the specialized and functional body of VUFO. Under the Decree No. 12/2012/ND-CP, it is responsible for facilitating the activities of INGOs which are located everywhere in Vietnam. It helps to reinforce the partnership between INGOs and local communities. Not only does it monitor the operations of INGOs, but also it provides information of the INGOs' activities, recommend policies for the works of them. The permission of PACCOM is mandatory for the registration of INGOs to do operations in Vietnam (VUFO-NGO resource centre, 2017).



*People's Aid Coordinating Committee

Figure. 1 source: <http://www.ngocentre.org.vn/content/management-structure-and-staff>

Methodology

During the research time, among total eight NGOs, 20 people were interviewed which were nine expatriates, 10 local employees and one student. All of the institutions are located in Ho Chi Minh City. The research was planned to be expanding its research area to Hanoi, the capital city of Vietnam, but it could not be done due to the time limits and organizations' schedules. The research is based on a qualitative method rather than a quantitative one.

Data Collection

The equal balance of data is necessary. In order to get as many opinions toward one issue as possible, it is important to interview both of expatriates and local employees working together in same NGOs.

The most common method used during research was the interview. The one-to-one interview method was taken and most of the interviews were recorded after getting permission. Note taking was also done for some of people who did not like their voices to be recorded. In total, the average interview time is about 50 minutes. To provide a free atmosphere for people, the interview was conducted in different rooms for expatriates and local employees so that they do not need to worry whether other people might hear their personal opinions.

The second method used for the thesis was the secondary resources received by the NGOs. Fortunately, all of the organizations that the researcher visited were eager to provide all the documents such as papers, reports and pamphlets that contain the business, directions, visions of the organizations. It was helpful to see in what kinds of sectors the institutions were participating for capacity development of community members of the regions as well. Focus group discussion plan for community group members was planned, but it was not done due to the reluctance of community members.

As for the safety of the privacy, the thesis does not include the specific names of the organizations, expatriates and local employees. One of the main reasons for this is most of the organizations are related to the missionaries in Christianity religion. Since Vietnam is a communist state, the restrictions on religion, especially missionary works, are quite heavy. At the present, the country

provides the freedom of religion to the people and there are many churches that have permission from the government. Still, the missionary works are prohibited. Thus, in order to protect their information, it is decided to list the names of expatriates and local employees with pseudonyms. Any names that are fitted to the real people are totally unintentional and coincidental. To the expatriates, only first names are mentioned while local employees are given western names since the researcher is not aware of Vietnamese names.

As for the sampling strategy, there is not a strict standard for selecting the respondents but only with one premise: respondents should be the one who has or had an experience working in foreign NGOs with expatriates. In addition, to increase the number of the respondents, a snowballing strategy is used. Fortunately, the NGOs located in southern parts know each other well and there is also a NGO conference. By the help of the personal acquaintances, it was possible to get in touch with one expatriate and this led to the connections with other expatriates in different organizations. The networking of NGO community was already well organized.

Most of the organizations that visited for interviews are implementing somewhat similar areas of businesses starting from provision of aids, education center, housing projects and so forth. Thus, it seems repetitive explaining each business being done in different NGOs. However, since the targets, strategies and volumes of projects are different, it is necessary to explain basic information of each project and how the capacity development is formed depending on the different strategies. Also, it is important to see what kinds of attitude expatriates and HCNs at each NGO have toward forming relationship which gives effects on the cooperation and outcomes of the CD.

Empirical Chapters

All the interviews conducted by the researcher to the expatriates and the local employees were done in Korean language. Fortunately, almost all organizations have one interpreter who majored in Korean or has studied the language for a long time. Small gifts were given as gratitude. All the translation from Korean to English was done by the researcher himself. Most of the NGOs located in Vietnam are rather in small scales, consisting of one expatriate and one local employee.

On this chapter, transcription of the interviews of each organization is presented. Some contents are overlapped since same questions were asked to the expatriates and the HCNs. Under the same content, similar and different answers depending on perspectives are shown. The word international development and social welfare will be used together because to the locals' perspective, it is a domestic issue rather than international one.

First organization (expatriate Lim/ HCN Amy and Kelly)

At the first organization, one expatriate and two HCNs were interviewed. Its office is located in Ho Chi Minh City, but its main business is done on a different region in the countryside and Hanoi. Officially, the organization received the permission from the Vietnamese government for implementing business two years ago. One of the main jobs that the NGO does is to provide supplies such as clothes and bags and scholarship to the students at school located on that region. The expatriate visits the school every month from Ho Chi Minh City office. The targets groups are the students from ethnic groups in Vietnam. In reality, the ethnic groups do not properly receive good services from the government. The monthly salary of the ethnic groups is less than 100 euros, considering the currency.

Also, on the northern part near Hanoi city, there are facilities that the organization donates for orphans. At there, the NGO tried to make a project called 'group form'. This project is based on the usual problem that the normal orphanage faces. Since one orphanage cares about 30 kids and is not able to give them immediate care, sometimes the kids go awry and commit juvenile delinquency. In order to prevent that problem, the NGO referred to this group form project done in the United States, looking for the impacts and results. After this, the NGO used similar strategy to rent a small house for five kids together with one nursery teacher. This has reduced problems

greatly.

According to the expatriate Lim on the interview, English education is booming in Ho Chi Minh City. He changed the strategy on the NGO based on the information. At the present, due to the economic growth in Vietnam, supplying provision to the people in need is no longer effective. Therefore, he decided to open a free English education cram school for the orphans. He hired two or three English teachers with high qualifications to teach the kids once a week. Also, not only English, but also Korean language course is available. He hired one local university student who majors in Korean language and selected four Korean volunteer students at Korean high school, opening a lesson once a week as well. While the university student leads the class for about 50 minutes, the rest of 40 minutes is given to the four volunteers to spread Korean culture by teaching songs, dances or food. Through this schedule, the class never gets boring and is able to keep a live atmosphere. Among the students who receive the highest grade in learning, the expatriate and the director of the orphanage gave them an opportunity to go for a tour in Korea. Thanks to this system, it was relatively easy to form a relationship with the orphans.

At the present, three more projects are on the way. One is the building a facility to the disabled people located near to the orphanage in HCMC. The facility is not owned by the NGO, but is now planning to give financial contribution to it. Another project on the way is an evening school for the students who cannot afford to go to schools. This school where 20 students study has been run by a Vietnamese individual, but is now at financial risks. That is why this NGO has decided to give financial help. The last project is also the monetary support to the orphanage in HCMC which takes care of about 60 orphans. At there, not only the economic support, but also art volunteer work will be provided by Korean students who are in an art club. Apart from the temporary projects, these are the businesses that the NGO has been doing.

The expatriate Lim has been working in Vietnam for about two and a half years so far. In other words, he is the first branch manager of the NGO. Before that, he had been working at the headquarters in South Korea and working with broadcast producer for the donation, commercials on the television and so forth. He did not live in other developing countries, but as for a short field work or research, he has experience visiting countries in the Middle East and Southeast Asia. During the research times, he is the only one Korean working at the Vietnam office, but one more expatriate is expected to come after several months. Considering the capacity development through relationship, the expatriate Lim somewhat agrees with the idea, but also he shows negative attitude

toward it. He is proud of himself that individual capacity development is being done to every people who are involved in the projects of NGO. For example, English or Korean teachers who have been hired are given opportunities to get experiences teaching others with reasonable salary. Moreover, the volunteer work of Korean students is a good chance for them to help others and see on different perspectives. This benefit is also effective to the recipients such as the orphans and the ethnic groups. Due to the discriminating system from the government, when the ethnic people are not able to get proper jobs and education, the support from foreign NGO helps them to continue their studies and also higher chances to get a job in the future. AS for the orphans, good quality of language education and benefit of travelling South Korea allows them to concentrate more and get better impression on South Korea.

According to the manager, forming a good relationship is hard, but once it bears fruit, it brings enormous results. For instance, in Vietnam, administration process and paperwork is really complex and time-consuming. The branch manager of NGO should always apply for the school visit to the local government in the region a month in advance. Even though he has been doing all the same work for years, there is no exception. However, the local employees at the government slowly start to be aware of the existence of the NGO. Based on years of relationship, although it is still short, and also on positive evaluations from community ethnic people, the workers at the local government started to treat the expatriate as one of their members. Fortunately, the paperwork and other document process have been approved much faster and easier. Also, thanks to the life in Vietnam, he could gain more experiences and learn more about international development than the time working at the headquarters and going for a short fieldwork. The biggest capacity development he considers is the relationship with local employees working together at the office. After several trials and errors, now he feels comfortable with two female employees in terms of cooperation. Since they altogether have gone through the projects and paperwork, each of them starts to realize what kind of work he/she needs to do in order to reduce time and get the job done. The expatriate said that knowing the cultural differences and considering on their perspectives gave him patience and a new working style with foreigners.

However, there are still challenges as well. One of the main reasons for the expatriate Lim not fully believing the impact of capacity development through relationship is that it is really hard for them to go one step further or deeper. According to him, despite the economic development and increase in numbers of international cooperation, the awareness of Vietnamese people on

international development, which is social welfare system on their perspective, is neither strong nor common. On one level, it is good to see that each of them learns something that can develop his/her ability and experience, but once the worker achieves it, he/she leaves the job and looks for another one with higher salary or better position for his/her own good. From the manager's personal experience, while he was living in Hanoi for a short time at a NGO, he met a local employee full of passion to learn knowledge and technique in development sector. He wanted to go HCMC with him and start the project as his main partner, but this resulted in huge disappointment when the guy was offered a better job and just left without saying a word. The expatriate Lim enjoys the work with two HCNs now, but due to the prior experience, he is not sure whether those two HCNs would still be with him with responsibility even after they achieve something they want or find another job with better condition. Another problem he faces is the language. Owing to the loads of work, he is eager to learn Vietnamese language, but he cannot afford the time. This lack of communication skill resulted in misconception with two partners in the past and still causes excessive dependence on them on the administration process. Whenever he wants to do some knowledge transfers and communication, this language barrier becomes too much of a problem.

The first local employee, Amy, has been working at the NGO for about one year. After graduating from the university, majoring in Economics, she first had an experience working at a Korean computer company for about one year as well. Having a plan to do social welfare service for a long time, she decided to change her job to the NGO she is working right now. She has been interested in doing volunteer work and some social services during her bachelor years, but the lack of opportunity at the school did not allow her to take into action. That is why she feels so grateful and satisfied with receiving those chances and also working with a Korean expatriate at foreign NGO. Since she is the person who has spent the time the most with the expatriate Lim, she visits the countryside region for ethnic groups with him for translation and other works. Considering all the efforts, she feels proud of herself when the ethnic people show gratitude for receiving supplies and getting a chance to study at school. This positive process makes her believe that the project and the effort is making progress. In addition, all the knowledge and techniques learned from the expatriate seems to be working well and showing progress. Amy is eager to learn as much as possible from him and she realizes how inefficient the working system was in Vietnam. They are not maybe the perfect partner yet, but she is still trying to learn and apply that knowledge into reality. This enthusiasm leads her to learning Korean language more. Due to the lack of Vietnamese language skills from the manager, she feels responsible to learn so that she could make the working system

faster and more precise.

However, everything was not done without a problem. She mentioned several times when having communication problems with the expatriate, especially cultural problems. From her personal experience, when some documents could be done with some spare time, she did not feel impatient and anxious about the work. On the contrary, this was not the same to the expatriate. He wanted the work to be done as fast as possible so that he could turn his attention to another ongoing project. On her perspective, this urgency could not solve anything but problems in the future, which made her think she should process different projects at the same time smoothly. This different way of thinking led to the misconception and it took several similar events to understand each other. Since it was only one year, understanding each other is not fully possible, but she thinks that she and the expatriate are on the process of knowing each other. To summarize her interview, she welcomes the support of the foreign NGO and Vietnam still needs the help from them. Although, in her opinion, the Vietnamese is trying to show interests in social welfare, opportunity is still low and she has much to learn from the NGOs.

The second HCN, Kelly, is also female. She recently works there and at the time of the interview, it was only about three months. Unlike her colleague, she has not had any experience working with foreigners and it is the first time working after graduation. She also feels grateful that a foreign NGO is implementing businesses in her country and supporting others in need. Rather than just providing supplies, she was impressed that the NGO gave other facilities ownership for management and provided only things that those facilities require such as exact amount of money and other necessary products. Not only that, applying the chances to work at social welfare sector and learn foreign language largely helps her to fulfill her dream.

As for the relationship, to the surprise, she does not think it is important. This is probably because she has not spent a long time with others, but she described the relationship between herself and the expatriate Lim as a boss and an employee rather than partners. Based on the experience of the first employee, it seems that the Kelly is now going through the trial and error with Lim. Although she studied Korean language, she is not as fluent as her colleague, resulting in communication and cultural problems with the expatriate. For example, setting up working hours at the organization or processing the necessary documents caused problems with each other. Fortunately, Amy kindly intervenes from the two and the rate of causing trouble is decreasing, but it seems more time is needed to understand. Still, she appreciates the existence of foreign NGOs, providing the locals

chances to know more about international cooperation and work at development sector. Since she is planning to work in social welfare and also international development sector in the future, she requires more support from the outside as well as from the national government.

Second organization (expatriate Seo/ HCN Lucy and Tony)

Same as the first one, one expatriate and two HCNs were interviewed at the second organization. The office is located in and has opened several projects in HCMC as well. The main business the institution is implementing is the provision of free lunch to the poor. Since appetite is the one of the biggest instinct desires that human has, the organization's proposition is to eradicate this problem first and then move onto the next stage. Medical provision and education is the other project that the organization is after. However, the first project was a little bit hard to start at the first time. According to the expatriate, foreigners are not allowed to provide food to the Vietnamese people in Vietnamese law. Rather than acting independently, the organization is cooperating with the local organizations such as Vietnam Red Cross, PACCOM and the others. This cooperation is required to share responsibility in case when the recipients might suffer from food poison or other infections. That is why their range of selection for implementing their businesses is limited and the request should be sent to the local NGOs for collaboration which are in charge of certain regions. The organization itself was established since 2002, which is about 15 years from now, but it has received its official permission from the Vietnamese government in 2010. The permission is valid for three years and this need to be extended every time.

The expatriate Seo has worked at this organization for full two years without prior experience working abroad. However, while she was working at the headquarters of the organization in Korea, she used to take a part in supporting international branches. When she arrived in Vietnam for the first time, the way of working and the culture made her feel awkward and different which led to some misconceptions. She did not try to be close with the HCNs because she was planning to stay only for a year as an instructor for teaching administration techniques to people. The change of her plan to stay longer made her realize that she needed to create a close relationship with HCNs so that their working process and cooperation should be going smoothly. That is why she strongly agrees with the importance of relationship and its impact on capacity development.

Things did not go smooth at the first time. First of all, the expatriate's lack of language skill caused communication problems when cooperating together. For example, when she tried to instruct administrative parts to the Vietnamese HCN, the words, sentences and the expressions were not familiar with each other, resulting in low efficiency in learning. What was worse was the relationship. Rather than shortening the relationship gap, they kept the distance as a boss and an employee.

Secondly, in her personal opinion, she did not point out this based on racism, but she had problems with Vietnamese people's characters. Their strong stubbornness and sense of high pride disturbed the process of harmonization with each other. The branch manager had hard times pointing out wrong ways of working and teaching them new projects and works. Not only this, when she cooperates with the local NGOs for implementing businesses, she suffered from stress because of slow and inefficient way of working. For instance, when one document should be processed for permission, the approval from the local NGO requires several weeks for a final answer which would delay and waste times. In order to prevent this problem, she tried with her partners to get a close relationship with the local NGOs. Vietnam is also a country where the relationship is the center of everything. A positive point of this is that in a good relationship, everything such as document processing, getting permission and cooperation is done so quickly and easily at low costs. However, when the relationship breaks apart, whatever good intentions or plans the foreign NGOs have, the local NGOs would never listen to them, sacrificing a lot of time and finance for getting a job done.

However, after realizing the importance of relationship for everything including private and public life, she decided to keep close with the local NGO HCNs and her partners. One of the ways she used was to ask for feedback every time on everything so that every conversation could end in peace without any problems. Through this, their rate of conflict decreased greatly. Also, she planned a schedule for travelling around Vietnam with her partner. Going for a trip on holidays together had great results that they relied on each other whenever they needed help from each other such as language and finance. At the present, they are not differentiating themselves as a boss and an employee, but they call each other great partners. Since they know exactly which parts they should be participating, they do not have troubles on administration works and rather complement each other. Also, fortunately, Seo is really glad to have the partner like her now because she was greatly impressed by the employees' enthusiasm toward international development and her motivation to learn more and work harder. This positive feeling also motivates the manager to contribute more to the international cooperation sector.

One of the partners, HCN Lucy, at the organization has been working at the organizations for about four years, which is more than the expatriate Seo. During her bachelor years, she majored in Korean language and on every vacation, she worked as an intern at the Korean corporations. Even before working at the NGO, she already had various experiences at international development sector

due to her great interests. She used her Korean language major to work with Korean teams coming for volunteer work and worked there as a translator. When asked about the importance of relationship, she totally agrees with it.

Just as it was described from the expatriate Seo's view, she had hard times settling a new relationship with her at the first time. Since she mostly worked on the field, it was difficult for her to understand professional words and expressions that are needed for document process. Also, cultural difference was a serious issue. According to her, in Vietnam, due to hot weather lasting a year long, Vietnamese people tend to prefer slow process of working because of influence of the weather on the physical and mental activity (Tucker, 2007). They need to take a nap after lunch on a hot day and do not find anything problematic even though a work is delayed. However, when working with Korean people, their tendency to work faster and get a job done in a short time was unbearable for her to learn. She mentioned a saying that is popular among Vietnamese people:

"When South Koreans walk, the Vietnamese should run."

This kind of cultural differences was not solved until they tried so hard to settle down those problems. She mentioned honesty as the main virtue. Whenever there is something to discuss, they talked about it over and over again until they fully understood, never leaving any misconceptions. Even during work, it was really helpful for them to admit their mistakes and errors so that they could think of solutions for the future. Moreover, travelling together improved their relationship much closer. This way of doing helped her and the manager both to understand what kinds of characters and tendencies they have. At the present, their language communication is still not fully complete, but since they know each other well, no more misconception takes place.

Rather, she is satisfied with working with Seo at a Korean NGO. Two of them now treat each other as complementing partners which they want to develop further. The Lucy feels that she is developing her capacities at this organization. First of all, her major, Korean language, still improves more and more every time she has to work with the expatriate Seo and other Korean teams visiting for volunteer work. This also leads to the development of her translation skills since she has to meet and communicate with employees at a local NGO. Secondly, her capacity of doing paperwork, dealing with official letters is showing more progress. This one still needs the help from the Seo so they collaborate together, but she is glad that she can handle those important desk works. Finally, she mentioned that she was getting more used to dealing with different

people. Despite the same nationality, people have their own characters and different personalities. By working at the NGO and meeting various people, she learns being cautious. For example, in an official meeting, she has become more careful with using words, listening to others' opinions and speaking in front of the others. Her enthusiasm still requires the existence of foreign NGOs to learn more.

The last employee, HCN Tony, is not Vietnamese. He is one of the ethnic Koreans living in China with Chinese nationality. He has come to Vietnam whether to decide to open a new project on his own several months ago. He seems to be not being so knowledgeable about the importance of capacity development through relationship, but he may be the one who knows the most. He was once a recipient of the NGO at Chinese branch. At there, since his childhood when he was an orphan, he received so much support and care from the NGO, helping him to develop his career skills. Now he is majoring in baking and planning to open a small project and teach practical skills to Vietnamese people who are interested in baking.

When asked about the essence of relationship, he really loved to explain everything he has experienced. During his childhood, he naturally learned the importance of relationship with his teachers and workers. Financial and mental support from those people made him dream about working at NGOs as a compensation of the help he has received. Unlike the others, he did not yet have anything to talk about the problems such as misconceptions or cultural differences. He said such things like:

"I was in a family-like situation. Also, I was too young to differentiate what kind of cultural differences there were. I just naturally learned the virtues and awareness of international development as I grew up."

However, he is a little bit anxious and worried about opening his project of baking to Vietnamese people. Due to the low skills of speaking Vietnamese, he does not have confidence in communicating with people because baking and other practical classes require real time communication. At the present, he is attending Vietnamese culture class for learning language and understanding culture to reduce conflicts or problems as much as possible. Also, his main task is not only teaching baking, but also enlightening Vietnamese people the awareness of international development. Just like he learned the importance of international cooperation naturally, he is thinking about opening a volunteer work programmes in the future with his

future students so that they can also raise awareness and help others in need.

Third organization (expatriate Kim/ HCN Zoe/ student Chris)

While conducting the interviews of the expatriate Kim and HCN Zoe at the third organization, fortunately, there was a chance to conduct an interview with a Vietnamese student, Chris, who just enrolled into the bachelor programme with scholarship from the organization.

The third organization, which is an international organization that has branches in Singapore, Hong Kong and the United States and so forth, received its permission from the Vietnamese government in 2016 for its business project. Unlike the other usual organizations, which usually implement projects such as provisions of food, supplies and finance, the main project of this third institution is talent donation. What it means by the talent donation is that the organization hires instructors such as music professionals and they provide their talents to the people who are interested in learning the same topics but do not get opportunities. However, after several researches done by the expatriate Kim, rather than focusing on talent donation, he decided that more urgent issues should be dealt with Vietnamese people living in the countryside. One of the main issues is the education. According to his research, education level in Vietnam confined to small towns, the rate of people who graduated from the elementary schools is still low and he was surprised to see that those people did not even feel the necessity of developing their education levels. The second project at the organization is the medical service. Since the target areas are small towns without proper social services including hospitals, he decided to provide free medical services such as ophthalmology and obstetrics. This kind of service is so popular mainly to housewives because their kids with weak immune systems could not get proper treatment every time they become ill. The last project the organization is implementing is the regional development. There are various smaller projects remaining under the regional development projects such as emergency relief to old people or orphans and independent foundation project like building houses to people without houses or living in very deserted ones. Almost 80,000 dollars were invested at the region the organization has been engaging in. The NGO is doing its work only at one region right now since it received the permission from PACCOM.

Also, for the first time among NGOs in Vietnam, the organization is trying to make connection

cooperation of regional development with the local government and local churches located in that region, giving full responsibility to local churches and administration authority to the government. For example, the churches constructed dormitories for students who can stay there and also study. By doing so, the influence of churches increases and the local government can realize the importance of them at its region. Those students can also develop their capacities and religious faith living at a dormitory.

The expatriate Kim has been in Vietnam since 2008, making it almost 10 years. He used to own his businesses in South Korea for his entire lives and he decided to settle down his works and work for NGO businesses in Vietnam. Due to his work experience, he was already familiar with Southeast Asian countries and by his research alone, he could pinpoint what kinds of problems that local people are suffering need to be solved for regional development in Vietnam. First thing he needed to do at the organization was to make progress at the region. He described his plans as the best way of earning trusts from the local government and people. He said,

“When doing NGO works in small towns, getting trusts is the first thing to do and one of the strategies is to make the locals see, with their own eyes, the positive and sustainable progress of their lives.”

That is why he has spent 80,000 dollars providing rice, medical services and building houses so that the locals could think about next step after satisfying their basic needs. After succeeding this strategy, the next plan he did was to give them chances to stand their own. As a strategy of house building project, Kim used ownership strategy to the locals. After conducting individual researches, the local people report to the expatriate or the organization what kinds of materials and how much is needed to remodel or reconstruct the houses. Not only that, they also have chances to design their own houses although the necessary finance and materials are limited. Through this, it becomes a win-win strategy since the recipients receive things that are necessary for their livings and the organization spends relatively less finance for the project.

Through those experiences, he learned many important points for working in Vietnam. Among those points, he mentioned patience as the main virtue. He learned that educating people and also increasing their awareness of development takes about three years on average. That is also the time when the local people become friendly and start to trust the expatriate. Despite the fluent language skills, people do not usually give their trusts unless they spend some years

together. Patience also works when consolidating relationship. Even though the local people or employees make mistakes or try to lie to the expatriate, it is important not to criticize them. Rather, it is more effective to console them and make a promise not to do it again. Based on their national characteristics, their high sense of pride sometimes blocks the relationship. If the relationship is twisted, it will take much more time and money to recover it. Based on his experiences, he urges that being patient is what the foreigners need to have the most.

Lucy has been working with him at the office for about one and a half years. Despite her full interests and enthusiasm toward international development, this is the first time for her working at the NGO and she has not got any experience working at any offices before. During her bachelor years, she and her colleagues often visited orphanages located in HCMC and brought some snacks and books for kids, but she wanted to do something more. That is why she studied Korean language in order to work at Korean NGOs and passed the highest level of Korean language examination. Although Kim is fluent in Vietnamese, all the details of documents or projects are translated by her.

She is glad and proud of herself that she is working at the organization. Before, she did not know much like knowledge and techniques of how to deal with people from local government and process paperwork. Thanks to the expatriate Kim, she watched him by his side applying various methods of contacting people and helping people without causing any trouble that could result in a more serious situation. She totally agrees with the impacts of relationship on capacity development. The close relationship between the expatriate and the HCN helps her learn new methods and understand every time she does not feel comfortable with any situations at work. From her personal experiences, she was impressed by how the close relationship could make massive results. For instances, as mentioned before, the organization gave full control and ownership of the projects to Vietnamese churches so that they can create important cooperation connection with the local government. Before the beginning of the projects, the branch manager, Kim, felt the necessity to teach those pastors the importance of projects so that they can actively participate in the future. As a first step, he invited all three pastors and went for a tour in South Korea. At there, they met several Korean pastors and learned what kinds of thing the community at the church does for social services at the region. Lucy said,

“They were really surprised to know the elaborate community systems at churches. This experience motivated them that they could try something similar for the regional

development.”

At the present, the pastors give their full attention and care to the students living at dormitories and process of medical supplies provided by the organizations. Moreover, concerning the housing projects, they spend most of their times selecting right targets by comparing current economic situations that each house is facing and what kinds of things are being requested the most for remodeling or reconstructing. If there are cases that the recipients sell their new houses to earn money, they are excluded for different projects. Another strategy that the Lucy liked was to increase the awareness of a sense of ownership to the locals as well. On the housing project, not everything such as finance is given to them. According to the rules, only 70% of finance is provided to building new houses and the rest 30% should be done by the locals themselves. If everything is supported and given, there is a low possibility that the local people will actively build and keep the houses with care. To prevent this from happening, the local people should provide small contribution to the projects so that they can also feel they are a part of the plan and also can live in the houses with ownership. These are the main cases that Lucy felt really impressive and proud of.

She keeps a good relationship with Kim so far, but this was not done without any trials and errors. Before working at the NGO, she used to work at the Korean trade company for about three years. Thanks to the experience, she is making a good partnership now. However, during her work in the past, she mentioned a cultural difference as the most difficult part she could get over. As it is already mentioned at previous case, Korean people's attitude to work faster causes trouble with Vietnamese people who tend to work at slow pace. More difficult part is that she did not understand why a Korean boss got angry with her and could not solve the problems until the end. Not only this, the tendency of Korean people not communicating properly caused her to suffer a lot. When she got assigned to some work, she just did what she was asked to do because she did not receive any further notice. However, the boss expected her to do it more deeply with more information so that she could learn while she was searching. After going through many cases, she could finally understand the tendency of Korean people and realize the importance of communication.

Apart from the interviews of the expatriate and HCN, it was fortunate to conduct a short interview with a student, Chris, who just got into a university due to the expatriate's personal support. He was one of the students living at the dormitory that is mentioned above and has

received financial support from the expatriate since he was a high school student. He was not an orphan, but due to the economic difficulty, he spent most of his adolescence life at the dormitory, interacting with friends with similar situations and sharing their dreams with each other. His friends also got supports from other donors and could go into a university. Since he is aware of the importance of English in the future, he is now trying to major in English Literature. Owing to the supports and cooperation he has seen with his own eyes, he is already interested in social welfare of his country. His dream after graduation is to work as an English teacher in HCMC rather than going back to his hometown and provide education to the kids who cannot receive proper education. One of his plans during the bachelor study is that he wants to do some volunteer work or an internship at any foreign NGO which requires English translation or education to the target groups. He also expresses his gratitude toward the expatriate for helping him to continue studying and realize the importance of relationship. By this, his awareness and interests in relationship and capacity development naturally grew and now he is trying to make his dream come true.

Fourth organization (Expatriate Park/ HCN David)

As mentioned earlier, most of the organizations in HCMC are rather in small scales, having one expatriate and one local employee. Sometimes, they are not employees, but there are cooperative partners such as community members, recipients, and volunteers.

This fourth organization has three branch offices in Vietnam, implementing different types of businesses. In HCMC, the research area office provides in total four main services; a night school system; dormitory service; cultural cooperation business; and Korean language education service. First of all, a night school, also known as an evening school, is established to educate isolated students who do not get opportunities to learn due to economic difficulty or absence of their parents. Those students who are eager to learn are given chances to learn without any payment, also having opportunities to meet others who are in similar situations and share their difficulties together. At a night school, there are three teachers teaching about 10 students Maths, Vietnamese literature, English and Art. The second business is the dormitory service. The usual targets are Vietnamese students whose hometowns are not HCMC and who have difficulties finding a proper room to stay. Since Doi Moi, the biggest economic policy reform in Vietnam history, also known as renovation, the economic situation in Vietnam has grown massively and this policy made Vietnam aim for socialist-oriented market economy (CIA world factbook, 2017). However, despite the growth, the rapid urbanization took place, leading to high concentration of cities while population of rural regions stagnated. This inequality resulted in a great housing problem and it is not still solved yet (Nguyen Manh Ha, 2012). That is why the dormitory system is offering rooms for students who are suffering from this disastrous situation. All of them are university students and the expatriate Park regularly visits them twice a week, having a social gathering and teaching Korean and English. The third business is rather unique. The organization forms an orchestra consisting of Vietnam and Korean students who are from a music club at a school, having a performance twice a year. They host a charity performance and donate the profits from the concert to support medical expenses of Vietnamese kids who are suffering from diseases. Park is has good skills of playing various instruments and he personally leads the orchestra. This orchestra also provides Vietnamese and Korean students with an opportunity of a social gathering, allowing them to know each other more. The final project is Korean language business. This business is not confined to students, but to everyone who is interested in learning Korean. This project is being implemented to spread out the Korean culture to the locals and

work as a mediator, spreading out the information of the organization's various projects.

The expatriate Park has been working in HCMC for about four years so far. Before that, He was in Thailand and doing Christianity related work for two years. He was a businessman in Korea for his entire life and he suddenly had a dream of helping others, making him decide to work at a NGO. He chose Southeast Asia, especially Vietnam because this country has been familiar with him since his business years. Apart from the businesses of the organizations, he is planning to do something independently. One example is the medical service for children who are suffering from heart disease. According to him, relatively many kids suffer and die from heart disease, but due to the high price of surgery, most parents cannot afford it. In order to help them, Park himself leads the orchestra, teaching various musical instruments, and uses the charity funds to donate for surgery expenses in the name of the organization.

For keeping good relationship with Vietnamese recipients, Park uses various techniques so that the students can trust him and also develop themselves. For instance, he usually spends his time with the students at the dormitory, starting from sleeping, doing volunteer works and eating and so forth. Rather than directing students what to do, he becomes a member of students and shares time together. After trials and errors, they started to call him uncle and aunt to his wife. From his personal experience, forming a family-like group and respecting each other is the fastest way to earn trusts.

Another way to keep the community in good condition is to create community board members at the dormitory. Among 45 students, one total director is elected followed by several floor leaders and group leaders. This way of giving them a chance to develop their leadership skills allows them to participate actively and normal students also naturally get used to the systems and start to have a dream of becoming leaders at the next election. This system does the same at the night school. Since most of the students are elementary students, main three teachers take a part of leadership at school, including education and administration. When there is a requirement such as school supplies or finance, that is the time only when the expatriate gets involved and he does not say anything about their system.

This one is not a strategy, but he waited until the students opened their minds after taking active strategies. According to him, it takes about two to three years on average when they completely become open-minded. He sometimes takes university students to visit night schools

or kids after surgeries. Not only spending time with them, but also showing them what kinds of businesses the organization is implementing and supporting touches their hearts and motivates them to know more about social welfare system in Vietnam. Although their major is all different, their common interest is to study and know more about current situations, problems and future plans of social welfare works in Vietnam.

The last thing he highlights is the language and finance. In order to have smooth communication with students and others, understanding each other through language is the most essential thing. After realizing the importance of language, at the first one to two years in Vietnam, the manager Park solely concentrated on studying Vietnamese language. This could make him develop his language skills in a short time, capable of communicating with students without a translator. Even though there is a local employee following him all the places, most of private conversation with students and young patients is done by himself. Once language skill is achieved, he put more care on dealing with financial issue. Most of people in developing countries expect financial support from foreign NGOs, which sometimes result in conflicts and problems. Park emphasizes the necessity of financial help. According to him, money is really sensitive issue, earning trusts from others in a short time, but also losing it. For instance, it is important to provide financial aids to the people who need it for running schools and so forth. When they receive the needs quickly, their impression on this is well-valued and they start to rely on the organization more. However, at the same time, the organization should have done the research already about the amount of finance they need and what kinds of other help they will ask. When Park has to reject, he has to give out rational reasons so that they will be persuaded without feeling disappointed. From his experience, the organization once supported two orphanages located in HCMC. The relationship was going well until their requirement seemed to be demanding. No matter how he tried to explain in full details of rejecting that requirement, the orphanages would not listen and kept asking the same. Eventually, the NGO had to stop supporting them because they did not show any chance of negotiation.

He has gone through good times and also bad times, but he will try to expand the boundary of the organization's service. At the present, the organization is planning to open another dormitory and also conducting a research about selecting the residents. Once that newly built dormitory is able to be running independently in the future, the organization will stand back and give full ownership to it.

The HCN David who was interviewed has been working for about two years. Since he does not speak Korean well, the interview was taken in English. He majored business management at university and started to work at the NGO to learn strategies used in real life and to know more about international development. Before working at the NGO, he used to work at a Vietnamese company for a year and also had some opportunities to work with foreigners, too. He was glad to learn English while working at the company, but he moved to the NGO to work at the field and see what kinds of capacities he can develop.

Overall, he is satisfied with working with Park because he has learned more things than working at the office at a private company. Since Park used to be a businessman, David feels like he is working with his mentor rather than working with his boss. Besides the strategies which are mentioned above, he enjoys learning small tips and manners while cooperating with others. For instance, he emphasized punctuality as the number one value. In Vietnam, due to the hot weather, people tend to work slow and not move around at daylight (Tucker, 2007). What's more, the complex administration system always delays the time which in the end disturbs the whole project. One thing he experienced at the private company was that a project approval was needed by the local government. Once the government approves it, everything would be done according to the schedule. However, because the local government kept delaying the approval, the project implementation was delayed, causing a lot of loss at the company. At the NGO, when David looked at Park being punctual and as precise as possible on providing aids to other institutions, he realized that this virtue was the most important one when running a business.

The other one is the evaluation. This is being done everywhere and everyone knows the importance of the evaluation, but since the NGO deals with many projects, exact evaluation and feedback is necessary in order to make them successful. Thanks to Park, David was able to find out what kinds of results the dormitory, the night school and the orchestra have produced every year. Based on them, he and other people, including teachers and students, both talk about positive things and the other things that need to be reformed. Park was reported, but he did not get involved in changing systems. Using the data and the evaluation they both talked about, David and Park eventually decided to stop supporting the two orphanages which asked too much of finance regardless of their needs. Apart from that case, he was also satisfied with seeing positive results of some projects after changing the system a little based on the feedback by the students and teachers.

David also mentioned a little bit of the importance of language. He appreciates his English skills which could provide him with many opportunities to work at various companies. On this matter, however, he once again realized the necessity of learning Korean language. Looking at national level, cooperation between South Korea and Vietnam is dominant these days. His plan of running a business deals with various foreigners and local people. This means that learning Korean language and English will be useful in the future for a career.

In the future, even though he has interests in social welfare of Vietnam, he has a dream of setting up his own business in HCMC or in his hometown. The plan he has in minds needs more time and finance to make it real. Thus, until that time, he wants to work at the NGO with Park and learn more from the experiences at the NGO.

Fifth organization (expatriate Lee/ HCN Joe)

The fifth organization's main project area is Mekong Delta. Since 2001, the organization's business is to build houses to the locals, who live in Mekong areas. The idea of housing projects came from harsh reality of the locals. Due to the lowland characteristics, there is a high possibility of flood when the surface of the water rises. What makes it worse is that the locals do not have capacity and finance to build strong and enduring houses. On the lowland, they just put the wooden pillars and coconut tree leaves on the ground, which lacks security and safety of their lives. So far, 1,600 houses have been constructed with tiles and steels, increasing the strength of houses and height of them not to be flooded. The organization still provides unconditional aids which are a little bit different from the third organization. Another project that the organization is implementing is regional development, providing infrastructure for the regions. Based on the motto, for the next generations, the NGO has built in total six kindergartens, seven bridges connecting small towns and one elementary school. Surprisingly, this was done from the request of the local government. With the regional government, the NGO and the expatriate have been keeping their relationships since 1993 and the NGO has become an indispensable one at the region. Recently, the organization's new project is to provide free bicycles to kids or other people who can use them to commute to schools and daily lives. This new one fits the Vietnamese tradition that many people have been using bicycles throughout the history.

As for the cooperation with PACCOM, the organization is opening a scholarship project for elementary students. In order to prevent the problems as much as possible, they try to set their roles precisely. For instance, the NGO provides financial aids to the kids and the PACCOM does the research to select the right and proper targets as recipients. It also goes the same for the bicycle projects. Once the NGO receives the lists of targets, they have a meeting to make a final decision based on the data of the research. Also, after the donation, they visit houses again to see whether they use the bicycles in a right way or sell them for small fortune. This feedback harmonizes the NGO, the local government and PACCOM as well.

The expatriate Lee has been working in Vietnam for about 24 years, one of the longest living expatriates interviewed during research times. He lives in HCMC now, but his organization does its project near Mekong Delta areas. He has come to Vietnam since 1993, known to be the first expatriate in Vietnam. Due to long years of living in Vietnam, he is treated as the greatest

partner among the local government and community members.

However, He also has gone through many conflicts and problems to be recognized by the locals now. At the first time he came to Vietnam, which is about early 90s, there were so many things that are to be reformed and changed. To do that, cooperation and partnership with the locals was inevitable. When he tried to make a contact with community members, however, discrimination was unbearable to Lee. With a foreigner status, he was considered an outsider by the locals and they did not open their minds. Even though he tried to implement a project and ask for cooperation, he had to endure the time of humiliation. Due to the lack of language skills at the first time, they only communicated with each other in Vietnamese so that he could not understand what they were talking about. Also, they lied several times to the NGO to extract more money from it. According to Lee, he was being used by them rather than collaborated with them.

At the present, all of them including the local government and community members speak highly of him. They even tell him a joke to change his nationality to Vietnamese. In 2016, the local government committee hosted a commemoration to celebrate and to show gratitude to the NGO for its 20th anniversary of working at the region. A few days before the anniversary, they also asked a local pastor at the church to make a picture frame where the Bible verse is written. Looking back, he said he could never forget that moment and that celebration made him even more motivated to work for the region.

When asked about the capacity development that he learned during his lifetime, he said he learned to love someone with his full heart. Although there were hard times and he had countless conflicts with Vietnamese people, he learned to be patient and endured but he did all those work because he loved them. That is why he participated passionately when the NGO takes housing project into action. To normal people, it is just a house where people live, but to the expatriate's perspective, it is a being which people live together. From his personal experience, when the NGO finished constructing a house for the residents in Mekong Delta, an old lady, one of the recipients, burst into tears and told him that she wanted to take it even after she dies. Moreover, when their living conditions increase, he could find some changes. The local people's self-esteem increased and they started to open their minds with each other as well. Before that, due to poor living conditions and economic status, they were close-minded and just thought about themselves. However, after the project, the atmosphere of the region became

lively. After about six years, they finally opened their minds, being active supporters of Lee whenever and whatever he wanted to implement any projects for the Mekong region.

At the organization, there were two young Korean interns who almost finish the one year contract to work and one local employee. Lee mentioned a conflict of those three people who lacked experiences respecting each other. He pointed out lack of communication and language skills as the reason of the conflict. Because two interns do not speak Vietnamese well and the Vietnamese employee speaks English but little Korean, their communication was not smooth even at the first time. On the interns' perspective, they asked the HCN Joe to do a work of research for the project, but he did not fulfill the task they asked about. This made them feel that he did not want to work with them and he was not skillful enough to do a simple task. On the employee's perspective, however, he thought that those two interns humiliated and ignored him all the times when they had a meeting together. When these personal feelings started to disturb the work atmosphere, Lee intervened between them. On his perspective, after getting through all the hardships and conflicts during his time, he could see what the cause of the conflict was and knew how to solve them. Before the problem got worse, he explained all the misunderstandings that they all had and he decided to make Joe work at home until he could mitigate his feelings. After a month, those two interns fulfilled their contracts and returned to South Korea. As a successor, the headquarters of the NGO is planning to send two other new interns to Vietnam, a husband and a wife. According to the manager, those people used be teachers in Korea and volunteered to come and work for Vietnamese society with fluent skills in English. He believes that the atmosphere of workspace would be better.

The HCN Joe has been working at the NGO for about two years. He came to the organization to work with Lee and work at social welfare area at the Mekong region. Before this, he used work at another Korean NGO for a year. At first, he thought there were not much of differences between foreign NGOs in Vietnam. Despite the interests in international development, he considered those NGOs as some donors providing aids to the poor without asking and leaving without forming a partnership. This means that he agrees with the necessity of NGOs and international cooperation, but he does not give full trusts of their actions since he saw many cases of failure including his negative experiences.

About the capacity development through relationship, he liked to bring up a topic that he had an argument with Korean interns. Although he had experience working at another NGO before,

he could not tolerate the bad relationship with them which in the end he had to work at home after Lee's care. However, he recognized this conflict as an opportunity to develop himself. Firstly, He realized the importance of studying Korean language in order to make a smooth communication with foreign employees. From the previous experience, he suffered a lot and would not want to experience that time again. To prevent this, based on the branch manager's, Lee, advice, he decided to learn Korean so that this would reduce the chance of misunderstandings and conflicts.

Secondly, now he learns how to respect others. During the hardships, he was so stressed that he could not think about other people on their sides, causing deeper trouble. Fortunately, the time of working at home helped him to relax and think carefully about the conflict. The branch manager's intervention and attitude toward the local people impressed him and made him look back what kinds of things he did wrong. At the present, when he heard that new people who are older and fluent in English would come, he is hoping to create a better relationship this time.

Finally, negative or not, he is now glad that he is gaining experiences working with foreigners. Although Korea and Vietnam are Asian countries with similar culture, it is obvious that differences exist and he learned to be careful with words and actions when meeting people with different culture. He concluded this by saying that taking a time is important to see and understand people's personality which would reduce the rate of conflicts.

Despite the bad relationship with two interns, he had a fairly good relationship with the branch manager. Rather, he respects the expatriate so much that he has a dream of becoming a person like him in the future at the social welfare sector. He was impressed whenever he followed the manager at the field because everyone including the local government welcomes him and treats him as a close partner. This close partnership permits the NGO to implement projects faster, making the Joe surprise. This is because when he was in another Korean NGO before, processing documents and getting permission from the local government was really slow, sometimes resulting in conflicts with the NGO and the government. Overall, the biggest development he needs to have is the mind of helping others which Lee described it as love. With the awareness of helping people in mind, he could endure hardships and wait for people open their minds. What is more, with this motivation, he realizes what kinds of skills he lacks such as a language skill and experience of cultural differences and takes into action to complement his weaknesses. He mentioned that Vietnam is a country of personal relationship. On a positive side, everything

would be done efficiently without any problem, but on the negative side, this could turn into corruption. That is why when doing international cooperation work, which is also social welfare work, having a pure mind to help and develop the third country is necessary. This contagious thought could reach the locals one day making them think why and how they can develop in the end. In the future, he wants to work at PACCOM or works as a director at the local NGO and hopes to keep this mind until he fulfills his dream.

Sixth organization (expatriate Jung/ HCN Michael)

Rather than providing materials and finance to the people in need, this organization plans to provide mental support and education to help them. The main virtue the organization tries to pursue and educate is 孝, which means a filial duty in Chinese. This word, a filial duty, has been one of the main virtues for young people toward their parents and the elders coming from Confucianism. According to the information of the NGO, a filial piety is the universal virtue regardless of ethics, religions and generations. The harmonization of family is the start of everything and this can lead to the healthy development of personal relationship and individual capacity. When this harmonization grows into a bigger level, every person develops his/her own vision and plans to achieve. For instance, one person calls out for the protection of the environment. The reason for developing this perspective is that every human being dies and returns to the nature. Thus, if people protect and preserve the environment, this will bring benefits and security to the current generation and the next generations as well. Another person develops the insight of developing the state. It is a big group of forming millions of people with same culture. To try to make everyone harmonize, the state should be developed so that it can offer supports and care to the public, which is related to the social welfare system and international development with foreigners as well. In return, it is obvious that parental generation should respect and listen to the young generation. Apart from the education, the organization also does scholarship project on the surface, keeping students to continue their studies. This project is being done at the education center he is running and also at a small town where he used to give a lecture.

The expatriate Jung is also one of the expatriates living the longest in Vietnam, making it 23 years in 2017. He used to work in Da Nang for about four years and then moved to HCMC for the work of the organization. As the world and the economy of Vietnam develop so quickly, positive things are happening such as standards of living, but also conflicts rise. The main problem is the mind and mentality. According to him, if the insight and thinking cannot follow the reality that is changing quickly, people will fall behind and will not be able to develop. In this time, he urges the importance of education and learning humane virtues at the same so that people can keep their humanity. That is why he opened an education center in Vietnam, teaching the virtue a long time ago. To educate them with better efficiency, he had learned Vietnamese language. Except for when communicating with the local employee Michael, he always

communicates with and educates the students in Vietnamese so that they can understand more deeply. He even published a book containing the information of the filial affection and providing guidance and steps to reach harmonization of Vietnamese society. The reason for publishing this is that the Vietnamese government wants to fill the gap of the young and old generation since the industrial development has been going so quickly that many old people fall behind and individualism among young people becomes predominant. According to the branch manager, this book was used as a reference by the Vietnamese researcher studying Ph. D course about national integration. Also, the awareness of this problem among many private companies in Vietnam felt the necessity to educate their employees and invited the expatriate Jung to give a lecture about the virtue. Based on his experiences, he had difficulty giving a lecture when he was invited by the NGOs which had been doing their projects in the countryside. When the area becomes more and more isolated from the city, bureaucracy culture becomes stronger and puts many restrictions on the businesses and lectures. Even when he tried to give a lecture at the hall, many people including police officers and employees from the local government also attended the lecture to monitor the contents of the class. He hopes those areas to be open-minded and receive the teaching as soon as possible.

When asked about the cultural differences he experienced while he was living, Jung mentioned one story. One of the troubles he remembers while working with the local employee happened when they lacked understanding of each other. When Jung was away from Vietnam to attend a forum at a different country, he told him to inform the fellow students that he wanted to have a meeting as soon as he came back. In order to let the students know about this, an official paper had to be made and signed by Jung. However, since the HCN Michael knew about this process and all the relationship with students and Jung, he did not report this to him and just made an official letter without an approval. This resulted in a serious problem between them. On the expatriate Jung's side, although they already know the process and personal relationship well, this would someday cause problems without following proper procedures. Moreover, he wanted to know whether the message had been noticed by all the students and every detail of the process such as how many would be absent and who wanted to bring what kinds of topics to the meeting and so forth. On the contrary, on Michael's perspective, he did not understand to follow all the time consuming procedures since they all knew the steps and he thought he would not need to report every little detail to Jung. Also, because everything was under his responsibility and he thought this task was assigned to him alone, he just did on his own. He

even felt disappointed at the manager because he once thought the manager did not trust him. Fortunately, this conflict was solved after days of conversation and apologies with each other. He asserts that even tiny detail that could lead to misconception should be cleared through face-to-face conversation. Otherwise, this would be too late to solve.

The HCN Michael has been working with him over 10 years, the longest employee interviewed during the research. He was once a student learning the filial affection and after feeling the necessity to spread out this teaching, he decided to work with the expatriate Jung and educate students, too. Since Vietnam is a developing country with a high speed, not only does he highlight the importance of the harmonization among Vietnamese, but also highlights the harmonizing relationship between foreigners and the natives which is the same as the research topic. He is pleased to learn this attitude at the Korean NGO from Jung and lists out some points that he had learned during his work.

First of all, increasing awareness among Vietnamese is the hardest part. As mentioned earlier, due to the lack of interaction with various people such as nationality and race, small towns and some areas are closed societies that would not be willing to learn new things. Large cities such as HCMC, Da Nang and Hanoi provide many opportunities of interaction due to the existences of universities, companies and government organizations. However, even in large cities, people's main interest is about economic development. The ultimate goal of coming to urban cities is to get a job and aim for a high salary. Although the number of people becoming interested in social welfare or international cooperation increases, the rate is still too low and this would in the end result in worsening the poverty gap. According to Michael, more time is needed to develop the filial piety thinking to the awareness of international development and the government itself should be taking the leading role teaching the importance of social welfare sector.

Secondly, cooperating with foreigners gives the locals chances to become flexible. Under the same culture with similar characteristics, the relationship may go smooth, but that does not teach them what kinds of things they should change or develop. From his personal experience, mentioned by the expatriate Jung, at that time, he felt so betrayed because he thought that Jung did not trust him. Also, he had been so stressed about the local government's complex document processing, which he understood as a time consuming and inefficient work. At the present, he appreciates that experience and learns to see everything on a balanced perspective. That is why he wants more Korean or other foreign NGOs to be in Vietnam, providing more

opportunities for the locals to experience working with foreigners and increase their horizons.

Finally, it is obvious and already mentioned by many employees and expatriates, but language is the greatest and the basic asset. According to the Michael, to describe the steps of understanding other people as a pyramid, language is at the bottom, the inevitable starting point. Once a person gets used to the foreign language, only by then can he/she get a chance to shorten the distance of foreigners. The more he/she understands the language, the deeper the person can absorb.

Overall, even though the contribution of the NGO may be little, Michael is glad that he is still developing and appreciates seeing the students learning and growing their insights at higher levels.

Seventh organization (expatriate Min/ HCN Anna)

The seventh organization was established in 1997 in Vietnam, being the private multi-cultural association in HCMC. The organization mainly has four businesses; Korea and Vietnam friendship project; cultural exchange; education for international marriage; and Korean language class for Vietnamese women. The first one is a humanitarian relief programme that provides financial support such as scholarship to the houses with low standards of living. In this programme, housing project is also included as the cooperation with PACCOM and the NGO. The PACCOM selects the recipients who are mainly the poor ethnic groups without proper opportunities. Then, each region provides the land, the NGO offers construction finance and the recipients prepare their goods for living, making three cooperation together. The second project is to educate Vietnamese women, who are going to get married in Korea, cultural differences and language for adaptation. According to the statistics in Korea, Vietnamese women have the highest rates of international marriage in Korea, taking 36.3% (Korea Index, 2015). For them to live happily in Korea, the organization offers various small programmes so that they can attend and participate. The third one is collaboration with the second one, providing prior education for Vietnamese women. The education center in HCMC is selected as the center for Vietnamese women by the Ministry of Gender Equality and Family in Korea. This center offers classes twice a week, eight hours per a day. The last programme is the Korean language class. It is selected as the beginner level education center by the Ministry of Justice in Korea, teaching Korean for about 120 hours in total and also manages Korean certificate exams for the immigrants.

The expatriate Min has been in Vietnam since 1993 and his whole family came together in 1995. Apart from the NGO that he is working right now, he used to be the president or the representative of several NGOs and other organizations doing businesses in Vietnam. Even now, he is the chief counselor of association in Korea for a cultural link between South Korea and Vietnam. One of the NGOs that he is the representative now provides education for Vietnamese students who are interested in beauty treatment. According to Min, in large cities such as HCMC and Hanoi, the time for providing materials such as food and finance should come to an end. After all this economic achievement in Vietnam, the way of contributing to the state in terms of international development should be changing. One example is now the beauty treatment. As the SNS, social networking service, becomes the trend and the most popular communication method among young people, their interests in learning and following the trends of other

countries have become great issues. To fulfill those interests, he received a permission from the both headquarters in Korea and Vietnamese government and opened a NGO office in HCMC as an education center for the people and invited some professionals in Korea to give lectures. He said,

“International development organizations should always know and satisfy the needs and wants of the locals. If they step onto the next level, it is also time for us to change.”

According to his experiences living in Vietnam, he could see that the time changes and the idea of international development changes as well. At the early years that he came to Vietnam, he participated in charity works in the countryside, providing Vietnamese rice to the people who are in need and medical services to the ones who cannot afford them. While he was running those services under the surveillance of the Vietnamese police, one tragic event had happened. In 2000, there was a heavy flood in Mekong Delta area which is the main rice growing region in Vietnam. This disaster resulted in a massive consequence, causing about 6.5 million people affected and more than 48,000 people to be displaced. About 400 to 500 victims were killed who were mostly children because the parents had to leave home to do farming or to go to work. Economically, this crisis caused 280 million dollars of damage in the region (Associated Press, 2000). Vietnam called out for a help to the international society and in response, Min’s NGO had contributed to it as well. Since that time, the NGO and the Vietnamese government has been keeping this relationship until now. At the first time, Min had got warnings and surveillance from the local government and the police. Spending a long time of relationship, however, allowed them to trust the expatriate and also became guarantors when the NGO wanted to expand its business area.

After all this time, due to the existence of other foreign NGOs contributing to the rural areas, the NGO now chooses to focus on other parts of businesses rather than doing provision works. According to Min, the time to satisfy the people’s basic needs is almost finished. In order for them to aim for next levels, education and cultural exchange is essential. Also, he highlights that these kinds of projects are more efficient to create relationships with Vietnamese people. Based on his experiences, following hierarchies at work or class and perfunctory attitude does not create anything. Using a mind of a global village, it is important for people to approach like good neighbors, friends and, finally, families. Hierarchies and manners will naturally be established as they spend time and get along together. Moreover, language is the main bridge connecting and understanding together. In the shortest time, from his experiments with others,

six months is enough for both Koreans and Vietnamese to learn each other's language and culture. A little interest and concentration can bear valuable fruits.

However, he worries about the cultural differences in various cases. For example, some misunderstandings take place when forming a relationship. In Vietnam, when people are close, physical contact is pretty normal, starting from tapping others' shoulders to slapping others' faces. This physical contact created some serious problems among Vietnamese women who got married and came to Korea. Since Korea families are not used to the physical contact, many people perceive those actions rude and inconsiderate. Another difference is nap culture. Due to the absence of winter, Vietnamese people are used to taking naps when the temperature rises high and people cannot concentrate on work. To the foreigners' perspectives, this might give them impressions of Vietnamese people lazy. Overall, for the better relationship and efficiency of work, Min urges everyone to have prior education of learning other culture. Cooperation without relationship gets nothing.

The HCN Anna has not worked with the expatriate Min since he was already retired from the NGO and is now a senior consultant. She has been at the NGO for about two years and used to work at a small Korean travel agency company for about a year. Rather than having an interest in international development, she is interested in Korean culture and life that she wants to live in Korea someday. She chose to work here because after working at the travel agency, rather than guiding other people Vietnamese culture, she wants to learn other culture as well. It is a pity that she has not worked with Min, but thanks to his contribution to the NGO, many programmes are being run with good systems and supports. Although she is not aware of the capacity development and international development, she already realizes the importance of forming relationship in order to understand and learn better.

As she works as an instructor at the education center, she gets many opportunities to meet various Vietnamese women coming from different regions to learn Korean. Every time she meets them, she is happy to be a counselor for them who want to share their worries and visions of living in Korea. After classes at the center, sometimes they gather around and have a chat about their plans. One woman wants to get married happily with her husband and also provide financial supports to her family living in a small region. The other woman is going to get married with a man with his own business. Thus, she wants to help him and enjoy the life in Korea. While the HCN enjoys listening to their dreams and hopes, she always feels sad when they pass the

exam and graduate. Since she also has no experience of living in Korea, she cannot say anything to make them feel assured. However, every time when she sees new students with nervousness at the center, she wants to be a supporter to them. As many Korean people come to Vietnam for a tour many times, she also wants Korea to be the country where Vietnamese people normally go for a trip or a study. In order to do that, she urges the Vietnamese government to take a leading role to expand the national relationships so that many Vietnamese women living in Korea not to feel isolated.

Anna cannot say many things about international development, but in her opinion, learning language and interest in other people's life is what people need to have the first. In her case, she had a great interest in Korean culture, starting from songs, movies to soap operas, which made her motivated to know more about it. Her motivation helped her to study the foreign language in a short time although she needs to learn more grammar and vocabulary. Just like her, she believes that many Korean people come to Vietnam because they have interests and motivations to help the poor people, educate them and lead them to the next level for better lives. She is not the victim of the flood happened in 2000, but she saw news of many organizations from all over the world came to Vietnam for a rescue. That is why she is delighted that the expatriate Min once contributed to help the region. Also, she wants more and better relationship between South Korea and Vietnam.

Eighth organization (expatriate Yoon and Cho/ HCN Elza)

The last organization was established and permitted to work in HCMC since 2011. The main business of the organization is to build a child education welfare center and provide basic education for a living. From the cooperation with KOICA, it receives the budget and manages those projects. At the present, the center has about 30 kids with three teachers, being in charge of Music, Maths and Arts. Most of children are not orphans, but they are from families who are not able to provide kids with proper education. Another project that the NGO is trying to extend is to come up with a campaign of one to one child support. This new ongoing project is collaborated with PACCOM, which also takes a part of selecting children at the center by making lists of them through research, and the lists are sent to the headquarters in South Korea in order to find new donors. The other project the NGO runs now is providing foreign volunteers with opportunities on summer and winter holidays. During those times, when they come to HCMC and visit the center, they take a part of educating children. The volunteer group is mainly Koreans, but other international foreign students receive opportunities to visit the center as well.

The expatriate Yoon has been working at the NGO for about four years and her contract is about to finish. Before coming to Vietnam, she was working at the headquarters at the foreign department, receiving and dealing with all the reports of foreign offices. After four years of experiences and Vietnamese lessons, she is having a good relationship with the children at the center and local employees at the organization.

However, she mentioned several difficulties getting used to the life in Vietnam. First of all, the prejudice was the hardest part. Even though Vietnam has developed greatly, people's viewpoint on the roles of men and women and the status of foreigners has not changed that much on smaller towns. More and more women these days are better educated and get higher positions in large cities such as HCMC and Hanoi, but the gender equality is still an issue in countryside. From her personal experience, when she had to visit some towns to see the lifestyles of children who are selected for one to one support programme, some people did not trust the expatriate that much since they expected an old male local employee to oversee the process of the programme. On their sight, they thought a foreigner would not be able to understand their situations and help them out. What made their impression worse was the gender. To them, a female foreigner would be a total outsider and they mainly had conversations with the workers at the PACCOM. This experience was an unforgettable memory for her to get over with. Since the

NGO's main business area was HCMC, she did not have similar experiences, but this experience made her get motivated to know more about gender roles in Vietnam. Another experience she could not forget was the language. Before coming to Vietnam, she learned that Vietnamese language is hard to achieve and needed more time to get used to it. When she came to Vietnam and met some local people, she tried to communicate and get along with them by speaking their language. However, to her disappointment, they laughed at her wrong pronunciation and kept making fun of her. The local female employees at the NGO consoled her after that and she got over with the experience, but she realized that language was not what mattered, but people's understanding was the core of smooth communication.

The other difficulty she faced was the unwillingness to change. Again, when she and other employees visited a town to make community people be aware of the importance of education, they did not fully welcome the project. At some points, they were glad that their children would be educated and supported by foreign donors so that they can get more opportunities for better jobs and positions when they grow. However, some people did not like the idea since they did not want to change the reality. As they are satisfied with their farming and community lives, they were reluctant to let their children leave the hometown and live in the cities. Otherwise, it would be hard for them to get labor on their farming works. Another thing that they worried about was the gender role. Regardless of gender, supporting system is equally provided by the projects in order for them to learn and increase their horizons. However, this insight is hard to be agreed by the locals with conservative attitude. In a radical level, some people tended to think that outsiders and foreigners came to destroy their long-lasting culture and lifestyles. In the end, fortunately, most of children were permitted to receive the aids from foreign donors, but Yoon felt the necessity of changing people's close-minded perspective. At the same time, on the contrary, she doubted the role of international development a little because there is also a possibility that this cooperation may hinder the region's own lifestyle and culture.

The expatriate Cho is also a female worker at the NGO, working for about one year. Her contract is already finished and is now trying to transfer all the documents and reports to other employees who will be coming to Vietnam soon. Before this, she used to work in Tanzania as a teacher at a different organization for a year. By the support of Ministry of Security and Public Administration, the organization was able to set up a center to help the people who have albinism. In her opinion, compared to the conditions in Tanzania, she really likes the systems and

working atmosphere of Vietnam.

One thing is the enthusiasm of learning and developing themselves among employees and children at the center leaves a good impression on her. As it is already mentioned above, learning English and Korean language is getting popular these days. Due to the existences of many international corporations and foreigners, Vietnamese people are given various chances to work with them. Not only this, on children's perspectives, their interests in meeting with different people become one big motivation to communicate with them. In order to train and transfer knowledge to the teachers at the child center, the organization hosted a programme of inviting a Korean professional of child welfare to give a lecture at the center. The lecturer provided many techniques to play with children and theories of child development so that each kid is supported with proper care. What was more surprising was the reaction from the local teachers. As a feedback, they were highly satisfied with the programme and wanted more lectures so that they could experience more things that they had not learned before.

The other point is the division of labor. Although the Vietnamese government gives its main interest in economics, it started to be aware of the importance of international cooperation. That is why the government accepts the foreign NGOs but does not give them full responsibility and control of projects to help the locals. Rather, the government tries to make its contribution toward the projects so that they can oversee the works of foreign organizations. One example of contribution in this case is that PACCOM makes lists of children who need supports from the organizations. Also, it gives the local government of regions an authority to decide whether to implement the ongoing or new projects of the NGOs so that the PACCOM is able to see what kinds of projects are started and results they produce. It is still a problem that document processing and getting permission is known to be complex and difficult, but Cho feels comfortable with the systems. In other words, the process itself is transparent and trustworthy. This way can prevent the manipulation of results or the embezzlement of project budgets. According to her, as long as the procedure is clear and accessible to everyone, it can be effective to keep a close relationship between the organization and the local government.

The last HCN Elza has been working at the NGO since 2011, making it about six years. She is one of the first employees after the organization received permission of the office in HCMC. Although she majored her study in child welfare at university, she is now working as an interpreter at the NGO. When talking about capacity development and relationship, she is

positive about the statement because she is glad to work at the organization and see the development of children at the child center.

One thing she agrees with is that making a relationship to educate people is more efficient than doing it in a forced way. This is especially an important issue among kids. Thanks to the services of the child welfare center, about 30 children are able to experience the care of the local teachers and other foreign volunteers. Realizing the existence of various languages and culture by meeting many kinds of people including the natives and foreigners makes children naturally increase their horizons and perspectives. As some children keep their relationships with the expatriates, their motivation to know more about the country South Korea grows in their minds. It is a pity that the children and the expatriates cannot communicate with each other in a deeper level, but without a language, they are keeping a quite smooth relationship.

The other lesson she learned was the importance of motivation. In order to work as an interpreter at the NGO, she had to spend a long time to study Korean language despite the fact that her major was child welfare. At the present, she is quite fluent in speaking the language, which increases the chances to make a progress. For instance, an invitation lecture from a Korean professional gave her a satisfactory impression that she wanted to study more about the topic. After the lecture, she realized that learning a foreign language would provide her with chances to read articles, reports and theses related to child welfare with more knowledge and techniques. Even though she is skillful in daily conversations and translation, she decides to study more deeply so that she can understand hard terms and theories written in a foreign language. As for the NGO, after getting a positive feedback from the employees, it is planning to open another workshop related to child development and welfare studies. Overall, the expatriates realized her eagerness to learn and eventually her motivation created a chance to develop her and her colleagues into a next level.

Discussion

After pointing out all the interviews conducted during the research, it is necessary to see whether those interviews are helpful to find answers to the research questions of the thesis. The answers will be provided through a combination of the theories mentioned at the framework and the contents of the interviews. Also, the answers of questions can be overlapped since they can be the outcomes of capacity development and both the factors that contribute or disturb the CD as well.

First of all, language is the starting point of all the steps of capacity development. As it is already mentioned many times by the expatriates and local employees, not only the communication but also the learning process requires the language skills in order to absorb without problems. To describe the steps of capacity development as a pyramid, the language takes at the bottom, being the most basic and inevitable element. It is still possible to learn from and communicate with other people, but the barrier is hard to overcome and prevents people from progressing into a deeper level. According to the Olivier Serrat, two of his main capitals which are human capitals and social capitals highlight the necessity of the language (Serrat, O. 2010). One thing is that a language itself is a big and sustainable merit for a person to achieve. Once people become fluent in the skill, the chances for them to get various jobs, meet different kinds of people and understand different culture increase dramatically. Also, the language is the key to create a network that understands people and makes them feel a sense of belonging. Through communication, perspectives and knowledge is shared and the rate of conflicts and misconception can be reduced, resulting in a better relationship.

However, the language barrier can turn out to be an obstacle if it is not achieved among people. This is not a trivial matter since it can hinder every development process between the expatriates and the local employees. As it is just mentioned, this barrier prevents smooth communication of two different groups and eventually keeps making conflicts without any solutions. Overall, language skills can be a two-edged sword that brings about much of sustainable fruit, but also can result in the aggravation of development.

Secondly, increasing the awareness of international cooperation, mostly on the local employees' side, would be the greatest asset and a purpose of international development. As long as the recipients receive the aids and do not have willingness to change their reality, this giving and receiving system will not change. Due to the recent economic growth in Vietnam, many NGOs are

now trying to change their donor systems to the other sustainable systems such as education. Once the people's basic desires are satisfied, this is the time for them to step into a next level. In the case of the expatriate Min, he realized that providing aids is no longer in effect to the society, making him open beauty treatment center where students can be trained through the lectures of professionals. Also, not only does the expatriate Yoon's NGO provide shelter for children, it manages several education programmes both for children and teachers. This way is efficient for them to be motivated to receive and provide knowledge at a proper atmosphere. There are two real models at the interviews, 1 student, Chris, and HCN Tony, who learned the importance of international cooperation through experiences. Thanks to the education at the NGO and personal scholarship support, two of them could start their major deeply and have a dream about helping the other people using their expertise. Although the results are still small and inadequate, this ongoing progress is a proof that the CD is making a contribution.

Last but not least, getting trusts, mostly on the expatriates' side, from other groups of people would be the other essential factor for the cooperation. This is the next progress to deepen the relationship among different groups which will in the end bring about better efficiency on the cooperation. There are many ways of earning trusts from people and in this case, some of the expatriates who were interviewed have used different methods and techniques to their working partners who could be the local employees, regional community members and the local government agents.

In the expatriate Min's case, based on the intergroup connect theory, he and the local government shared a common goal which made them cooperate together and build the trusts on each other. One example is the heavy flood happened in 2000 which was when the government called for a help to the international society. In order to provide the aids to the victims, the expatriate had gone to the field and provided necessary supplies to the survivors under the surveillance of the police. Getting through the hardship together was a time for the NGO to show enthusiasm and attitude to help the people who suffered from the disaster. Also, the local government provided information of regions that required help and helped the NGO to conduct humanitarian aids officially without any hindrances. This cooperation gave the local government to change its doubt on the foreign NGOs into trust and gratitude in a relatively short time.

Another strategy that the expatriate Lee used for earning trusts from local people is the intergroup cooperation. According to Allport, in order to achieve the goals that different parties have wanted,

necessary is the cooperation for each group to be assigned with different tasks which eventually fulfill the ultimate goal. In his case, the NGO's main project of building proper housings in Mekong delta area could not have been done without the help of the government. The idea of the project was actually created by the government which later asked the NGO to implement it. Also, through the research to select qualified recipients and households, the government tried its best to help the NGO to run the project as smooth as possible. When each group does its assigned work, the efficiency of the project increases and also the responsibility of the work is shared so that all the participants are able to build trusts on each other through this cooperation (Allport, 1954).

In addition, probably spending time together is the easiest and also the hardest strategy to earn trusts from others. While the average time for the expatriates to live and work at the field is about three or four years, the expatriate Lee has spent time and managed the collaboration with the local government for more than 20 years. These long years of enthusiasm on a certain region shows more than enough proof for the residents to acknowledge and put down their doubts on the NGO. Rather, it is also a great advantage for the NGO in terms of cooperation since their long lasting relationship is the best guarantor on the organization's businesses.

The expatriate Lee's strategies are similar to that of the expatriate Park, but the influence was more efficient with less time. In order to minimize the distances with Vietnamese students in a short time, he and his wife decided to show their equal status with them on every situation. For several months, they spent time together; they stayed at the same room, had same food, did the same volunteer works and shared time to understand students' thoughts at all times. This way of sharing same situations with same conditions made the students living at the dormitory treat the expatriate family as their parents rather than their supporters or managers. Although the expatriates are normally the ones that provide financial supports or transfer knowledge, they should not act like bosses or ones that supervise the employees or community members. Rather, it is necessary for expatriates to let the others realize that they are the partners who should share same difficulties and situations to learn and overcome. These attempts to show equality between two groups are faster and better ways to earn trusts than keeping the hierarchy.

Rather than waiting for a long time until the locals to give trusts, the expatriate Park chose to be active and gave his trusts to the others first. The strategy he used was giving a sense of ownership to the locals. On a night school and a dormitory, he selected teachers and the oldest student to be a group leader of the place so that they can run the projects on their own systems. Each leader

then selects sub leaders who can support and take in charge of different tasks. The duty of the expatriate is to receive regular reports from them, give advices and provide necessary things for their management of projects such as finance and daily necessities. By doing this, people feel more responsible with their positions and also realize that the expatriate is relying on them without any doubts, leading to the creation of confidence on him as well. Since this leader system requires everyone to participate, no one will be left out and every participant can feel a sense of belonging.

The expatriate Kim used the same method for the locals. He let them design their own houses with certain amounts of materials and finances because they are the ones who should live in those houses. By their designs, they have more responsibilities with the shelters and build them fitted to their plans and living conditions. Not only does this method let them grow their sense of ownership, but also it prevents them from selling the houses and gaining economic gains. That is why Kim's project has a low rate of problems with the houses because the locals are all satisfied with themselves. By looking at their enthusiasm to build their own shelters, expatriate Kim has a trust toward the community members of not abusing the projects. With great satisfaction on the project, the local people started to give trusts to Kim that his NGO would sincerely try to develop the region.

Fortunately, all the expatriates have fulfilled the conditions of intergroup contact theories in different ways. What's more important is that they successfully formed intergroup friendship, which involves in all the conditions by spending enough time with HCNs. This long-term relationship made it possible to form cross-group contact, reducing prejudice and strengthening the relationship further (Pettigrew, 1998).

Overall, as already mentioned, due to the changeability and interrelation, those three points can be the outcomes of CD and also the factors that contribute or hinder the cooperation. For example, language skills can be an advantage or one kind of CD, but it also functions as a factor. If a person is capable of a foreign language, not only does that skill promote the relationship, but also provides chances to absorb knowledge better and learn different culture faster. In contrast, a person with a lack of language skill is not able to communicate smoothly and has limited chances of learning. Like this, depending on the possession of factors, they either can be a gift or a trouble.

Thus, to maximize the impacts of CD, prior education is essential. On either side, expatriates or employees, as long as they are prepared to work together and at least have some knowledge of

understanding each other, the rate of conflicts would dramatically reduce and the impacts would rise. According to the interviews, main negative factors that would decrease the impacts of cooperation are misconception and cultural differences. Just like the expatriate Min's case of multi-cultural association, advance preparation for the cooperation is needed. Fortunately, the both sides are aware of this problem and trying to make solutions for those. Just recently, there was an international conference at a university in HCMC regarding the harmony and communication for Korea and Vietnam. According to the result of surveys shown at the conference, among total 54 expatriates who are from large corporations to small enterprises, most of them answered cultural difficulties as the main problems for making relationships. However, 65% answered that their relationship improved after conflicts since they started to know how to respect others. As for the preparation of business in Vietnam, most of them, 72%, relied on the Internet to do research about Vietnamese culture, weather and lifestyles (VNU HCM City Center for Korean Studies, 2017). To conclude, many of workers already realize the importance of problems and settlement because their workplace is like a small scale of cultural diversity. Maximization of this leads to the better cooperation and CD which is the key to the success in the globalized world as well as in the development sector (B. Mazur, 2010). Therefore, in order to maximize the impacts and minimize the dissonance, pre-education such as research on language, culture and thought patterns on both sides, HCNs and expatriates, is required.

Conclusion

After analyzing the points at the discussion part, as for the cooperation, the support of the main actor is needed: The government. As for the fourth condition of intergroup contact theory, the support of the law and the government is the required condition so that the cooperation between foreign NGOs and local government can be intensified (Allport, 1954). Just like the foundation of modern Vietnam regulation, Doi Moi, was led by the central government, another regulation or action is needed to improve the present situation. Since the Vietnamese organizational structures are more hierarchical and have status difference tendencies, the collectivist culture and the tendency on the importance of social relationship remains a lot (Thang, Rowley, Quang, Warner, 2007). However, due to the remnants of this culture, if the government reforms a law and contributes more to the functions of local NGOs in terms of regulations and finance, the impacts will be larger than expected.

Despite the efforts to figure out the CD through relationship, there are many limits and challenges on the research. First of all, more time was required. Although the average research time was about four months equally to the students, in Vietnam, it was during TET holiday which delayed the time at least a week. What was worse was that during February, it was usual time for most of organizations to sum up all the projects, write reports and get contracts with other employees. Due to the rush time of arranging their works, the workers could not fully give interests and concentrate on the interviews. From one experience, an appointment with a Korean NGO had to be cancelled since the organization finished the transition and replaced all the expatriates and local employees who just started without knowing each other well. The relationship has not been formed yet which would not be suitable for the research.

The other challenge was the preparation. As long as the time is limited, more preparation should have been done such making appointments with expatriates and government agents. Due to the research area was HCMC, there were not many chances to conduct interviews with the ones at the Hanoi offices. Not only that, PACCOM office is located in Hanoi as well. If there were chances to talk with them regarding international cooperation, the perspective on CD would have been more objective and precise. Before doing the research in Vietnam, several ways of contacting such as emails, messages and phone calls were tried, but none of the ways worked.

In conclusion, there were hard times and difficulties conducting the research, but many valuable

points were gained and people's perspectives on capacity development through multi-cultural relationship are worthy to learn. There is a hope that this research at least gives a little contribution to realize the importance of relationship between people with different culture at NGOs. What's more, the central and local government of the country should take more roles for local NGOs and the natives to experience more chances. With the support of the authorities, foreign NGOs as well as local ones may have more opportunities to implement businesses without restrictions. This means that the cooperation with community members, local government and HCNs will bring more positive effects and acceptance from a society.

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