

**Evaluating the impact of a social change
catalyst on urban community development:
A case study of LIN Center for Community
Development in Ho Chi Minh City, Vietnam**

By

Doan Bao Chau

A thesis submitted in partial fulfilment of the requirements for the degree of

Master of International Communication

Unitec Institute of Technology New Zealand, 2017



Declaration

Name of candidate: Doan Bao Chau

This Thesis/Dissertation/Research Project **entitled:** Evaluating the impact of a social change catalyst on urban community development: a case study of LIN Center for Community Development in Ho Chi Minh City, Vietnam.

is submitted in partial fulfillment for the requirements for the Unitec degree of
Master of International Communication

Principal Supervisor: A/Prof Evangelia Papoutsaki

Associate Supervisor/s: Dr Giles Dodson

CANDIDATE'S DECLARATION

I confirm that:

- This Thesis/Dissertation/Research Project represents my own work;
- The contribution of supervisors and others to this work was consistent with the Unitec Regulations and Policies.
- Research for this work has been conducted in accordance with the Unitec Research Ethics Committee Policy and Procedures, and has fulfilled any requirements set for this project by the Unitec Research Ethics Committee.

Research Ethics Committee Approval Number: 2016-1023

Candidate Signature:Date:

Student number: 1439929

**Evaluating the impact of a social change
catalyst on urban community development:
A case study of LIN Center for Community
Development in Ho Chi Minh City, Vietnam.**

By

Doan Bao Chau

A thesis submitted in partial fulfilment of the requirements for the degree of

Master of International Communication

Unitec Institute of Technology New Zealand, 2017

ABSTRACT

In communication for social change, a catalyst (individual or organisation) plays an important role in creating dialogue within the community, leading to collective action and providing solutions for common problems. In urban communities of developing countries, this role is more essential because of the complexities in population and social issues. This research aimed to evaluate the impact of such a catalyst on urban community development in Ho Chi Minh city [HCMC], one of the largest cities in East Asia (World Bank, 2015) through the case study of LIN Center for Community Development (LIN is an acronym for ‘Listen, Inspire, Nurture’). LIN’s activities focus on enabling local non-profit organisations [NPOs] through different programmes, all of which engage a participatory communication approach. In evaluating LIN’s work, this research project employed the ‘Integrated model for measuring social change processes and their outcomes’ by Figueroa, Kincaid, Rani & Lewis (2002). Data was collected through ethnographic non-participant observation, in-depth semi-structured interviews and secondary data.

This research shows that LIN is considered as a catalyst in the community development of HCMC. Due to LIN’s work, NPOs have altered their self-perception from being ‘charity organisations’, to being a part of the community development process in HCMC. NPOs are more confident in their own capacities and have more stable financial support. NPOs have also started collaborating with the corporate sector and the public. In the meantime, the corporate sector (skilled volunteers and donors) have developed a better understanding of the non-profit sector and have made stronger contributions to the development of NPOs in HCMC. Throughout the whole process, LIN applies the participatory communication approach through interpersonal communication, encouraging the dialogue among LIN’s stakeholders in most of its activities. LIN also provides robust information to the community through social media, mass media and public events.

However, LIN’s catalyst role still faces challenges, particularly in applying Western concepts in the Vietnamese context. Firstly, LIN does not emphasise the importance of a leader’s role for LIN staff and NPOs and the environment lacks understanding of what it means to be an independent leader due to the Marxist-Leninist foundations and Confucianism influence underlying Vietnamese society and politics. Secondly, LIN assumes that all NPOs understand the Western community development terms LIN brings to Vietnam (community fund, non-profit

organisation and skilled volunteering), while there are still NPOs that do not understand these concepts correctly. Thirdly, due to barriers of power-distance in an Asian society such as Vietnam, it is difficult for all NPOs to achieve an equitable dialogue when working together.

As a result, this research will contribute an emerging catalyst model for urban community development in Vietnam, which is suggested through three crucial elements: 1) a leadership strategy for a catalyst and NPOs; 2) context understanding (local context and stakeholders' characteristics) and; 3) an impact evaluation framework based on the local context. These elements need to be taken into consideration in both interpersonal communication and media activities. When these elements are executed carefully, activities organised by the catalyst will be more effective, leading to the stakeholders' individual changes, who then become catalysts for their own communities and provide positive social change impact.

ACKNOWLEDGEMENTS

Foremost, I would like to express my great appreciation to Associate Professor Evangelia Papoutsaki and Dr Giles Dodson, who have always given me strong support on the research journey.

Dear Valia, thank you so much for being my endless inspiration. Whenever I meet you, I always hope time will stop so that I can keep listening to all your beautiful thoughts about social change, and what we can do in reality to make this happen. My thesis, my vision and my ideas about communication for social change keep changing for the better since meeting you.

Dear Giles, thank you so much for all your critical comments on my work. Your comments were always thorough and very detailed. You helped me see many new perspectives in my thesis and it was my pleasure to have such an inspiring supervisor!

My sincere thanks also go to the staff of LIN Center for Community Development for supporting me strongly in the thesis process and Laura Stephenson, the proof reader who worked very carefully on my thesis. My thanks also come to all lecturers and staff that I have had the chance to study and work with at Unitec Institute of Technology. Also, thanks to the New Zealand Aid Program for giving me a precious opportunity to live and study in New Zealand.

In last two years, I am grateful for having Chi Phuong Anh as a strict but also very caring mentor, who has guided me to work more strategically every day to become a better version of myself.

Thank you, Phonethip, for being my amazing flatmate with several lessons about self-awareness. Thank you, Quynh, for being my best Vietnamese friend here. Thank you, Ly, for being my wonderful travelmate in New Zealand. Thank you, Ân, for all deep talks we have about art and social sciences around Auckland. Thank you, Nguyen and Huy, for being my endlessly inspiring sister and brother in knowledge and kindness. Thank you Anh, I have learnt several thoughtful insights about myself and how to take care of others from you. Thank you, all of my friends here and there, for your unconditional help and love on this journey.

Finally, my family is always my best ever treasure. Thanks to my Grandparents, my Father, my Mother, my Sister and all other family members, I have never felt any limitations as a girl and I am strongly encouraged to make my dreams and desires to work, study and live around the world come true. Thank you and I love you so much!

TABLE OF CONTENT

CHAPTER ONE: INTRODUCTION.....	1
1 Overview	1
2 Background Context.....	3
3 Research Project Outline	6
3.1. <i>Objective and aims</i>	6
3.2 <i>Unit of analysis</i>	6
3.3 <i>Research question</i>	9
3.4 <i>Operational definitions</i>	9
3.5 <i>Thesis structure</i>	10
CHAPTER TWO: LITERATURE REVIEW	12
1 Principal Approaches of Communication for Development and Social Change	12
2 The Catalyst Role in Community Development and Communication for Social Change.....	15
3 Evaluating Approaches Related to the Catalyst Model.....	20
4 The Catalyst Role in Communication for Social Change in Vietnam	23
5 Conclusion.....	26
CHAPTER THREE: METHODOLOGY AND RESEARCH DESIGN	28
1 Research Methodology.....	28
2 Research Methods	31
2.1 <i>Ethnographic non-participant observation</i>	31
2.2 <i>In-depth semi-structured interview</i>	32
2.3 <i>Secondary data</i>	37
3 Population and Sample.....	38
4 Data Analysis.....	39
5 Ethical Considerations.....	41
CHAPTER FOUR: FINDINGS.....	43
1 LIN Staff’s Perspective	43
1.1 <i>LIN’s NPOs’ network</i>	44
1.2 <i>Non-profit capacity enhancement</i>	49

1.3 NPOs community fund coordination	54
1.4 LIN's role in creating new social norms	58
1.5 Key features of LIN's operating model to apply on other urban areas of Vietnam	60
1.6 Summary of LIN's staff's perspective	61
2 NPOs' Perspective.....	62
2.1 LIN's NPOs network.....	62
2.2 Non-profit capacity enhancement.....	66
2.3 Community fund programmes for NPOs	71
2.4 The role of LIN in creating social norms	73
2.5 LIN's impact on community development, especially NPOs in HCMC	75
2.6 Summary of NPOs' representatives' perspective	77
3 Skilled Volunteers' Perspective	78
3.1 Awareness about skilled volunteering	79
3.2 Skilled volunteering process	80
3.3 Impact of skilled volunteering on NPOs.....	83
3.4 Summary of SV's perspective	84
4 Summary of Findings	84
CHAPTER FIVE: DISCUSSION.....	87
1 The Need for a Catalyst in Communication for Social Change	87
2 The Importance of a Local NPO as a Catalyst in Urban Community Development	88
3 Analysing the Impact of a Social Change Catalyst Model on Urban Community Development Using the LIN Case Study	90
3.1 Leadership	92
3.2 Degree and equity of participation.....	94
3.3 Information equity	97
3.4 Collective self-efficacy.....	99
3.5 Sense of ownership	100
3.6 Social cohesion	101
3.7 Social norms	102
4 Emerging Social Change Catalyst Model in Urban Community Development.....	103

4.1 <i>Key elements</i>	105
4.2. <i>Communication approaches between a catalyst and its stakeholders</i>	116
4.3 <i>Implementing activities</i>	118
5 Conclusions	118
CHAPTER SIX: CONCLUSIONS	120
Recommendations	124
Limitations of this Research and Requirements for Future Research.....	126
REFERENCES	128
APPENDICES	140

LIST OF FIGURES

Figure 1: The contrast images in development in HCMC (T.Nguyen, 2016)

Figure 2: LIN poster (LIN, 2016a)

Figure 3: LIN's networking and capacity enhancement activities (LIN, 2016a)

Figure 4: LIN skilled volunteer matching and community fund activities (LIN, 2016a)

Figure 5: The integrated model of communication for social change (Figueroa et al., 2002, p.7)

Figure 6: Social change model of leadership (HERI, 1996, as cited in Komives & Wagner, 2012, p. 20)

Figure 7: All migrants – migration reasons and destinations (Coxhead et al., 2015, p. 10).

Figure 8: List of social change outcome indicators and dimensions for measurement (Figueroa et al., 2002, p.38)

Figure 9: The outline of observation process. Source: Author

Figure 10: Questions and expected answers for LIN's staff. Source: Author

Figure 11: Questions and expected answers for NPOs

Source: Author

Figure 12: Questions and expected answers for skilled volunteers

Source: Author

Figure 13: Summary information collected from participants. Source: Author

Figure 14: The process of reflective analysis (O'Leary, 2004, p.185)

Figure 15: LIN's role in community development in HCMC. Source: Author

Figure 16: LIN staff working with one NPO representative in NPO's office (LIN, 2016a)

Figure 17: LIN's work with NPOs in building NPO network. Source: Author

Figure 18: LIN's work with NPOs in capacity enhancing. Source: Author

Figure 19: A workshop outside organised by LIN for NPOs (LIN, 2016a)

Figure 20: LIN staff supports NPO's representative talking with skilled volunteers (LIN, 2016a)

Figure 21: LIN's work coordinating community funds for NPOs. Source: Author

Figure 22: Process for the NTG community grant allocation 2015 (LIN, 2016c, p. 3)

Figure 23: Raising your hand to raise your support for the education campaign in NTG 2013 (LIN, 2014c)

Figure 24: LIN's role in the process of making social norms around community development, NPOs and skilled volunteer popular terms in HCMC. Source: Author

Figure 25: Key features of LIN's operating model that could be used to enhance the NPO. Source: Author

Figure 26: The process of NPO to be a LIN's partner. Source: Author

Figure 27: Mentors from a mentoring NPO and disadvantaged kids in NPO #2 as mentees (LIN, 2016a)

Figure 28: Satisfaction of NPOs with LIN services (LIN, 2015, p. 18)

Figure 29: NPOs' activities in capacity enhancing programmes of LIN. Source: Author

Figure 30: NPOs are exchanging their ideas in one LIN workshop (LIN, 2016a)

Figure 31: NPOs' work with LIN in community fund programme. Source: Author

Figure 32: LIN's role in popularising social norms. Source: Author

Figure 33: LIN's impact on NPOs' work. Source: Author

Figure 34: Impact of LIN services on NPOs (LIN, 2015, p. 19)

Figure 35: Awareness of skilled volunteers about their work with LIN. Source: Author

Figure 36: Activities as skilled volunteers. Source: Author

Figure 37: Networking events among SVs and LIN (LIN, 2016a)

Figure 38: Thoughts of skilled volunteers about LIN. Source: Author

Figure 39: Summary of similarities and differences opinions of interviewee groups . Source: Author

Figure 40: Level of LIN's impact on NPOs based on the model of Figueroa et al. (2002). Source: Author

Figure 41: How likely are NPOs to recommend LIN (NPO partner survey, 2016). Source: Author

Figure 42: There are about 20-30 NPOs in a workshop organised by LIN (LIN, 2016a)

Figure 43: The social change catalyst model based on current LIN's main activities. Source: Author

Figure 44: Suggested catalyst model for community development. Source: Author

Figure 45: Key elements of a catalyst's leadership strategy. Source: Author

Figure 46: Types of power (French and Raven, as cited in Komives and Wagner, 2012)

Figure 47: Key elements of catalyst's context understanding. Source: Author

Figure 48: Seven indicators of evaluation framework in suggest catalyst model. Source: Author

Figure 49: List of social change outcome indicators and dimensions for measurement in Vietnamese context based on the 'Integrated model of measuring the process of applying communication for social change and its outcomes' of Figueroa et al. (2002). Source: Author

ABBREVIATION

CFSC	Communication for social change
CPI	Community Partnership Initiative
CSO	Civil society organisation
DCS	Development support communication
HCMC	Ho Chi Minh City
IFAD	International Fund for Agricultural Development
INGO	International non-governmental organisation
JICA	Japan Overseas Cooperative Association
LIN	LIN Center for Community Development
NGO	Non-governmental organisation
NPO	Non-profit organisations
NPOrep	NPO representatives
NTG	Narrow the Gap
SDC	Swiss Agency for Development and Cooperation
SV	Skilled volunteer
UNICEF	The United Nations International Children's Emergency Fund

CHAPTER ONE: INTRODUCTION

1 Overview

Social change catalysts can play an important role in empowering people, helping them to confidently take ownership of their lives and gradually becoming critical change agents in their own communities. In ‘communication for social change’, a catalyst can be understood as an individual or an organisation that listens to community opinions, creates dialogue within the community, adapts messages from various levels of community members’ knowledge and provides leadership in support of collective actions to solve common problems (Bandelli, 2012; Figueroa, Kincaid, Rani & Lewis, 2002; Komives & Wagner, 2012; Melkote & Steeves, 2001; Reardon, 2003).

There is a popular view that a community needs to process dialogue and collective action by themselves to create and maintain the sustainability of participation (Ife, 2002; Pawar, 2009). However, a lot of research indicates that the notion that people should be able to determine their own future is less successful in reality than it is in theory (Ife, 2002; Pawar, 2009; Pawar, 2014; Phillips & Pittman, 2008). When putting the participatory approach into practice, it “requires a major change of mindset” from stakeholders (Ife, 2002, p. 101) to face challenges from dominant views in policy making, programme management and other powerful interests. Consequently, a catalyst in the communication process becomes essential in erasing these boundaries and empowering community members to speak up and take action (Bandelli, 2012; Komives & Wagner, 2012; Pawar, 2009; Segal, Gerde, & Steiner, 2016; Petro-Nustas, 1996; Turner, Grude, & Thurloway, 1996). In the urban communities of developing countries (such as Vietnam), this role is even more vital because of various complex population and social issues (Ife, 2002; Pawar, 2014).

Among developing countries, Vietnam has one of the fastest rates of urbanisation in the world (World Bank, 2015; Tu, 2015). From 2000 to 2010, the urban population in Vietnam increased from 19% to 26% (World Bank, 2015). Ho Chi Minh City [HCMC] has the largest population in Vietnam with 7.95 million people, which means it is one of the largest cities in East Asia (World Bank, 2015). Within the large urban areas in this city, there are a number of major social problems, so the need for social change catalysts in community development is

particularly crucial. In HCMC, there are a lot of local non-profit organisations [NPOs] but only 18 local NPOs are registered and receive financial support or capacity support from the government (Department of Labour, Invalids and Social Affairs of Ho Chi Minh City, 2015). According to a report by LIN Center for Community Development [LIN] (2016a), there are more than 200 NPOs operating in HCMC at present which are non-registered and unsupported by the state. Their work is based on their own resources and experience. Although the number of non-registered NPOs is large and they have made significant contributions to community development in HCMC, they have not received much attention from the state, the public or the corporate sector. This lack of attention potentially limits the community development in this city, and given the ongoing development issues faced by people in HCMC, this may mean that the work of these organisations is not as effective as it could be. As a result, there is a strong need for catalysts to support and connect NPOs across the sector.

Due to this need, LIN Center for Community Development was launched in 2009 and can be considered as a catalyst in community development in HCMC. In Vietnamese language, the name 'LIN' is the Vietnamese pronunciation of 'Link' in English. In English, LIN stands for Listen - Inspire – Nurture (Dana Doan, as cited in Schmit, 2015). Since 2009, LIN has built a wide network of 187 established NPOs in HCMC (LIN, 2016a) and has strongly supported the community development in HCMC. With the slogan 'Helping local people to meet local needs', LIN works as a facilitator using participatory communication approaches to enable its key stakeholders - local NPOs. Three key strategic areas of LIN's operations that form the focus of this mission are: 1) NPO network facilitation; 2) NPO capacity enhancement and; 3) community funding coordination for NPOs.

This research aims to evaluate LIN's impact on community development in HCMC in its role as a social change catalyst. As mentioned above, a catalyst is the creator of dialogue in the community and also the inspiration for people to resolve problems in their community (Figueroa et al., 2002). As LIN's work indicates the use of the participatory communication approach, this research focuses on exploring how this approach is employed within the context of urban community development in Vietnam. The research findings inform recommendations for how LIN can enhance its catalyst role in community development in HCMC. This research also proposes an emerging catalyst model, which extends LIN's current model for urban community development in Vietnam and other developing countries.

In order to undertake this analysis, the research project employs the ‘Integrated model for measuring social change processes and their outcomes’, as developed by Figueroa et al. (2002). This research produces data through the application of the following qualitative methods: ethnographic non-participant observation, in-depth semi-structured interviews and the analysis of secondary data. The research also follows the required ethical guidelines of the Unitec Institute of Technology Research Ethics Committee.

2 Background Context

Vietnam’s history has been shaped by being repeatedly invaded by foreign powers, from imperial China (111 B.C. to 905), to colonial France (1887 – 1945), to the United States during the American War (1954-1975) (Kurlantzick, 2016; Lampert, 2015; Spector, 2016). Prior to French colonisation, most Vietnamese people lived in rural areas and worked in the agriculture sector. When the French came to Vietnam, they started industrial investments to exploit natural Vietnamese resources and built infrastructure to serve their own demands (Goscha, 2016; Kurlantzick, 2016; Lambert, 2015; Spector, 2016). This happened most dominantly in two main centers - Hanoi and Saigon (the former name of Ho Chi Minh City) (Kurlantzick, 2016; Lambert, 2015; Spector, 2016). The migrant wave from rural areas to big cities in search of better lives started during this colonial period. At that time, because of urban modernisation in Hanoi and Saigon, several social problems also developed due to various conflicts and negative impacts of the war, including drug addiction and alcohol addiction, prostitution and homeless children (Le, 2011). Le (2011) and Nguyen (2000) state that during that time, community development was based on religious organisations (churches and pagodas) or foreign aid organisations, especially from France and the United States of America [US].

The war ended in 1975 with Vietnam adopting a communist political system, so community development was considered to be the responsibility of government (Le, 2011; Nguyen, 2000). However, “the country struggled through decades of grinding poverty” (Kurlantzick, 2016, p. 1), presenting many challenges to the government that did not have enough time, money or human resources to effectively solve all the resulting social issues (Le, 2011; Nguyen, 2000). In December 1986, the Vietnamese government launched the ‘Doi Moi ‘(open door/transformation) policy, shifting the economy from one that was centrally planned by the government to a market oriented one that was still under the control of state regulations. According to Tran and To (2003), “the main thrust of the *Doi Moi* is to promote a multi-sector economic system,

emphasising the state sector while encouraging the private sector” (p.1). Since the ‘Doi Moi’ was introduced, Vietnam has changed rapidly, especially in terms of urbanisation. According to the World Bank (2015), Vietnam has the 6th largest urban population in East Asia.

Ho Chi Minh City is the center of economic growth in Vietnam. As a result, the speed of urbanisation in this city is extremely high compared with the average speed of the whole country (Carpenter, Daniere & Takahashi, 2004; Nguyen, 2009). According to Nguyen (2009), each year on average, the population in HCMC increases by 200,000 people. Nguyen also states there are 130,000 migrants, the highest rate of migration in Vietnam compared with other areas. With these socio-economic, geographic and political changes, a lot of social issues have intensified in the urban areas and the government cannot manage them by itself anymore (Le, 2011). As a result, currently the urban community development in HCMC tends to be operated by the local NPOs rather than the government. According to the report provided by the Department of Social Welfare (Ministry of Labour - Invalids and Social Affairs, 2015) NPOs in Ho Chi Minh City account for nearly 50% of NPOs in the entire country (174/266). A report by LIN (2014b) identifies that in HCMC, 47% of NPOs were set up by members of the population (for example, people with disabilities or people are affected by HIV/AIDS), 33% were established by experts in the field, and 19% were created by individuals or groups with a passion in a particular area of community development. Only a small proportion (10%) belongs to government agencies, international non-governmental organisations or international networks. Carpenter, Daniere and Takahashi (2004) also state that "social capital and the ability to organise and work together to initiate local change becomes very much part of the urban landscape in Vietnam, especially in Ho Chi Minh City" (p. 547).

However, because NPOs are only locally run, the serious weakness here is compounded by a lack of long-term strategy, legislation, sustainable financial and human resources as well as weak networks (Phan. D, 2014; Le, Nguyen, & Pham, 2015b). Due to these challenges, "although hundreds of NPOs were established to support vulnerable people in urban Vietnam, plenty of them then disappeared and the impact of NPOs on social change is still very limited" (Phan. D, 2014, p. 1). This situation explains the high demand for a catalyst, which may create dialogue within the community and better facilitate the NPO network. In addition, a catalyst is also able to enhance NPO capacity and support grants for NPOs to create better solutions for their problems.



Figure 3: The contrast images in development in HCMC (T.Nguyen, 2016)

Because of this need, LIN was explicitly established in 2009 as a community development agency to work on these issues. According to LIN (2014a), its founders initially thought that "it would be useful to find a way to support existing and start-up charitable and community development organisations while, at the same time, facilitate volunteers and donors in their efforts to provide strategic support to these organisations" (p. 1). LIN was thus conceived initially as a facilitator for community development in HCMC, which after five years gradually evolved into a social change catalyst (as will be argued in this thesis). LIN's founders and staff have backgrounds in working in the non-profit sector but also have strong relationships with the corporate sector and international organisations. Hence, LIN was well supported financially and in human resources during its initial stages. LIN's activities focus on enabling local NPOs through different programmes such as NPO network facilitation, NPO capacity enhancement and community fund coordination for NPOs that use a participatory approach. LIN's annual report in 2016 states that "80 to 95% of all respondents reported that LIN's services impacted positively on their NPOs" (LIN, 2016b, p.1).

However, largely working from a Western community development paradigm, LIN still faces many challenges in maximising its change agent role due to the specific social and cultural context in HCMC. Additionally, the application of what may be understood as a catalyst model seems to only be practiced HCMC, while other urban areas still lack a similar kind of change

agent in their communities. This fact is a major barrier in the development of Vietnamese urban communities, and points at the potential significance of this research to propose an emerging catalyst model in urban community development in Vietnam, as well as other developing countries in South East Asia.

3 Research Project Outline

3.1. Objective and aims

Research has shown that the NPOs' role in civil society in Vietnam has started to be acknowledged (Le et al., 2015b; Le, 2011; Nguyen, 2009; Nguyen, 2000; D. Phan, 2014). However, there is little research concerning the communication approach in community development, particularly from a catalyst perspective (Le-Quang, 2014; Nguyen, 2012). Additionally, most studies related to community development in Vietnam work on rural communities rather than on urban communities (Hoang et al., 2006; Le-Quang, 2014; Nguyen, Van de Fliert, & Nicetic, 2015; Rodríguez, Preston & Dolberg, 1996; Shefner-Rogers, 2013). Consequently, in Vietnam the impact of a social change catalyst on urban community development still remains unexplored, both in theory and in practice. This research aims to address this gap by evaluating the impact of a catalyst model in HCMC through the LIN case study. The outcome of this study will include the provision of a set of recommendations for LIN to enhance its catalyst role. Another key outcome is the creation of an emerging catalyst model of communication for social change in urban community development in Vietnam, as well as other developing countries.

3.2 Unit of analysis

The LIN Center for Community Development is a Vietnamese, non-governmental, non-profit organisation in HCMC, established by a group of people who have experience in the non-profit sector (including local people and expats). Launched in 2009, with the permission of the Vietnamese government, LIN considers itself a local NPO for local needs (LIN, 2016a). The main mission of LIN is to empower local NPOs and strengthen community development in Vietnam, particularly in HCMC. According to Dana Doan, former executive director of LIN (2015, as cited in Schmit, 2015), the LIN (L-I-N) name reflects the working approach that facilitates resources for local NPOs in all its programmes: “Listen to understand the needs of the

community; Inspire our community with best practices and available examples; then provide a Nurturing environment to help them grow” (Schmit, 2015, p.1).



Figure 4: LIN poster (LIN, 2016a)

LIN’s key activities include NPO network facilitation, NPO capacity enhancement and community fund coordination for NPOs. In 2015, LIN had a wide NPO network with 187 local NPO partners in HCMC, 29 grants for NPOs valued at nearly \$(US)105,000 and 468 matched volunteers with more than 7,000 hours (LIN, 2016a). From 2010 to 2014, LIN’s annual report (2014a) states that 90% of NPO partners are satisfied with LIN programmes and services and 98% of NPOs believe that LIN positively impacts on their practice. V. T. Tran, a professional social worker in HCMC (personal communication, January 29, 2016) states that the role of LIN as a social change catalyst in HCMC is remarkable. He emphasises that before LIN was created, each NPO in HCMC worked separately and did not pay attention to supporting each other. However, due to LIN’s work, local NPOs in HCMC are well-connected and their capacity has improved significantly (Tran, 2016).

Jenny Hodgson, executive director of Global Fund for Community Foundations also points out that “through its efforts both to strengthen local civil society groups and to encourage ordinary Vietnamese to learn about, get involved with, and support often complex issues on their doorstep, LIN plays an essential role in building trust and social capital in Ho Chi Minh City” (“Community change leaders in Vietnam listen, inspire and nurture,” 2015, p. 1). Because of these critical results in engaging and empowering stakeholders in HCMC’s community development, LIN has been chosen as the case study in this research project.

LIN'S ACTIVITIES



Figure 3: LIN's networking and capacity enhancement activities (LIN, 2016a)

LIN'S ACTIVITIES



Figure 4: LIN skilled volunteer matching and community fund activities (LIN, 2016a)

3.3 Research question

The research project will be based on the key research question and following sub questions:

How does LIN achieve impact as a social change catalyst on community development in HCMC, especially with the NPO sector?

- What role does LIN play in facilitating the NPO sector in HCMC? If it is the social change catalyst role, how does it perform?
- As a catalyst, what participatory communication approaches does LIN use in its key strategic activities?
- How effective are these approaches in producing positive social change impact?
- What are the key features of LIN's operating model that could be used to enhance the NPO sector integration beyond HCMC?

3.4 Operational definitions

Catalyst: In 'communication for social change', a catalyst can be understood as an individual or an organisation that listens to community opinions, creates dialogue within the community, adapts messages from various levels of community members' knowledge and provides leadership in support of collective actions to solve common problems (Bandelli, 2012; Figueroa, Kincaid, Rani & Lewis, 2002; Komives & Wagner, 2012; Melkote & Steeves, 2001; Reardon, 2003). There are six potential catalysts in community development (internal stimulus, change agent, innovation, policies, technology and mass media) and all of them are able to create several positive social impacts (Figueroa et al., 2002; Parks et al., 2005).

Impact: Impact is the effect or impression of one person or thing on another ("impact," 2016). In design strategy, impact can be understood as an action which measures the tangible and intangible effects (consequences) of one thing or entity's action or influence upon another.

Social change: Social change is a process whereby the values, attitudes or institutions of society, such as education, family, religion, and industry become modified. It includes both a natural process and action programmes initiated by members of the community ("social change," 2015).

Participation: The act of taking part or sharing in something ("participation," 2016). In community development, according to Davies (2007), "participation is the informed,

autonomous and meaningful involvement of a community in influencing decision making and action" (p.1).

Participatory communication: "Participatory communication is identified as encouraging participation, stimulating critical thinking, and stressing process" (Altafin, 1991, as cited in Waisbord, 2001, p. 20). In other words, communities should be encouraged to participate in decision-making, implementation and evaluation of community projects.

Community development: Community development can be defined as interacting with people to build up understanding and co-operation between individuals and groups, then enabling them to make changes in their own lives for the greater good (Gilchrist, 2009).

Urban community: Urban community is a group of people living in urban area. Urban community is a complex term, however most of research about urbanisation in developing countries concentrates on marginalised urban communities (Beard & Dasgupta, 2006; Carpenter, Daniere & Takahashi, 2004; Nguyen, 2009). These communities are formed when urbanisation engulfs rural settlements, pushing millions of people to leave their home town in rural areas and move to the city to find work. Urban communities frequently do not have affordable housing and good living conditions (World Bank, 2015).

3.5 Thesis structure

This thesis is organised into six chapters including an Introduction and Conclusion. Chapter One provides an overview of the topic, background context, objectives and aims, unit of analysis (LIN), research questions and the structure of the thesis.

Chapter Two presents the literature review as a critical assessment about the role of a social change catalyst. It includes the principal approaches in communication for development and social change, the role of a social change catalyst and its evaluation models, as well as literature about the social change catalyst role in a specifically Vietnamese context.

Chapter Three discusses the research design and methodology. It details the integrated model of measuring the process of applying the participatory communication approach and its outcomes (suggested by Figueroa et al. (2002), and justifies how it has been employed in this research. It also describes the selected data collection methods (ethnographic non-participant observation, in-depth semi-structured interview and secondary data) and the process of data analysis.

Chapter Four presents findings from non-participant observation of LIN activities in engagement with stakeholders, in-depth semi-structured interviews and secondary data collection

(LIN annual reports and NPO annual reports). The data provides insights into how stakeholders, especially NPOs, work with LIN, and shows how LIN acts as a catalyst of change in urban community development in HCMC. The findings in this chapter are divided into three sections: LIN staff's perspective, NPOs' representatives' perspective, and skilled volunteers' perspective.

Chapter Five presents a discussion based on the findings and relevant literature. It discusses the importance of a catalyst in communication for social change and the significant role of a local catalyst to achieve social change. This chapter also provides the evaluation of LIN's impact on community development in HCMC and following this, an emerging catalyst model for urban community development is proposed.

Chapter Six provides the conclusion of the thesis. It includes a summary, recommendations for LIN, the limitations of this research and requirements for possible future research.

CHAPTER TWO: LITERATURE REVIEW

The first part of this chapter presents principal approaches in communication for development and social change (especially the participatory one), and its relations with community development. This literature provides a necessary foundation in exploring the role of a catalyst within the social change process, which is the second part of this chapter. The third part focuses on the evaluating approaches used in communication for social change, especially ones related to the catalyst role. The last part of this chapter engages with literature relevant to communication for social change in a specific Vietnamese context. This points out the need for research into the catalyst model in Vietnam and its urban communities in particular.

1 Principal Approaches of Communication for Development and Social Change

The genesis of communication for development and social change began with the modernisation paradigm, which was created following the organised development assistance programmes after World War II in the 1940s and 1950s (Melkote, 2012; Mody, 2003; Servaes, 2007; Waisbord, 2001; Wilkins, Tufte, & Obregon, 2014). As noted by Servaes (2007), the diffusion model in this paradigm emphasises the vertical approach, transferring information one way, mainly through mass media. All of the approaches are highly outcome-oriented, focusing on changes in knowledge, attitudes and behaviors (Melkote, 2012). However, there is much criticism of this model because its core concept uses the development process of Western countries as the prescriptive model for developing countries. Beltran (1975, as cited in Servaes, 2007) claims that, "the classic diffusion model was based on an ideological framework that contradicts the reality of this region (Latin America)" (p. 181).

Because of this criticism of the modernisation model, the dependency paradigm was created in developing countries, especially Latin American countries in the 1960s and 1970s, through the research and practical projects of various researchers and social practitioners (Ferraro, 1996; Huesca, 2007; Melkote, 2012; Waisbord, 2001). According to Prebisch (1949, as cited in Ferraro, 1996), dependency theory expresses that the flow of resources is from a 'periphery' of poor and underdeveloped states to a 'center' of wealthy states which then further enriches them. It means that several problems in the poorer countries are started by economic activities in the richer countries. As a result, this dependency position means most development programmes in

developing countries fail to address structures of inequality or effectively solve social issues (Morris, 2005; Servaes & Malikhao, 2005; Waisbord, 2001).

Based on the dependency paradigm, there is a strong need for communication approaches which can raise the voices of marginalised people and engage all stakeholders in solving social issues from the bottom up. The most significant example is the work of Paulo Freire, a Brazilian adult educator. Freire worked with adult literacy campaigns for the poor in north-eastern Brazil in the 1960s and pointed out the universal right to speak with one's own voice (Bandelli, 2012; Melkote, 2012; Mody, 2003; Servaes, 2008; Tufte & Mefalopulos, 2009; Waisbord, 2001; Wilkins et al., 2014). According to Freire (1970), in the traditional pedagogy, teachers always see students as the objects that are in need of knowledge. In an effort to change this fact, Freire proposes a liberating approach "that valued the importance of interpersonal channels of communication in decision making processes at the community level" (Waisbord, 2001, p.19). In addition, many other Latin American scholars and practitioners contributed their work to participatory strategies in line with the dependency paradigm by documenting participatory communication projects such as community radio, community theatre and information technology [IT] based projects (Servaes, 2008; Tufte & Mefalopulos, 2009).

All these activities lead to the establishment of development communication and communication for social change terms. While development communication concentrates on the integration of communication and development studies, communication for social change [CFSC] is based on the process of public and private dialogue, in which people can identify what they need, how to access it to improve their own lives and then take action to solve problems and create social change (Servaes, 2008; Lennie & Tacchi, 2014). Various models are used in communication for development and social change with the aim of empowering individuals and communities. These models include media advocacy, social mobilisation, participatory communication, the co-equal knowledge sharing model, communication for empowerment. (Cadiz, 2005; Greiner & Singhal, 2009; Melkote, 2012; Servaes & Malikhao, 2005; Palmer-Mehta, 2016; Waisbord, 2001). Collectively, these approaches outline a critical role for participatory communication as an important approach in communication for development and social change. The reason is, in all development projects, participation is an invitation to engage in dialogue, and it is always important in the decision making process in order to share information and knowledge, gain trust and inspire commitment (Bessette, 2004; Cadiz, 2005;

Figuroa et al., 2002; Greiner & Singhal, 2009; Gumucio-Dagron, 2008; Lennie & Tacchi, 2013; Palmer-Mehta, 2016; Parks, Gray-Felder, Hunt, & Byrne, 2005; Pawar, 2009; Servaes, 2008; Servaes & Malikhao, 2005). In the participatory communication approach, most ideas about what 'participation' means come from the work of Freire (Melkote, 2012; Mody, 2003; Servaes, 2010; Tufte & Mefalopulos, 2009; Waisbord, 2001; Wilkins et al., 2014). Four principles from Freire's liberating approach (dialogue, voice, liberating pedagogy and action-reflection-action) are the core elements of the conceptual framework in participatory communication (Huesca, 2007; Melkote, 2012; Tofte & Mefalopulos, 2009; Waisbord, 2001). As Freire (1970) states, dialogue is the link between people which enables them to talk about the world, while voice is the center of dialogue based communication, (dialogue and voice are especially important for listening to marginalised groups). Liberating pedagogy refers to the need for catalysts to facilitate the dialogue in the community, and action-reflection-action means the empowerment process does not only reflect on problems, but also requires action to solve problems. Based on this framework, especially the third one about liberating pedagogy, Freire can be considered one of the first people who wrote about the concept of a social change catalyst through communication.

Certainly, participatory communication has not lacked critics. Huesca (2007) says that when this approach was initially developed by Latin American scholars, some leading scholars of the dominant paradigm considered that this concept was "oversimplified by focusing narrowly on individuals as the locus of change" (Huesca, 2007, p. 185). Other criticism also comes from dependency paradigm theorists. Dutta (2012), Melkote & Steeves (2001), Servaes (2008), Tufte and Mefalopulos (2009) and Waisbord (2001) argue that the ideal participatory communication is seldom engaged in by all stakeholders, especially people at the grassroots level, during the whole decision making process. In contrast, this process is easily disturbed by the structure of elite domination (Melkote & Steeves, 2001; Pawar, 2009). Dutta (2012) and Pawar (2009) highlight that this model is separated into various types of 'participation' under the domination of funding agencies, academic experts and large-scale campaign planners. Participatory communication activities in many cases are still "situated within the top-down agendas of development campaign planners" (Dutta, 2012, p. 60). Dutta's analysis concurs with two types of participatory communication that Tufte and Mefalopulos (2009) list: passive participation (where people's feedback is minimal or nonexistent and their participation is only based on head

counting or contribution to the discussion), and participation by consultation (where stakeholders provide answers to questions posed by outside researchers or experts). For example, in some projects, when using the participatory approach in entertainment-education (content designed to educate through entertainment), instead of promoting grassroots communication broadly, this approach is only used as a justification for expert-produced products to “bolster the administrative position of the dominant paradigm” (Huesca, 2007, p. 186).

Another critique is that participatory communication is premised on Western-styled ideas of democracy. Individualism rather than community, and conflict rather than consensus, are the central elements of participatory models in Western countries (Waisbord, 2001). Many critics of participatory communication concentrate on the existence of elite domination in the participatory process and the difficulties in adapting the approach to different areas, (such as applying the Western concept in an Asian context) (Barkema, Chen, George, Luo, & Tsui, 2015; Nguyen, Elliott, Terlouw & Pilot, 2009; Sardar, 1999).

2 The Catalyst Role in Community Development and Communication for Social Change

According to Figueroa et al. (2002), Phillips and Pittman (2015), a ‘community’ is often defined by geographical and legal/governmental criteria as a group of people who reside in the same locality. For groups which are not in the same location, community means a group of individuals who share a common interest. ‘Community development’ can be defined as interaction between people to build understanding and co-operation between individuals and groups, which then enables them to make changes in their own lives for the greater good (Gilchrist, 2009; Ife, 2002; Phillips and Pittman, 2015). Likewise, in 1955, the United Nations popularised the term ‘community development’ to describe a process of active participation that creates conditions of social and economic progress for the whole (Gilchrist, 2009). Ife (2002) states that in community development, “it has to be the process of the community itself, which is owned, controlled and sustained by the people themselves” (p.122) because each community has unique cultural, geographical, social, political and demographic problems and solutions.

However, a lot of research suggests that the notion that “people should be able to determine their own future” only exists in an ideal scenario (Ife, 2002, Phillips & Pittman, 2008, Pawar, 2014). In fact, the process that people determine the future by themselves has to face various challenges from domination by powerful interests, policy making and programmes management (Ife, 2002). Consequently, the communication process among community members becomes

essential in community development to erase boundaries, create community dialogue and lead to collective actions (Figueroa et al., 2002; Phillips & Pittman, 2015). In this process, the most fundamental element is a catalyst which awakens the community to the understanding that there are issues limiting their quality of life or issues which could potentially cause harm to the community, then facilitate a dialogue within the community which leads to collective action(s) for social change (Bandelli, 2012; Chavis & Wandersman, 1990; Figueroa et al., 2002; Gumucio-Dagron & Tufte, 2006; Komives & Wagner, 2012; McKee, Mononcourt, Yoon, & Carnegie, 2008; Melkote & Steeves, 2001; Nguyen, 2012; Pawar, 2009; Segal, Gerde, & Steiner, 2016; Reardon, 2003; Turner, Grude, & Thurloway, 1996).

Figueroa et al. (2002) list six potential catalysts in community development: internal stimulus, change agent, innovation, policies, technology and mass media (as the below diagram). According to Figueroa et al. (2002), an internal stimulus is the internal motivation of a community, such as the suggestions of a local leader about one social issue in the village. A change agent is an individual or an organisation which is born to establish and maintain the communication process effectively among stakeholders. An innovation is a new invention which may stimulate a community to talk about adopting the invention. Policies prompt the community to act, (such as a new law). The availability of new technological equipment encourages a community to talk and change their social issues. Mass media stimulates communities to change behaviors or to achieve common goals by working through media channels.

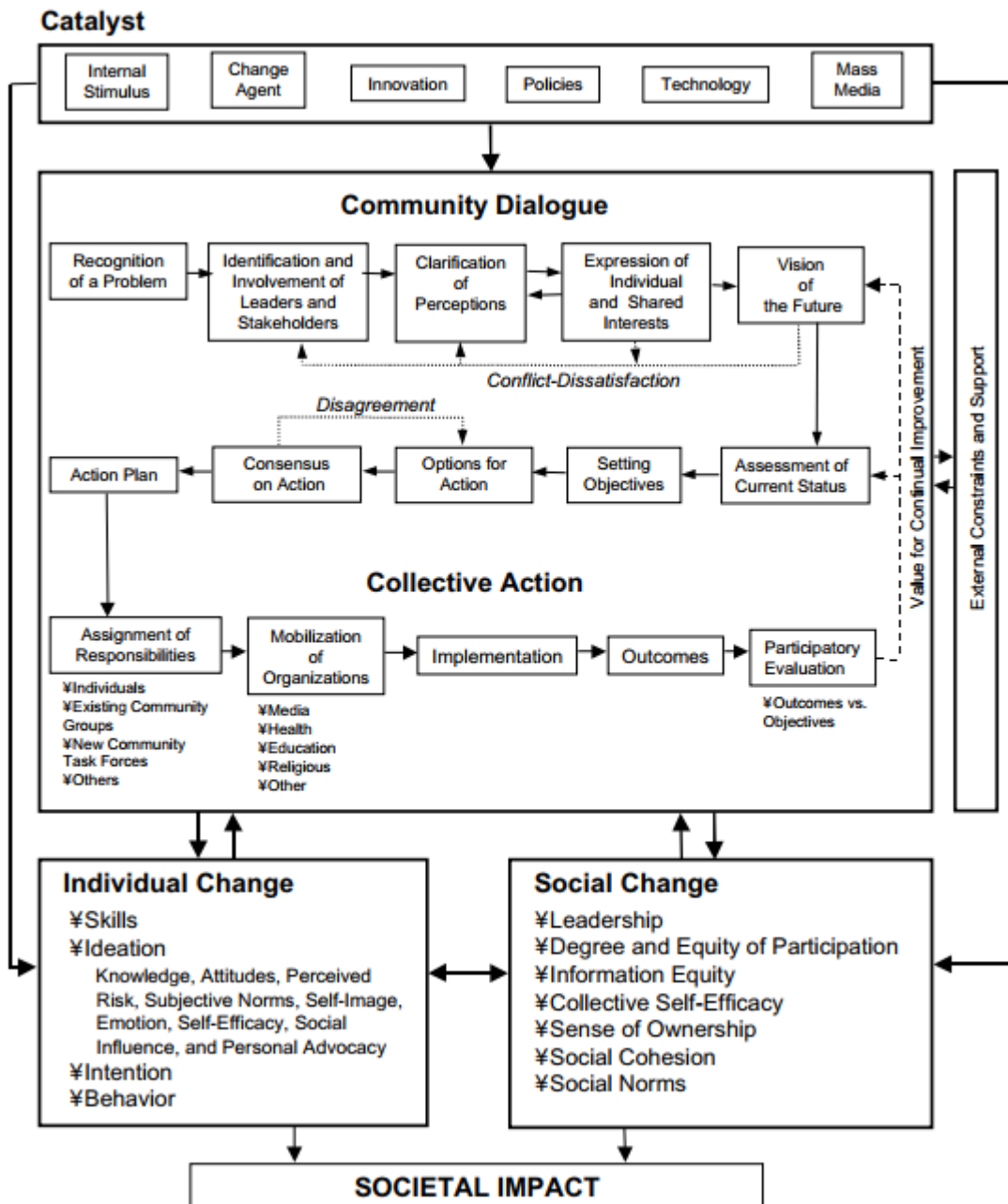


Figure 5: The integrated model of communication for social change (Figuroa et al., 2002, p.7)

Among six potential catalysts, many scholars pay attention to the change agent, which can be an organisation creating the communication process in community settings (Bandelli, 2012; Kasemsuk, 2011, De Caluwe & Vermaak, 2002; Komives & Wagner, 2012; Lennie & Tacchi, 2013; Melkote & Steeves, 2001; Pawar, 2009). In this research, a ‘social change catalyst’ is also understood as a change agent. Melkote and Steeves (2001) state that the change agent “creates the situational and psychological conditions in which development benefactors and their

intended beneficiaries can participate together in mutual co-equality in making development decisions” (p. 360). If grassroots organisations [GO] are lacking the capacity to create social change, there is an opportunity for development supporting communication [DSC] professionals to act as facilitators to strengthen these capacities (Bandelli, 2012; Pawar, 2009).

To implement this catalyst role, De Caluwe and Vermaak (2002) emphasise that a change agent should have working capacities in both ‘soft’ sciences (understanding people, interactions, cultural and social contexts, as well as themselves) and ‘hard’ sciences (analytical thinking, financial management and strategic planning). Based on these abilities a change agent should be able to empower stakeholders in various positions by supporting them to access relevant information, raising their awareness of the right to knowledge and creating a participatory communication space for voiceless groups (Bandelli, 2012).

De Caluwe and Vermaak (2002) suggest that there are five learning phases of a creative change agent. These phrases include; 1) the conceptual grounding to understand the catalyst’s staff and the working situation; 2) learning skills such as researching and building interactions; 3) practicing in the field and gaining experience; 4) consolidating and integrating competencies to reflect on experience and get feedback from others and; 5) creating their own concepts and methods to work in community settings. Furthermore, a social change catalyst should have strong communication skills. Melkote and Steeves (2001) and the United Nations International Children’s Emergency Fund [UNICEF] (2005) emphasise that the communication practitioners are especially important in the initial stages of the empowerment process because their attitude and interpersonal communications will significantly impact the behaviors of stakeholders and the usage of resources.

One example of a social change catalyst is the case study presented by Nuttavuthisit, Jindahraand and Prasarnphanich (2014). After graduating from college, a young female activist decided to return to her hometown in Toong Kwai Kin [TKK], an industrial based community in Thailand, and opened a small bookstore. As a social change catalyst, she had the idea that "the whole community had to stand up for themselves and they first had to realise the need to participate and envision the community’s future" (as cited in Nuttavuthisit et al., 2014, p. 61). Thus, when people in the community came to the bookstore to buy books, rent books or simply hang out, she tried to engage them in conversation and build up a close relationship with them. She also organised various communication activities conducted in her bookstore, engaging

people in the community development process and then sharing the results they had decided on together. Gradually, the bookstore has become a successful casual meeting point and even a learning center for this community (Nuttavuthisit et al., 2014).

Ife (2002) and Pawar (2014) state that there are more challenges for a social change catalyst when working in urban areas than in rural ones. Since people living in urban areas spend little time in their local neighborhood, community structures are much weaker and boundaries are higher. Despite these difficulties, there are still indications that a catalyst can work well to create social change in urban areas. Ife (2002) points out that in disadvantaged urban or suburban communities, people are less mobile, therefore they are likely to focus on community activities. Furthermore, Pawar (2014) presents that urban communities are quite flexible in their dealings and are more likely to look at what people do, rather than make prejudiced assumptions. However, rural communities are often conservative and their relationships are usually based on religion or caste. Likewise, in an article about community-driven development in rural and urban Indonesia, Beard and Dasgupta (2006) suggest that urban communities are more likely to engage in actions leading to social transformation, while rural communities tend to develop institutions to maintain their own traditions. Therefore, if there is a social change catalyst in urban communities, people are more likely to pay attention to social issues, are more open-minded about new community development concepts and commit to greater participation in community projects.

Nevertheless, overall, Figueroa et al. (2002) states that the catalyst model is still not yet explored deeply in research about communication for social change. Most of the existing literature indicates that the community spontaneously initiates dialogue to take action, or the catalyst is only needed in the first stage and is redundant in the following stages of the empowerment process, allowing the community to have dominant influence on the agenda, design and processes (Figueroa et al., 2002). However, Figueroa et al. (2002) argue that in fact, communities rarely initiate a dialogue about a problem by themselves, they need a catalyst as a development agency to awaken their own awareness about community problems and initiate community dialogue to solve these issues. The social change process is a long term one, which demands the continuous encouragement from a catalyst to create the change. There is research about the catalytic elements in community development but not about a catalyst as an agency organisation. For example, research states that a sense of community in the urban environment is

a catalyst for participatory and community development (Chavis & Wandersman, 1990), or social media is a catalyst for civil society movements (Kumar & Thapa, 2015).

In summary, in a participatory communication approach of communication for social change, a catalyst is the initiator of early discussions about community issues and motivates the community's desire to take action for social change. However, the social change catalyst is still an under researched aspect of communication for social change and there is a need to deeply explore this catalyst role, and specifically, its impact on stakeholders.

3 Evaluating Approaches Related to the Catalyst Model in Communication for Social Change

Most studies mentioning the catalyst role in development focus on introducing catalyst models or on providing practical instructions for working as a change agent. Research evaluating the impact of this model is also still limited (Bandelli, 2012; De Caluwe & Vermaak, 2002; Kasemsuk, 2011; Melkote & Steeves, 2001; Pawar, 2009). Research related to evaluation usually works on the theory of change or participatory impact assessment to provide evaluation framework. According to Valters (2014), Theory of Change shows a causal pathway from here to there by specifying what is needed for goals to be achieved. It focuses particularly on mapping out or "filling in" what has been described as the "missing middle" between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved through the outcome framework (Valters, 2014). Meanwhile, Participatory Impact Assessment uses participatory methods to measure changes in people's livelihoods and to understand ways different factors caused these changes (Catley; Burns; Abebe and Suji, 2007). The approach acknowledges that beneficiaries are also capable of identifying and measuring their own indicators of change. One piece of impact evaluation research pointing directly to the catalyst model is the 'Integrated model of measuring the process of applying communication for social change and its outcomes' by Figueroa et al. (2002). This model states that the catalyst is one indicator in the social change process and is the initial stage for all later steps. Therefore, in the evaluation of social change outcomes, Figueroa et al. (2002) suggest seven indicators of social change communication with several dimensions. These can be used to evaluate the catalyst's impact including leadership, degree and equity of participation, information equity, collective self-efficacy, sense of ownership, social cohesion and social norms. However, there are also criticisms that this model contains several theoretical shortcomings and fosters the

impression that evaluation should be controlled by community organisations, communication professionals and social-change activists rather than “project beneficiaries” (Park et al., 2005).

Other research suggests using the Komives and Wagner (2012) evaluation model for a catalyst. Komives and Wagner (2012) state that leadership is a process and takes place in relationship to its stakeholders. Hence, the catalyst role needs to be evaluated from both sides – from the catalyst and from the catalyst’s impact on others. A catalyst’s most important element is self-empowerment (recognising its type of power and enhancing its leadership self-efficacy). Furthermore, a catalyst must create an atmosphere that works effectively with regards to the ‘seven Cs’ (collaboration, citizenship, common purpose, controversy with civility, consciousness of self, congruence and commitment) as below diagram, which are suggested in the social change model of leadership (Komives & Wagner, 2012). To achieve these seven Cs, the catalyst needs to get the involvement of stakeholders in the whole process which is a “rollercoaster of change”, from understanding, embracing and envisioning through to implementing and evaluating (Osteen, 2003, as cited in Komives & Wagner, 2012, p. 415).

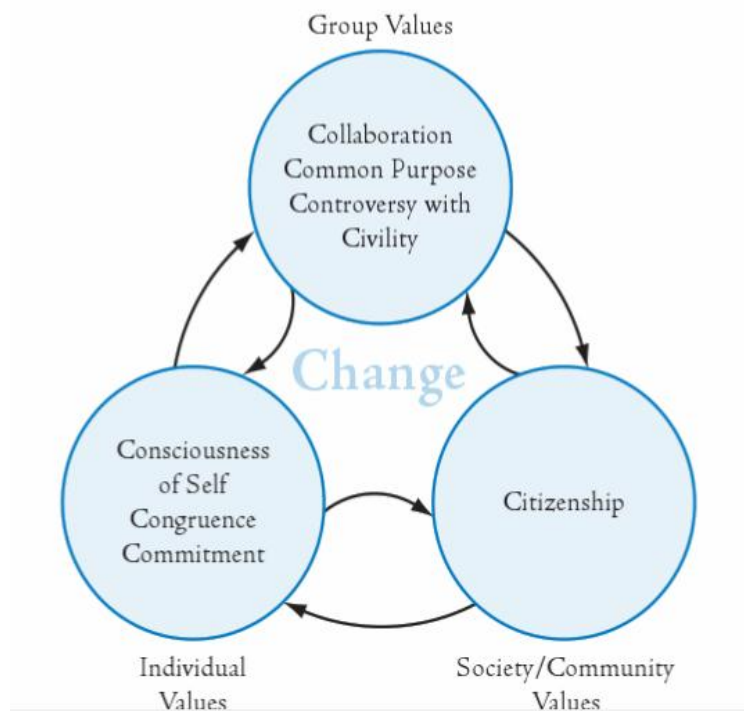


Figure 6: Social change model of leadership (HERI, 1996, as cited in Komives & Wagner, 2012, p. 20)

Komives and Wagner’s research provides an informative method for evaluating a social change catalyst. However, it merely points out the catalyst model in leadership, and does not have much information related to the catalyst’s communication perspective.

Another evaluation approach related to the catalyst role is the leadership of community organisers and development workers, who are usually considered as change agents in the community (Bandelli, 2012; Hermann, 2007; Nguyen, 2012). In the research exploring critical factors influencing the implementation of participatory communication in community development, Hermann (2007) separates these critical factors into three groups: 1) obstacles in contextual factors (specific socio-cultural context, the power structure, the religious context); 2) difficulties from project-related factors (time and effort, type of participation, communication system, communication training, constant evaluation of the project) and; 3) conflicts among people-related factors (attitudes of social workers, beneficiaries and community leaders).

The third conflict in this evaluating approach is related to the catalyst role because Hermann (2007) states that “the way researchers and development practitioners interact with local people will create impact whether the local community participates” (p. 35). Hence, this approach can be used to explore common conflicts between catalysts as external change agents and community. The first conflict is based on the attitude and perception of a change agent about the community, and this usually happens when they consider the community members as beneficiaries instead of stakeholders of the project. Second, is when practitioners usually manipulate people to engage in activities they organise or tending to avoid participatory practices because of the fear of losing control of the whole project. Therefore, the suggestion for practitioners as catalysts, is they “must understand what is legally and socially accepted and acceptable and be prepared to work in contexts where the freedom of expression might be constrained” (Hermann, 2007, p.35).

While there are just a few evaluating approaches for the catalyst model, the evaluating process also faces difficulties in getting measurable results. A lot of research indicates that the evaluation of participatory communication is challenging because it requires substantial time and the consumption of high resources to build evaluation capacities. There are issues in dealing with a diverse range of people during the evaluation process, as well as the need to take power, ethical, language and cultural issues into account (Figuroa et al., 2002; Lennie & Tacchi, 2013; Tufte & Mefalofulos, 2009). As a result, according to Tufte and Mefalofulos (2009), most evaluation of communication activities usually use quantitative methods, rooted in a scientific methodology and only focused on outputs (materials produced, number of viewers reached or number of staff trained), or on technical aspects (such as rate and use of innovations or adoption

of new behaviors). It usually ignores the catalyst leadership, stakeholder satisfaction and feedback about the proposed change, while “to be participatory, decisions on what and how to assess change must be agreed jointly by all key stakeholders” (Tufté & Mefalofulos, 2009, p. 35).

Essentially, although there are several approaches from quantitative and qualitative methodologies to monitor and evaluate the participatory communication process, there are just a few approaches which mention the catalyst model. Among of them, the ‘Integrated model of measuring the process of applying communication for social change and its outcomes’ by Figueroa et al. (2002) is the one which directly discusses the catalyst’s role in the communication process. The model has a specific definition of catalyst, emphasises the catalyst’s importance and provides clear directions for implementing the catalyst evaluating process using various indicators (such as leadership, degree and equity of participation, information equity, collective self-efficacy, sense of ownership, social cohesion and social norms). In contrast, other approaches just reflect a few perspectives of a catalyst or briefly mention the catalyst’s role in the initial stage of the whole social change process. Moreover, although there is criticism that this model emphasises too heavily the work of communication professionals and social change activists, the above literature points out that these change agents are important for leading social change in developing countries, where people are not aware of community development concepts and are unfamiliar with directing their own leadership. When stakeholders have enough working capacities to work independently, the right of decision-making will be transferred to stakeholders. Hence, this model is the most convenient and suitable to be applied in this research.

4 The Catalyst Role in Communication for Social Change in Vietnam

Since this research is based on a case study in Vietnam, the literature about the catalyst role in communication for social change in Vietnam is also essential. In Vietnam, research mentions the catalyst role predominantly in the top-down approach through two discussion topics; 1) when assessing or evaluating the impact of the whole participatory communication process (and the catalyst role is briefly stated as the initial step) and; 2) when providing instruction to social workers and community organisers for working as catalysts in the community (Hoang, Castella, & Novosad, 2006; JICA, 2016; Le-Quang, 2014; Nguyen, 2012; Nguyen, 2000; Shefner-Rogers, 2013; Rodríguez, Preston & Dolberg, 1996).

Some research argues that the catalyst of the whole participatory communication process should be community leaders, especially the local authorities (Hoang et al., 2006; Hue, Brennan, Parker, & Florian, 2015; Nguyen, 2000; Le-Quang, 2014; Rodríguez et al., 1996). Based on the communist political system in Vietnam, the local authorities have particularly strong power over members of the community. After the Transformation 1986 (Đổi mới), the government provides some decrees about democracy, especially in the freedom of speech (Decree No29/CP; Decree No79/2013/ND-CP), however, the real openness for this sector is still limited (Le-Quang, 2014). In addition, in Vietnamese culture, people have a particularly high respect for community leaders as ‘fathers’ or ‘mothers’ of the village(s) (Bui, 2016; Nguyen, 2000). As a result, if these local authorities found themselves interested in the community project and want to implement it, they can easily become a catalyst with their power (Rodríguez et al., 1996; Hoang et al., 2006; Le-Quang, 2014).

Other research, especially research related to community development and civil society, states that social change catalysts in Vietnam are civil society organisations [CSOs], especially non-governmental organisations [NGOs] (Bui, 2016; Nguyen, 2012, Le et al., 2015b; Le, La, & Nguyen, 2015a). Nguyen (2012) states that NGOs can be considered catalysts in development communications because “NGOs inspire, facilitate and contribute improved thinking and actions to promote changes” (p. 26). However, most research states that NGOs in Vietnam only concentrate on international NGOs [INGOs], such as Oxfam, World Bank, UNICEF, Action Aid and so on. The reason for this is because INGOs have significant support financially and in capacity enhancement in Vietnamese national development projects. They are also familiar with the participatory communication approach and apply them frequently to their projects in Vietnam, while local NGOs do not have a long history of professional researching and working in this field (Chitnis, 2013; Nguyen, 2012). Thus, the

However, recent studies about civil society have started changing the definition of NGOs as local organisations to NGOs as catalytic organisations, which create changes from the grassroots level. However, these studies focus on the capacity of organisations in general, not specifically on communication activities. For example, Le et al. (2015b) point out that the capacity of civil society agents as catalysts is an essential element in the development of civil society space. They state, “the stronger, more proactive and more cooperative civil society organisations [CSOs] are, the bigger chance these organisations can expand their spaces, and thus civil society space

currently is expanded” (p. 12). Le et al. (2015b) also provide evidence that the existing civil society space and positive changes in community development in Vietnam, are currently determined mainly by civil society capacity.

In addition, there is research in Vietnam more closely aligned with the catalyst model by evaluating the communication for social change approach through a social norms perspective. Establishing social norms to create social changes is one of seven components to evaluate the catalyst role based on the ‘Integrated model of measuring the process of applying communication for social change and its outcomes’ by Figueroa et al. (2002). The research of Hue et al. (2015) highlights that social norms are a strong influence in the Vietnamese context, which is considered a collective society. According to Hue et al. (2015), there are two types of social norms – descriptive and injunctive. Descriptive norms are displayed broadly as role models which have influence on society, while injunctive norms are those that tell people what they should or should not do in a specific circumstance (Hue et al., 2015). In the Vietnamese context, this research argues that descriptive norms outweigh the injunctive ones (Hue et al., 2015). As a consequence, it is important that the catalyst practices themselves as a role model, a form of a descriptive norm, rather than an injunctive norm which just tells people what they should do.

Furthermore, regarding the context of community, most research related to CFSC in Vietnam is based on rural, rather than urban, situations (Le-Quang, 2014; Nguyen, Van de Fliert, & Nicetic, 2015; Rodríguez et al., 1996; Shefner-Rogers, 2013). The first reason for this is because 66.9% of Vietnam’s population still lives in rural areas (IFAD, 2012; Kinh, 2014, Le-Quang, 2014). As a result, most research funding for community development in Vietnam (which is largely from government and INGOs) is still used for issues in rural areas (Hoang et al., 2006; JICA, 2016; Le-Quang, 2014; Nguyen, Nguyen-Viet, Pham-Duc & Wiese, 2014; Nguyen et al., 2015; O. Nguyen, 2000; D. Phan, 2014; Shefner-Rogers, 2013; Rodríguez et al., 1996). Recently however, the rapid urbanisation in Vietnam (especially in HCMC), means there is an increasing amount of research related to urban issues. These studies usually concentrate on urbanisation issues such as changes in government management, population, infrastructure, economics and living standards (Belgian Development Agency, 2014; Le, 2011; Nguyen, 1996; World Bank, 2011).

Research related to urban community development is mostly about issues of migration in big cities such as Ha Noi, HCMC and Da Nang (Le, 2014; Coxhead, Nguyen, Vu, 2015; Nguyen, 2009; World Bank, 2015). These studies state that HCMC is the most popular destination for migrants with the highest percentage in Vietnam (29.5%, as the below figure). Most migrants come to urban areas to seek better education, then employment and to settle down for life in the city (Coxhead et al., 2015). Similarly, Vu (2016) indicates that in urban areas of Vietnam, people have higher education and have more opportunities to access information about community development through Internet and offline activities. As a result, the migrants in HCMC are more likely to be open-minded, to understand new community development concepts and to join activities which improve their quality of life in the community.

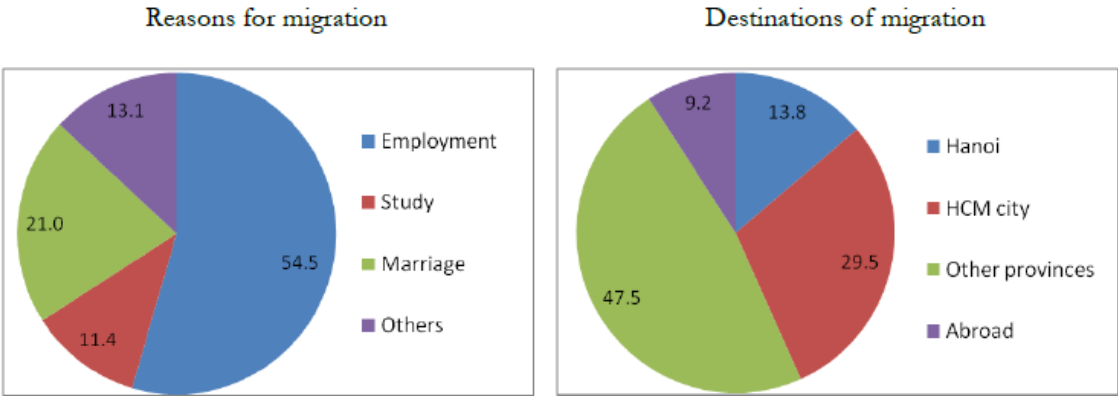


Figure 7: All migrants – migration reasons and destinations (Coxhead et al., 2015, p. 10).

However, there is almost no research that looks directly at the role of a social change catalyst in urban community development in HCMC. The evaluation impacts of a catalyst, using the participatory communication approach in urban community development, is still a gap in the literature and needs further exploring for deep understanding in the Vietnamese context, (especially in HCMC). Consequently, this research will contribute strongly to filling this gap.

5 Conclusion

The success and failure of most development projects are often determined by two crucial factors - communication and people's involvement (Servaes, 2007). Due to this fact, the catalyst, as an encouraging element for creating dialogue and taking action in the community, can be considered a significant research area in communication for development and social change. Although there are approaches used to evaluate projects' impact, there are not many studies

exploring the catalyst model as a development agency. The reason for this is that most of studies do not consider this catalyst role is vitally important in identifying problems, suggesting solutions and implementing actions for change. In Vietnam, research about communication for social change and community development in urban areas is not extensively covered compared to rural communities. This issue is particularly obvious in HCMC where there are hundreds of local NPOs, only a few published studies are done about them (especially from the catalyst perspective). Considering all of this evidence, it is clear that there is a strong need for research which evaluates the impact of a social change catalyst in urban community development in HCMC, Vietnam.

CHAPTER THREE: METHODOLOGY AND RESEARCH DESIGN

This chapter provides the research methodology, detailed research methods, the outline of questions which can be used in data collection and the data analysis. The methodology used in this research is based on the ‘Integrated model of measuring the process of applying the participatory communication approach and its outcomes’ developed by Figueroa et al. (2002). In this approach, research methods used include ethnographic non-participant observation, in-depth semi-structured interviewing and secondary data analysis. Ethnographic non-participant observation is used to gain deeper understanding of how LIN works with its stakeholders, especially NPOs from June to August 2016, without interfering in the daily activities of LIN and its stakeholders. In-depth interviews (with LIN’s staff, NPOs’ representatives and skilled volunteers) and secondary data analysis are other methods used in supporting the observation process to collect all the necessary data for this research.

1 Research Methodology

The impact evaluation of LIN on community development in HCMC is based on the ‘Integrated model of measuring the process of applying the participatory communication approach and its outcomes’ by Figueroa et al. (2002) (below diagram). Approaches exploring participatory communication usually only briefly mention the catalyst role in the initial stage of the whole social change process and consider it to be non-essential. On the contrary, the ‘Integrated model of measuring the process of applying the participatory communication approach and its outcomes’ directly provides the definition of the catalyst, argues the importance of the catalyst in CFSC and generates various indicators with detailed questions which evaluate the impact of a catalyst in this communication process. Thus, this research will use this model as the main research methodology.

In this model, Figueroa et al. (2002) point out seven outcome indicators, which are suitable for evaluating LIN’s impact. These indicators are leadership, degree and equity of participation, information equity, collective self-efficacy, sense of ownership, social cohesion and social norms. For each indicator there are dimensions, followed by detailed questions to measure the impact of the participatory communication process. The analysis will work on the three main strategic objectives of LIN; 1) NPO network facilitation; 2) NPO capacity enhancement and; 3) community fund coordination for NPOs.

Leadership	Extent of leadership
	Equity and diversity
	Flexibility
	Competence in encouraging and securing dialogue and action
	Vision and innovation
	Trustworthiness and popularity
Degree and equity of participation	Access to participation
	Extent and level of participation
Information equity	Awareness or correct information about issues of the program
	Enhanced free flow of information
Collective self-efficacy	Perceived efficacy to take action as a group
	Perceived capability of other community members
	Perceived efficacy to solve problems as a group
Sense of ownership	Importance of the issue or program to participants
	Responsibility for the issue/program
	Contribution to the program
	Perceived benefit from the program
	Perceived accountability from the program results
	Perceived personal identification with the program
Social cohesion	Sense of belonging
	Feeling of morale
	Goal consensus
	Social trust
	Social reciprocity
	Network cohesion
Social norms	Norms for participants
	Norms for leadership
	Norms about specific issue/program

Figure 8: List of social change outcome indicators and dimensions for measurement (Figueroa et al., 2002, p.38)

Leadership: With leadership that inspires without dominating, members are more likely to get involved in the process of social change by sharing the leaders' vision and programme benefits (Figueroa et al., 2002). LIN is considered a leader who facilitates the NPO network, enhances NPO capacity and coordinates the community funds for NPOs in HCMC. Hence, the two main dimensions of measurement for LIN's leadership is; a) degree of overall leadership competency (how competent would LIN's stakeholders say LIN is) and; b) degree to which the leader accepts conflict and uses it as a stimulus for change (how does LIN deal with conflict, dissatisfaction or disagreement between NPOs when discussing the issue).

Degree and equity of participation: This measures the range of participation from members of a community and also the diversity of activities that members get involved in, from planning, deciding on services and modes of delivery, resource mobilisation and management to evaluation outcomes (Figueroa et al., 2002). With this indicator, two dimensions used for LIN are; a) access to participation (activities LIN uses to encourage the participation of LIN's stakeholders, NPOs

and skilled volunteers) and; b) the amount of participation (the difference in participation levels of LIN's stakeholders).

Information equity: This term refers to the level of awareness and knowledge about an issue that is shared among different groups in a community. A high level of shared information is able to affect the level of participation in the implementation of CFSC (Figueroa et al., 2002). LIN provides various sources of information (website, social media channels, and monthly meetings) for NPOs. Hence, the dimensions used in this research are the level of NPOs' awareness about LIN's activities related to them, and the level of free flow information that LIN provides for NPOs (how NPOs access LIN's sources of information and raise their own opinions).

Collective self-efficacy: This refers to the confidence of the community to take action and solve problems as a group (Figueroa et al., 2002). The goal of LIN is to empower NPOs to maximise their potential in community development in HCMC, so this indicator is particularly important. Collective self-efficacy can be measured through in-depth interviews about the confidence levels that NPOs have in their network, and the NPOs capacity after participating in LIN's activities.

Sense of ownership: This is defined as the community's feeling or belief that the programme belongs to them and that they have a commitment to the programme (Figueroa et al., 2002). In this research, a sense of ownership is based on the level of LIN's importance to NPOs. This includes the degree to which NPOs' believe that they get benefits from LIN, the understanding that they are accountable for outcomes derived from LIN's activities and the percentage of NPOs who identify themselves as having a responsibility to contribute to LIN in order to enhance the quality of community development in HCMC.

Social cohesion: This involves forces that act on members of a group or community to remain and actively contribute to the group. In social cohesion, people want to be a part of the group and unite in the pursuit of group goals, thus social cohesion is the important consequence of successful collective actions (Figueroa et al., 2002). There are six dimensions of this indicator (a sense of belonging, feeling of morale, goal consensus, trust, reciprocity and network cohesion). In this research, social cohesion is analysed through stakeholders' feelings about LIN through in-depth, semi-structured interviews.

Social norms: These are people's beliefs about the attitudes and behaviors that are normal, acceptable or expected in a particular social context (Figueroa et al., 2002). Social norms are

important because in many situations people's perception of these norms will greatly influence their behaviors. According to Figueroa et al. (2002), there are three kinds of social norms in CFSC; 1) norms about participation; 2) norms about a specific issue/programme and; 3) norms of leadership. As a social change catalyst, LIN creates new social norms of community development in HCMC, for example ‘non-profit organisations (NPOs)’ and ‘skilled volunteering’. These social norms can be analysed by questions which are related to the extent of perceived approval about members' participation in the solution to the problem, perceived relevance of the NPOs in the community's involvement and perceived role of LIN as a community leader.

2 Research Methods

In this research, in order to achieve the outcome, the researcher employs the tools from ethnographic non-participant observation, in-depth semi-structured interview and secondary data.

2.1 Ethnographic non-participant observation

The ethnographic research method attempts to study social life by exploring it in the practices of day-to-day life, instead of an artificial research situation (Donge, 2006). In this method, the cognitive mode is ‘observation’ with two research strategies - non-participant observation and participant observation. In the non-participant observation, the researcher observes the subjects ‘from a distance’ without interacting with them (Gobo, 2008). Therefore, this method gives the researcher an opportunity to step inside the community, to observe and collect data without interrupting the daily activities of people in the community (Gobo, 2008).

In this research project, the ethnographic method will approximate an objective perspective on how LIN engages its various stakeholders, especially NPOs, and performs its function within community development in HCMC. During the data collection period, the researcher spent four weeks observing LIN’s communication activities and interactions with NPOs. All conversations and actions of stakeholders relevant to this project during the observation period were noted carefully and interpreted as materials for data analysis.

Activities	Expected outcomes
LIN direct meetings with NPOs (workshops, training programmes in LIN office) (Observe: How many meetings, what is the content of meetings, how many NPOs participate, how LIN and NPOs communicate).	<ul style="list-style-type: none"> • Degree and equity of participation of NPOs: The ways NPOs participate, contribute their ideas in meetings and LIN’s response. • LIN’s catalyst role in creating NPOs network and enhancing NPOs capacity: The ways LIN moderates the meetings and leads to suitable solutions for NPOs, as well as the ways NPOs

	react with LIN's work.
LIN's networking events in public places, which open for NPOs, skilled volunteers and donors. (Observe: How LIN organises these events, how stakeholders participate, what benefits NPOs can get from these events).	<ul style="list-style-type: none"> • Degree of participation of NPOs through their activities with other NPOs, skilled volunteers and donors. • Leadership of LIN in creating stakeholders' network: The ways LIN organises and moderates events, invites stakeholders and connects them to create benefits.
LIN's internal meetings (Observe: How LIN builds a strategic plan for its activities, how LIN assigns jobs for the staff, how LIN finds the resources of skilled volunteers and donors and uses them for NPOs).	<ul style="list-style-type: none"> • LIN's catalyst role in creating social changes in HCMC community development: LIN's strategies, social capitals LIN uses for NPOs in the urban context of HCMC. • Tasks of each of LIN's staff based on LIN's key strategies.
LIN's work with skilled volunteers (direct meetings and online information) (Observe: How LIN recruits, communicates and connects skilled volunteers with NPOs and follows up their work in NPOs, how skilled volunteers react with LIN's guiding).	<ul style="list-style-type: none"> • LIN's leadership in enhancing NPOs capacity through working with skilled volunteers.

Figure 9: The outline of observation process

Source: Author

2.2 In-depth semi-structured interview

According to Willis (2006), interview is a commonly used method in development research due to the range of 'factual' information that can be obtained, such as details of NGO policies or government initiatives. Semi-structured interviews follow the form of an interview schedule with suggested themes for all interviewees although there is space for interviewees to develop their own responses (Chilisa & Preece, 2005; Willis, 2006). In this research project, the in-depth semi-structured interview method was used to gather data on LIN's activities and the impact of these activities. There were nine individual interviews lasting about one hour with NPOs representatives, and three skilled volunteers who have experience working with LIN. NPOs were chosen for their variety, and this included well-established NPOs (NPOs established for many years and/or with a good record of operation), newly-established NPOs and local NPOs under the support of INGOs or government. Similarly, skilled volunteers were also chosen from different levels of work experience (both junior and senior). Furthermore, eight key informants who are LIN staff were also interviewed. The interviewees decided what was the most comfortable and convenient interviewing environment for them. They were also informed that their voices would be recorded and the consent forms were presented to them for their agreement before the interviews began. The outline of the questionnaire is below:

Interview LIN's staff:

Key questions	Sub questions	Expected outcomes
How was LIN established and what is its purpose?	<ul style="list-style-type: none"> • What motivated you to establish LIN? (for LIN's founder) • Why did you choose to set up LIN in an urban area, instead of a rural one? (for LIN's founder) • What is the main purpose of LIN's work in community development in HCMC? • How does the reality of practicing community development compare to the earlier vision and mission of LIN? Has LIN's mission and vision evolved as a response to HCMC needs? 	<ul style="list-style-type: none"> • LIN's degree of leadership in community development in HCMC. • The specific characteristics of creating social change in urban community development.
How does LIN work with NPOs in building an NPO network?	<ul style="list-style-type: none"> • How did LIN initiate and established the NPOs network? • When working with NPOs, how does LIN initiate and maintain conversations and build trust with them? • What activities does LIN do to keep developing and strengthening the NPOs network? • What are some of the challenges encountered in developing the NPOs network? • What are some of the opportunities resulting from establishing and maintaining a NPOs network in HCMC? 	<ul style="list-style-type: none"> • Degree and equity of participation LIN creates for NPOs in LIN's NPOs network.
How does LIN work with stakeholders, especially NPOs and skilled volunteers in enhancing NPO capacity?	<ul style="list-style-type: none"> • How does LIN recruit skilled volunteers, keep inspiring them to work for NPOs and evaluate the quality of their work? • How does LIN assess the capacity requirements from NPOs? • How does LIN match skilled volunteers with NPOs and support both sides in the whole matching process? • What challenges does LIN face in enhancing capacity for NPOs? • What are advantages resulting from the process of enhancing NPOs capacity in HCMC? 	<ul style="list-style-type: none"> • Degree of participation and sense of ownership LIN creates for stakeholders in enhancing NPOs capacity.
How does LIN work to organise community funds for NPOs?	<ul style="list-style-type: none"> • How does LIN announce information about community funds to NPOs? • What selection criteria are used in choosing suitable NPOs for attending the community funding campaign? • What process is used in following up, evaluating the impact of grants and reporting it to the public? 	<ul style="list-style-type: none"> • Degree of participation and accessibility of information as well as sense of ownership LIN creates for NPOs in granting management. • LIN's degree of leadership in organising community funds for NPOs.
What role does LIN play in the process of making social norms "community	<ul style="list-style-type: none"> • Has LIN observed a change in people's understanding of new terms like "community development", "NPO" and 	<ul style="list-style-type: none"> • Degree of LIN's role in establishing social norms "community development"

development", "non-profit organisation" [NPO] and "skilled volunteer" popular in HCMC?	<p>"skilled volunteer" before and after LIN was established?</p> <ul style="list-style-type: none"> • What do you think about LIN's role in making these social norms popular in HCMC? 	and "NPOs" popular in HCMC.
In your opinion, what is LIN's impact on community development in HCMC?	<ul style="list-style-type: none"> • What differences do you see in HCMC community development before and after LIN was established? • What impact has LIN created that made a difference? • What are opportunities and challenges for LIN in creating an impact on community development in HCMC? 	<ul style="list-style-type: none"> • Degree of LIN's leadership role • Degree of LIN's collective self-efficacy and LIN's social cohesion.
What are the key features of LIN's operating model that could be used to enhance the NPO sector integration beyond HCMC?	<ul style="list-style-type: none"> • Do you consider LIN's work standing as a model for community development? • What are some of the key characteristics of the LIN model that could be used to enhance the NPO sector outside HCMC? • What can LIN provide to support the development of LIN's operating model beyond HCMC? 	<ul style="list-style-type: none"> • Key features of LIN's model that could be applied for community development beyond HCMC.

Figure 10: Questions and expected answers for LIN's staff

Source: Author

Interview NPOs' representatives:

Key questions	Sub questions	Expected outcomes
How did your organisation become a LIN partner?	<ul style="list-style-type: none"> • How did you first hear about LIN? • How was the first time LIN and your NPO meet up? • Why did your organisation decide to be a LIN partner? • What did your organisation need to do to become a LIN partner? • What were your expectations when becoming a LIN partner? Have these expectations been met? If yes, how? If no, what has changed and why? 	<ul style="list-style-type: none"> • Degree of NPOs' information equity from LIN • Degree of LIN's leadership in community development of HCMC
How does your organisation benefit from being in LIN's NPOs network?	<ul style="list-style-type: none"> • What activities does your organisation get involved in through LIN's NPOs network? • What benefits does your organisation get from being a member of LIN's NPOs network? What challenges has your organisation faced when participating in LIN's NPOs network? • What solutions do you think will be helpful to adopt for addressing/solving these difficulties? 	<ul style="list-style-type: none"> • Degree of participation of NPOs in LIN's NPOs network • Degree of NPOs' sense of ownership and social cohesion when being a partner of LIN's network
What did your organisation get from LIN's enhancing NPOs capacity programmes?	<ul style="list-style-type: none"> • How does your organisation understand capacity development? • How did your organisation find out about 	<ul style="list-style-type: none"> • Degree of NPOs' participation, social cohesion and collective self-efficacy in LIN's enhancing capacity strategy.

	<p>LIN's enhancing capacity programmes?</p> <ul style="list-style-type: none"> • What programs has your organisation participated in to date? • Why did your organisation decide to participate in these programmes? How does your organisation take part in these programmes? • Is your organisation involved in the decision making process about how to participate and how is this done? • Is there a feedback process? Does your organisation feel comfortable giving unsolicited feedback? • Have you observed any changes in your organisation since you started working with LIN that you can directly or indirectly attribute to LIN's work with you? • What are some of the challenges your organisation has faced when participating in these programmes? • What solutions can be applied to overcome these difficulties? 	
<p>What did your organisation get from LIN's grant programmes?</p>	<ul style="list-style-type: none"> • How did your organisation find out about LIN's grants? • Was the information provided clear to you? • What is the process your organisation follows to receive the grants from LIN? • How does LIN support your organisation in this application process? • Does LIN follow up with your organisation on how you use the grant? • What are some of the challenges your organisation has faced in receiving grants from LIN? • What solutions could you suggest to improve the grant process? 	<ul style="list-style-type: none"> • Degree of NPOs' participation, information, collective self-efficacy and sense of ownership in LIN's grant management strategy.
<p>How do you think about "NPOs", "community development" and "skilled volunteer" terms before and after being a LIN partner?</p>	<ul style="list-style-type: none"> • Before becoming a LIN's partner, what did you think about "NPOs", "skilled volunteer" and "community development" terms? • Has your understanding of these words changed after becoming a LIN partner? How? • What has contributed to the changes in your thinking? 	<ul style="list-style-type: none"> • Degree of forming social norms from NPOs' perspective based on LIN work. • Impacts of LIN on creating social norms.
<p>What do you think about LIN's work with your organisation?</p>	<ul style="list-style-type: none"> • How much do you think your organisation is a part of LIN? • What do you think about LIN's role in the development of your organisation? 	<ul style="list-style-type: none"> • Degree of NPOs' sense of ownership and participation when being a LIN partner.

	<ul style="list-style-type: none"> • What are the key reasons that motivated your organisation to participate (or not) in LIN's activities? • Do you have any suggestions on how LIN can continue to improve its work with NPOs in HCMC? 	
What do you think about LIN's work in community development in HCMC?	<ul style="list-style-type: none"> • In your opinion, have you observed any changes in community development in HCMC before and after LIN was established? • What do you think about LIN's work in community development in HCMC? • What should LIN change or improve to create more benefits for community development in HCMC? 	<ul style="list-style-type: none"> • Degree of LIN's leadership role from the NPOs' perspective. • Solutions to improve LIN's work in community development in HCMC.
How possible do you think it is to establish the same organisation(s) as LIN in other urban areas in Vietnam?	<ul style="list-style-type: none"> • Would you consider the LIN model of operation is useful beyond HCMC? • What are some of the opportunities and challenges in establishing this type of operation? Especially with regards to working with NPOs as your organisation? 	<ul style="list-style-type: none"> • Key features to apply LIN's model for community development beyond HCMC from NPO's perspective.

Figure 11: Questions and expected answers for NPOs

Source: Author

Interview skilled volunteers:

Key questions	Sub questions	Expected outcomes
How did you become a skilled volunteer in LIN?	<ul style="list-style-type: none"> • How did you find out about LIN and the skilled volunteer programmes? • Why did you decide to become a skilled volunteer? • In your opinion, what is the difference between a skilled volunteer and a normal volunteer? • What was your understanding of "skilled volunteer" before and after you worked as a skilled volunteer for LIN? • What is the process of becoming a skilled volunteer with LIN? 	<ul style="list-style-type: none"> • Degree of information equity from LIN from skilled volunteers' perspective. • Catalyst role of LIN in working with skilled volunteers and creating a social norm for the "skilled volunteer".
What do you do as a skilled volunteer?	<ul style="list-style-type: none"> • How do you work with LIN in choosing an NPO to work with? Were you involved in the process of selecting the NPO that you are assigned to? • What do you do as a skilled volunteer in LIN and in your matched NPO? • In your opinion, what are some of the key changes in the NPO as a result of your work with them? • How do you communicate with LIN and the NPO in the matching process? • How does LIN respond to your feedback or questions in the matching process? 	<ul style="list-style-type: none"> • Degree of participation, sense of ownership, collective self-efficacy of skilled volunteers when working with LIN. • Degree of LIN's leadership in working with skilled volunteers and managing the enhancing NPO capacity programmes.

	<ul style="list-style-type: none"> • How does communication take place with LIN and the NPOs during your placement with the NPO? Does LIN monitor your work with the NPO? 	
How do you think about LIN?	<ul style="list-style-type: none"> • In your opinion, what is LIN's main objective and vision? • How much do you think you are part of LIN's team? What does LIN do to make you think like this? • What do you think about LIN's role in community development in HCMC? • Are there any changes in community development in HCMC that you think are created by LIN? • What does LIN need to do to provide better support for NPOs and skilled volunteers? 	<ul style="list-style-type: none"> • LIN's catalyst role in community development of HCMC from skilled volunteers' perspective. • Degree of skilled volunteers' sense of ownership in LIN.
Do you think LIN's model is transferable to other urban areas in Vietnam?	<ul style="list-style-type: none"> • In your opinion, what are advantages and disadvantages for an organisation such as LIN working with skilled volunteers in urban areas such as HCMC? • How possible do you think it is to establish a similar organisation to LIN in other urban areas in Vietnam? 	<ul style="list-style-type: none"> • Key features to apply LIN's model for community development beyond HCMC from skill volunteers' perspective.

Figure 12: Questions and expected answers for skilled volunteers

Source: Author

2.3 Secondary data

Secondary data is defined as information that has been collected by someone else (Finlay, 2010). Finlay (2010) states that this method is vital in evaluating progress and making comparisons over time. It is also useful for making initial explorations in the development area before doing the primary fieldwork (Finlay, 2010). In addition, Owens (2013) states that documented evidence can be seen in the form of written reports, publications, website pages, official statistics and other organisational documentation. However, Owens (2013) also emphasises that these documents are produced for a specific audience and purpose other than the researcher, so they are likely to contain bias. Therefore, these documents should be considered carefully to get the necessary information. In this research, the secondary data method is chosen because LIN produces annual reports about its activities and has annual NPO surveys from 2010 to 2016.

Moreover, there are also some previous studies related to communication and community development in Vietnam, which may create a rich background for this research. During the data collection period, the researcher spent the first two weeks exploring and arranging all secondary

data related to the research topic. This method provides a good opportunity to explore the impact of LIN on community development in HCMC and understand the context of community development in urban Vietnam.

3 Population and Sample

Identifying population and sample is an essential step in any research project because, "the sample distribution and characteristics allow findings to be generalised back to the relevant population" (O'Leary, 2010, p. 162). Since the research is employing a qualitative methodology, the reliability and validity of sample size is not dependent on large numbers, but rather on relevance to the question. Furthermore, a smaller sample can be useful for increased focus on obtaining the essential information (Cargan, 2007; O'Leary, 2010).

LIN and local NPOs (which join in LIN's NPOs network) are the main population targets of this research project. Thus, the researcher spent four weeks observing how LIN planned, operated communication activities and how NPOs interacted with LIN through these channels. Some good places for observation were LIN's office, LIN's events, LIN's meetings with NPOs and LIN's social media channels.

In addition, the researcher involved 18 participants for in-depth, semi-structured interviews, including eight LIN staff, nine NPOs representatives and three skilled volunteers.

LIN's staff: These were participants who have knowledge and experience with LIN stakeholders as well as LIN's strategic areas, which are using the participatory communication approach. In addition, they need to have worked in the organisation for at least one year.

Representatives of NPOs: These participants need to have worked in their NPO for at least one year and have attended at least one of LIN's communication activities as a representative for their organisation. Chosen NPOs need to be official partners in the NPO network of LIN, have attended LIN capacity enhancement programmes and have received grants from LIN. NPOs were chosen for variety and include well-established NPOs (NPOs established for many years and/or with a good record of operation), newly-established NPOs (NPOs established from less than one years to two years), and local NPOs under the support of the government or INGOs.

Skilled volunteers: These participants need to have worked with LIN and at least one NPO for at least one year, as well as have attended at least one of LIN's communication activities. Skilled volunteers were chosen from different levels of work experiences such as both juniors and seniors.

Number of participants	18 (8 LIN staff, 9 NPOs representatives, 3 skilled volunteers)
Gender	14 female, 6 male
Professional	Social worker; Project coordinator; Communication coordinator; Skilled volunteers (Human resource officer, Financial officer).

Figure 13: Summary information collected from participants

Source: Author

To ensure key informants were open and willing to participate in the research, various strategies were used including a self-selected process, non-random samples and snowball samples from existing relationships with people in the community (Gobo, 2008).

Moreover, the researcher also collected and examined document based evidence related to LIN, as well as community development in HCMC (before and after LIN was established in 2009), such as annual reports, publications, website pages, official statistics and other organisational documentation. Since most documentation resources in Vietnam do not exist in an online version, these documents needed to be collected at the LIN office, university libraries and local/national libraries.

4 Data Analysis

Data analysis is a process of exploring and interpreting complex data from sources to gain new understanding and knowledge (O'Leary, 2010). The analysis process in this research focuses on the impact of LIN's communication approach from the local NPOs' perspective. Follow by the below diagram, in the research process, the work of the researcher is to, "(1) organise raw data; (2) enter and code that data; (3) search for meaning through thematic analysis; (4) interpret meaning and (5) draw conclusions" (O'Leary, 2010, p. 257).

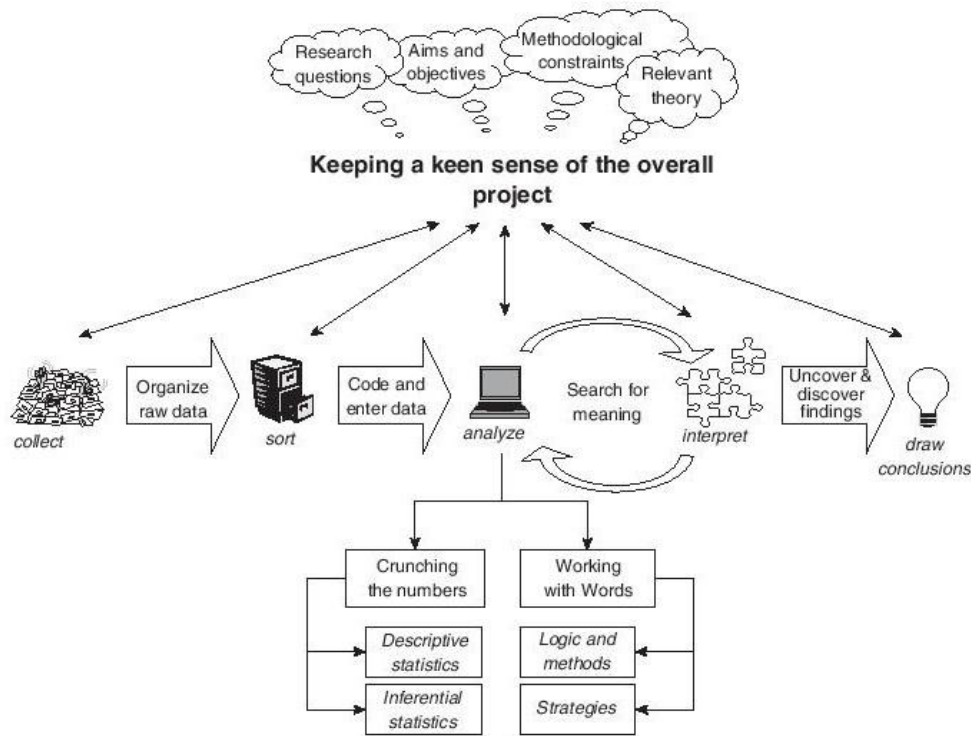


Figure 14: The process of reflective analysis (O'Leary, 2004, p.185)

In this research, because the 'Integrated model' by Figueroa et al. (2002) is used in the methodology, the whole analysis process provides answers for questions based on this model and ascertains the impact level of seven indicators including leadership, degree and equity of participation, information equity, collective self-efficacy, sense of ownership, social cohesion and social norms (Figueroa et al., 2002).

The in-depth, semi-structured interview data is organised and analysed by cross-case analysis, which means "grouping together answers of different people to common questions or analysing different perspective[s] on central issues" (Patton, 1990, p.376). In this approach, guided by questions from the 'Integrated model' (Figueroa et al., 2002), answers from different people were categorised by three groups (LIN staff, NPO representatives and skilled volunteers). Then, the researcher compared answers from different groups in relation to LIN's strategic objectives (NPO network facilitation, NPO capacity enhancement and community fund coordination for NPOs) to analyse and evaluate the impact of LIN's strategies on NPOs specifically, and community development in HCMC in general.

The ethnographic, non-participant observation data adds more information to the interview data by fostering a thicker description and in-depth, rich understanding of the situation and the activities of LIN and its stakeholders. In this case, the strategy of analysing observations is in relation to specific issues, meaning “the observation may be pulled together to illuminate key issues, often the equivalent of the primary evaluation questions” (Patton, 1990, p. 377). In addition, Wolcott (1994, as cited in Merriam, 2014) points out that in ethnographic analysis, there are three steps; 1) description (what is going on here); 2) analysis (the identification of essential features and the systematic description of interrelationship among them) and; 3) interpretation (what it all means). Therefore, this data was used to describe, analyse and interpret LIN’s role in facilitating NPO activities in HCMC, to understand the use of participatory communication tools and to evaluate LIN’s influence on community development in HCMC.

5 Ethical Considerations

An ethics application ‘Form A’ was submitted to the Unitec Institute of Technology Research Ethics Committee [UREC]. Before the start of data collection, the consent form was handed to the participants of the research to ensure the audio tape and all other collected information was used for the purpose of the research only. All of the tapes and other collected data shall be secured in a safe place and transferred to the principal supervisor for storing for five years from the date of collection.

As UREC’s consent form and participant information form in this research are originally in English, their Vietnamese versions were certified by an authorised person and handed to the participants in the field. Participants showed their agreement to participate in the research by marking in the signature sections. All these documents shall be secured in a safe place and used for the purpose of the research only. Moreover, for the comfort of the participants, the questionnaires were translated into Vietnamese which served as the primary language in all communication with the community during the research.

When using ethnographic, non-observation as a method for data collection, the researcher endeavoured not to intrude on the daily activities of LIN and the chosen local NPOs, only watching these activities from some distance, as if through a one-way mirror. In cases where photos of these activities were taken, the researcher ensured they had the permission of the people involved. When using the interview method, the researcher was cautious about the participants' reactions and provided all necessary assistance to the participants in order to ensure

that they were in a calm and comfortable state. Copies of the questionnaires and interview schedules and protocols, experimental protocols and procedures used, were submitted with the application to UREC.

CHAPTER FOUR: FINDINGS

The findings of this research are based on data collected through in-depth interviews with LIN's key stakeholders (LIN's staff, NPOs' representatives and skilled volunteers). The findings are enriched by observations of LIN's activities and engagement with stakeholders, as well as secondary data collection (LIN annual reports and NPO annual reports). The data provides insights into how stakeholders, especially NPOs, work with LIN and shows how LIN acts as a catalyst of change in urban community development in HCMC.

The findings in this chapter are divided into three sections which are LIN's staff's perspective, NPOs representatives' perspective and skilled volunteers' perspective. LIN's staff has contributed greatly to LIN's strategic areas (NPO network building, NPO capacity enhancement and NPO community fund coordination for NPOs) and works directly with stakeholders. Representatives of local NPOs are those who have participated in previous LIN capacity enhancement programmes and have received grants from community fund coordinated by LIN, thus they are able to provide valuable information about LIN's impact on their own NPOs. Skilled volunteers are people not working in LIN and NPOs, rather they are using their specific abilities, networks and resources in periodic volunteering roles. They are part of LIN's NPO capacity enhancement strategy and work directly with both LIN and NPOs. The skilled volunteers' perspective can provide objective reflections on the impact of LIN on NPOs. In short, an emphasis on the different perspectives is crucial in this evaluative research, as it seeks to engage the participants in most accurately measuring the impact of LIN's work. In the end of each section, there will be a summary to generate the most similar options of interviewees in each group. This works will be helpful for the final comparison to see how LIN creates the impacts on its stakeholders. All photos in this chapter are authorised by LIN to illustrate LIN's activities with its stakeholders.

1 LIN Staff's Perspective

The researcher interviewed eight LIN staff (including the founder of LIN) who are in charge of different tasks including NPO services, programmes management, grant management, communication, volunteering management and general management. Hence, their perspectives are central to understand the facilitation of LIN in community development in HCMC. The LIN

staff's perspective also provides a point of comparison with perspectives from NPOs and skilled volunteers in an overall evaluation of LIN's role.

1.1 LIN's NPOs' network

1.1.1 Network establishment

Key question	Sub questions	Expected outcomes	Answer (summary)
What is the role of LIN in community development in HCMC?	<ul style="list-style-type: none"> • What motivated you to establish LIN? (for LIN's founder) • Why did you choose to set up LIN in an urban area, instead of a rural one? (for LIN's founder) • What is the main purpose of LIN's work in community development in HCMC? • How does the reality of practicing community development compare to the earlier vision and mission of LIN? • How does LIN communicate with stakeholders, especially NPOs? • How is LIN funded? 	LIN's degree of leadership in community development in HCMC.	<ul style="list-style-type: none"> • LIN's founder sees that it is essential to have an organisation to connect NPOs together, to enhance their capacity and to introduce NPOs to donors in Vietnam. LIN staff are comprised of people who want to change careers from the corporate sector to the non-profit sector, and people who want to change the charity concept into the community development concept. • Most of NPOs in Vietnam are located in HCMC, so it is the best place to establish LIN. • Main purpose is Listening, Inspiring and Nurturing (LIN) to NPOs in HCMC. • LIN's work is new in naming the concept, but not new in concept itself. The problem is how to make people feel familiar with these concepts and get them to join in LIN's activities. • Mainly it is based on interpersonal communication. However, online communication is also used frequently among newly established NPOs. • LIN receives funds from international organisations and corporate donors (in Vietnam and overseas).

Figure 15: LIN's role in community development in HCMC

Source: Author

LIN has established the NPO network through various methods, from providing them opportunities to get grants for NPOs' projects, initiating the approach with NPOs in non-profit events, to searching for NPOs online. A report by LIN (2014a) identifies that in HCMC, only a small proportion (10%) of NPOs belong to government agencies, INGOs or international networks. The remaining NPOs are operated based on their own resources. Because these NPOs are running themselves, this is a serious weakness which is compounded by a lack of long-term strategy, sustainable financial resources and weak networking (H. Phan, 2014). As a result,

creating a NPO network, especially an NPO network from grassroots level, becomes a critical need when seeking to improve the quality of community development in HCMC.

LIN applies the participatory communication approach to build the NPO network through various activities. Initially, LIN established the NPOs network as an opportunity to disseminate grants from LIN's donors to community programmes. This promising funding support was an incentive for NPOs to attend LIN's workshops, which soon became a networking space leading NPOs to become LIN's partners. LIN staff also take the initiative in engaging in the field with NPOs. Since LIN staff have work experience in the non-profit sector in HCMC, this team uses their own networks to contact NPOs, visits these organisations and introduces LIN's work. They also use the internet and social media channels to connect with new NPOs and invite them to join the NPO's network. The researcher observed that the process of becoming a partner in LIN's network is straightforward. When both sides establish a clear understanding of each other's work, the NPO will officially be invited to become a partner of LIN's network. If a NPO is too small to have an office, LIN staff are prepared to hold informal discussions in the leader's house or even a public coffee shop.



Figure 16: LIN staff working with one NPO representative in NPO's office (LIN, 2016a)

After five years in operation, LIN has established a good reputation in the non-profit sector of HCMC. According to LIN's 2015 Annual Report, LIN is the largest NPO network in HCMC with 187 NPO partners. Recently, NPOs themselves have started taking the initiative to join the

network. Supported by the researcher's observation, every month, three to five new NPOs in HCMC are becoming LIN's NPO partners.

The conditions for being a LIN's NPO partner are deliberately kept simple. LIN does not require NPOs to submit legal papers. In Vietnam, NPOs are still a 'sensitive' sector politically because the government controls the process of establishing NPOs strictly. Most NPOs in HCMC are not registered legally, which creates many professional challenges. The founder of LIN is an American with more than 10 years working experience in Vietnam. They state:

Before establishing LIN, I did a survey and field trip to 15-20 NPOs in HCMC with my interpreter and I understood the legal difficulty. Hence, to be a partner of LIN, we just need NPOs to provide evidence of the three 'Nos' (No profit, No politics and No religion). There is not the requirement of legal papers because we do not want the paper process to become an obstacle for NPOs to receive benefits from LIN (LIN's founder, personal communication, July 25, 2016).

Furthermore, LIN has a website (Vietnamcauses.org) which gives NPOs their own platform to introduce themselves to the public and connect with other NPOs. LIN sees this site as a networking space for NPOs with their own stakeholders. According to LIN staff #8: "We want to build up this site similar to Airbnb or Ebay. NPOs can post information and connect with their stakeholders (donors, volunteers) by themselves. LIN is only the facilitator and NPOs are owners of their sites". (June 20, 2016)

Nevertheless, NPOs do not use this website as much as LIN expected because the website has not been professionally designed and isn't yet convenient to use (LIN staff #2, LIN staff #3, LIN staff #7).

1.1.2 Network maintenance

Key question	Sub questions	Expected outcomes	Answer (summary)
How does LIN work with NPOs in building the NPO network?	<ul style="list-style-type: none"> • How did LIN initiate and established the NPOs network? • When working with NPOs, how does LIN initiate and maintain conversations and build trust with them? • What activities does LIN do to keep developing and strengthening the NPOs network? • What are challenges encountered in developing the NPOs network? • What are opportunities resulting from establishing and maintaining a NPOs network in HCMC? 	Degree and equity of participation LIN creates for NPOs in LIN's NPOs network.	<ul style="list-style-type: none"> • Initially LIN established the NPOs network as an opportunity to disseminate grants, then invited NPOs to the LIN's NPO network to have even more benefits. • LIN staff actively talk with NPOs, do site visits, understand NPOs' needs and supports them in this, shows them that LIN is willing to support. • 187 NPOs in LIN's network, categorised into two groups by 2015 annual NPOs survey: T1 (work directly) and T2 (just send email). • In T1, categorising NPOs into three groups based on the similarity between LIN staff's age and NPOs' representatives' ages: young, middle and older ages to work closely. • Challenges One: NPOs are varied and they have different development levels of being suitable for LIN. • Challenges Two: Obstacles from the government (government does not support the NPOs collaboration due to the fear of anti-government groups). • Opportunities: NPOs trust LIN and they want to work with LIN. They understand the benefits they can get from LIN.

Figure 17: LIN's work with NPOs in building NPO network

Source: Author

The 187 NPOs in LIN's network are separated into two groups: Tier One includes NPOs that participated in LIN's annual survey and Tier Two includes all the remaining. According to LIN (2016a), there are 86 NPOs partners in Tier One and 101 NPOs are in Tier Two. Tier One members have the priority in receiving benefits from LIN. For example, NPO coordinators usually work directly with them, while Tier Two only receives information through LIN's email service. According to LIN staff #1:

The difference between Tier One and Tier Two is always announced clearly with NPOs. At the end of each year, the whole LIN staff is assigned to call all NPO partners to encourage them to fill out the annual survey. Since the survey is long and quite complicated, we also offer to help NPOs to fill the survey if they need (explaining, instructing how to use the online form). Last year, about 40% of NPOs used our support to fill the survey. (LIN staff #1, July 8, 2016)

The 86 NPOs in Tier One are separated into three groups (about 30 NPOs per group), led by one member in the LIN NPO team. Currently, the separation is simply based on the age similarity between LIN's NPO team members and the NPOs' representatives. For example, the 25 year old LIN staff member works with NPOs' representatives who are 20 to 30 years old, the 35 year old LIN staff member works with other NPO representatives who are 30 to 40 years old. This separation helps LIN staff to exercise strong interpersonal communication and enriches the trust of NPOs in LIN. To elaborate:

We are at the same age, so if a NPO has any issues, its representative always feels easy and comfortable in sharing these with me as a friend, not as a person from another organisation or from a higher position than him (LIN staff #3, July 7, 2016).

This fact also explains the most popular participatory communication approach LIN staff use to maintain the NPO network is face-to-face talking and sharing. Nevertheless, LIN does not have a professional system for monitoring and evaluating their NPO network. They keep in touch with NPOs informally by talking with NPOs after the completion of LIN's programmes or public events organised by LIN. If NPOs do not attend these events, NPOs and LIN almost lose connection. Multiple LIN staff members recognise this situation as a big gap in their work with NPOs, limiting their opportunities to better understand the need of all NPOs (LIN staff #1, LIN staff #2, LIN staff #3, LIN staff #4, LIN staff #7).

1.1.3 Summary

LIN is the first NPO in HCMC that conceived of and applied the idea of an NPO network. Currently, LIN is the largest NPO network in HCMC with 187 members who are attracted by the various supports that LIN offers, such as enhancing capacity programmes and grant programmes. Before LIN was established, NPOs in HCMC (especially non-registered NPOs at grassroots level) were not connected in any way. LIN staff, especially NPO coordinators, have experience working in the non-profit sector at a grassroots level. They usually establish and maintain the NPO network by taking an interpersonal communication approach. However, LIN does not have a professional evaluating network system to keep track of all NPO partners. In short, from LIN's perspective, LIN already plays the role of a catalyst by bringing together a large number of NPOs from different sectors, facilitating and nurturing the network and then providing the NPOs with qualified capacity enhancement programmes.

1.2 Non-profit capacity enhancement

1.2.1 Working directly with NPOs

Key question	Sub questions	Expected outcomes	Answer (Summary)
How does LIN work with stakeholders, especially NPOs and skilled volunteers, in enhancing NPO capacity?	<ul style="list-style-type: none"> • How does LIN recruit skilled volunteers, keep inspiring them to work for NPOs and evaluate the quality of their work? • How does LIN assess the capacity requirements from NPOs? • How does LIN match skilled volunteers with NPOs and support both sides in the whole matching process? • What are some of the challenges LIN faces in enhancing capacity for NPOs? • What are some of the advantages resulting from the process of enhancing NPO's capacity in HCMC? 	Degree of participation and sense of ownership LIN creates for stakeholders in enhancing NPO's capacity.	<ul style="list-style-type: none"> • LIN has many programmes to enhance the capacity of NPOs, including programmes with skilled volunteers and without skilled volunteers. Vietnam has a long history of being a volunteering culture but people are not familiar with skilled volunteering, so the process of recruiting skilled volunteers is not easy. • LIN usually talks with NPOs, encourages NPOs to do surveys and implements the focus group interviews to understand their requirements and design suitable programmes. LIN is the only NPO in HCMC with a full time staff member in charge of volunteering services. The process is similar with working in a Human Resources agency. There are different types: one on one, online matching and CPI (work with a skilled volunteering team in a project). • Challenge One: NPOs do not know that they need to enhance their working capacity and which capacity is important for them, therefore only NPOs understanding this concept want to attend these programmes. • Challenge Two: The difference in development levels of NPOs leads to difficulties for LIN to design suitable programmes for all NPOs. • Challenge Three: Adapting the Western concepts into a Vietnamese context, for example skilled volunteering. • Opportunities: Most NPOs are keen on learning new things. LIN has rich resources of guest speakers for capacity enhancement programmes.

Figure 18: LIN's work with NPOs in capacity enhancing.

Source: Author

This section discusses capacity building work undertaken by LIN, as it works directly to enhance the capacity of the HCMC NPO sector. According to LIN (2016a), its direct work with NPOs in capacity enhancement includes incubator service for start-up NPOs, training

workshops, morning coffee events (talks with topics related to community development for NPOs), e-learning toolkits for NPOs, an advisory day one-on-one between LIN staff and NPOs and a leadership circle programme designed for young leaders of NPOs.

Most of interviewed LIN staff (LIN staff #1, LIN staff #4, LIN staff #5, LIN staff #6, LIN staff #8) indicate that these programmes are created based on NPOs' requests. LIN collects NPOs' requests through annual surveys, direct discussions with NPOs and feedback after each programme. For example, according to LIN staff #1, the idea for an online toolkit for NPOs was created in a meeting between NPOs and LIN. Everyone agreed that online toolkit programmes would be more convenient for NPOs who were unable to attend LIN offline workshops. This resulted in LIN working with Vietnamese and American non-profit experts to create online skills toolkits which were then disseminated to NPOs through LIN's website (LIN staff #1).



Figure 19: A workshop outside organised by LIN for NPOs (LIN, 2016a)

In addition, LIN provides capacity enhancement programmes in close collaboration with the corporate sector, (most of LIN's guest speakers and skilled volunteers are from the corporate sector). Some significant topics are human resource management, fundraising, proposal writing and organisational development. Other NPOs agencies working in HCMC only focus on providing social workers with training that is specific to social work skills. This is done under

government support and not in collaboration with the corporate sector. LIN staff #1 explains this difference:

We are not experts in social work research and most of us are also not professional social workers. Our strength is a broad network with the various sectors, especially the corporate one. Hence, we think it will be good that local NPOs, which do not have much support from the government, get knowledge from the corporate sector to work more professionally and effectively. These skills will be also necessary for NPOs to work with the corporate sector for fundraising or skilled volunteering. (LIN staff #1, July 8, 2016)

In all the capacity enhancement programmes organised by LIN, the priority principle is peer sharing. Based on the researcher's observation, LIN staff always encourage NPOs to raise their voices and provides an evaluation form for NPOs to fill out after all workshops in order to get feedback about the service. LIN staff #1 states:

LIN does not want to be a school where LIN is a teacher standing higher than other NPOs. Hence, we do not organise full day or long term courses, we only organise half day sharing workshops. We want to open new doors for NPOs and inspire them to explore the non-profit world by themselves, instead of being dependent on LIN. (LIN staff #1, July 8, 2016)

1.2.2 Working indirectly with NPOs through skilled volunteers

LIN is the only NPO in Vietnam with official programmes connecting NPOs with skilled volunteers. LIN does this work in two ways - networking (matching individual skilled volunteers) and the Community Partnership Initiative [CPI] (a skilled volunteering team for one project over the space of three to six months). According to LIN's 2015 annual report, there were 468 skilled volunteers matched with NPOs and more than 7000 hours that skilled volunteers contributed to various NPOs through LIN's matching service.

1.2.2a Networking and matching skilled volunteers

Although volunteering culture has a long history in Vietnam, with various annual volunteering programmes for youth in school, these programmes seldom mention skilled volunteering. Skilled volunteering, which means using volunteers' specific abilities, networks and resources to support the cause, is a completely new concept in Vietnam. As a result, LIN has had to invest a lot of time and effort to raise NPOs' awareness of this concept:

Although the content of NPO X was good, their presentation was so bad that they lost one grant award in the LIN grant competition. At first, they did not recognise what they were

lacking, so I had to talk with them, gave them questions. Then they admitted that they needed skilled volunteers in communication to improve their brand (LIN staff #6, 25 July, 2016).

LIN staff act as a human resources agency, finding professionals who want to be skilled volunteers and facilitating meetings between NPOs and skilled volunteers. When both sides have a clear understanding of each other's work and agree to work together, LIN provides documentation for skilled volunteers to sign up, signaling a strong commitment. Then, LIN sometimes update the matches between NPOs and skilled volunteers based on direct discussions or emails conversations. There is no professional evaluation for the impact of this process.

Since 2015, the skilled volunteer concept has started to become more popular in the public. LIN organises Mandala Night, a networking event where skilled volunteers and NPOs are able to connect together on their own initiative. However, Vietnamese people are not familiar with networking, so LIN has to work as a facilitator for networking activities, organising specific topics for everyone to discuss. LIN also built Bluebees.org, a website where NPOs and skilled volunteers (Vietnamese and foreigners) are able to post their requirements and match themselves up.



Figure 20: LIN staff supports NPO's representative talking with skilled volunteers (LIN, 2016a)

1.2.2b Community partnership initiative programme

Community Partnership Initiative [CPI] is a programme in which LIN invites companies and skilled professionals in HCMC to apply their professional skills and experience to benefit the community (LIN, 2016a). A team of skilled volunteers will work with one NPO on a specific

project for a period of three to six months. Based on the needs of the NPOs and the capacities of the skilled volunteers, LIN staff automatically matches NPOs with skilled volunteering teams. In fact, LIN pays more attention to CPI than the individual matching process because LIN can directly enhance its relationship with various stakeholders (NPOs, skilled volunteers and donors). For example, in the initial meetings between NPOs and the skilled volunteer team, LIN staff members always facilitate the talk and help the two sides understand each other better (observation note). The biggest challenge in both forms (CPI and individual process of matching) is the risk of a failing relationship between NPOs and skilled volunteers. When NPOs and skilled volunteers have different visions or different availability times, they usually lose the motivation to work together and decide to end their partnership. The annual failure rate is approximately 20-30% (LIN staff #6):

Vietnamese people are not familiar with skilled volunteering and it easily causes conflict in communication about this topic. NPOs usually feel hesitant about asking skilled volunteers of many requirements, while skilled volunteers usually keep this task below the priority of their job and family. Hence, LIN needs to be very patient to work with both sides and maintain a good relationship. However, we always try to not manage this partnership, letting NPOs and skilled volunteers work together by themselves as much as possible. (LIN staff #6, July 25, 2016)

1.2.3 Summary

These findings indicate that LIN has a role as a catalyst for capacity enhancement in NPOs. LIN is the first organisation which provides capacity enhancement programmes for local grassroots NPOs in HCMC.

LIN's work creates opportunities for NPOs to work more professionally, especially in collaboration with the corporate sector (they invite professionals in this sector to become guest speakers and skilled volunteers). LIN focuses on peer sharing, direct communication through short workshops and a one-on-one advisory day. NPOs are encouraged to take ownership by contributing their ideas and their skills to support each other.

LIN also creates various programmes which connect NPOs with skilled volunteers to expand their circle partnerships. Nevertheless, skilled volunteering is still a new concept in Vietnam, so it takes time and patience to increase true participation of all stakeholders in these programmes.

1.3 NPOs community fund coordination

Key question	Sub questions	Expected outcomes	Answer (summary)
How does LIN work to coordinate the community funds and manage grants for NPOs?	<ul style="list-style-type: none"> • What are LIN's current grant programmes? • How does LIN announce information about grant programmes to NPOs? • What selection criteria is LIN used in choosing suitable grantees? • What process is used in following up and evaluating the impact of grants in NPOs? What process is used for reporting to donors? 	Degree of participation and accessibility of information, as well as sense of ownership that LIN creates for NPOs in grants management. LIN's degree of leadership in coordinating community funds for NPOs.	<ul style="list-style-type: none"> • Narrow the Gap [NTG] is the most significant grant programme in LIN and it is a community fund. The selection criterion was designed by non-profit experts, but the final decision belongs to the public. • The format of NTG includes four steps; 1) a public campaign organised by LIN to help the community address the social problem; 2) local NPOs propose solutions to the problem; 3) experts and the community vote for the best projects and; 4) the grant gets implemented by the grantees. • LIN sends an email to all NPOs to announce the grant and organises a brief session to explain the programme with NPOs. • The community chooses the topic for the next year, contributes ideas for NPOs' proposals, votes online and offline for the grant proposals. • LIN works as a facilitator to connect NPOs with skilled volunteers, donors and the public. LIN is the key organisation which looks for donors (companies and individuals) and designs the online campaigns to promote the topic every year. • In NTG, the degree of participation and the sense of ownership are crucial the success of this programme. • However, based on the specific socio-political context of Vietnam, Vietnamese people are still not familiar with being involved in the decision making processes for community issues. Therefore, LIN staff still need to spend time and effort popularising the community fund concept and securing the engagement of the public and NPOs.

Figure 21: LIN's work coordinating community funds for NPOs.

Source: Author

Besides capacity enhancement programmes, another important support that LIN offers NPOs is community fund which provides grants for NPOs. The main programme is Narrow the Gap [NTG] and its process is presented in the below diagram. It is a community fund, which brings local resources together to support local NPOs in HCMC. According to LIN (2016a), “by

engaging people with a shared vision, by pooling available resources and by investing together in projects that address local needs, a community fund helps make it easier and more rewarding for people to become more strategic with their giving” (p. 1). LIN works as a facilitator for the grant, pulling together the participation of multiple stakeholders.

All funding resources come from outside donors (both companies and individuals). According to LIN (2016a) in 2015 donors donated about \$(US)100,000 to this grant. The process of the NTG grant can be seen in the diagram below. NTG is separated into three terms throughout the year (term one in March, term two in July and term three in December). When the term starts, LIN sends an announcement about the grant to all their NPO partners, and organises an open briefing session about the grant process so that all NPOs can get detailed information about the grant. LIN staff member #4 states, “usually LIN does not have any influence on the participation of NPOs in this competition. NPOs are free to explore the theme, the grant process and to decide their attendance”. (LIN staff #4, July 12, 2016)

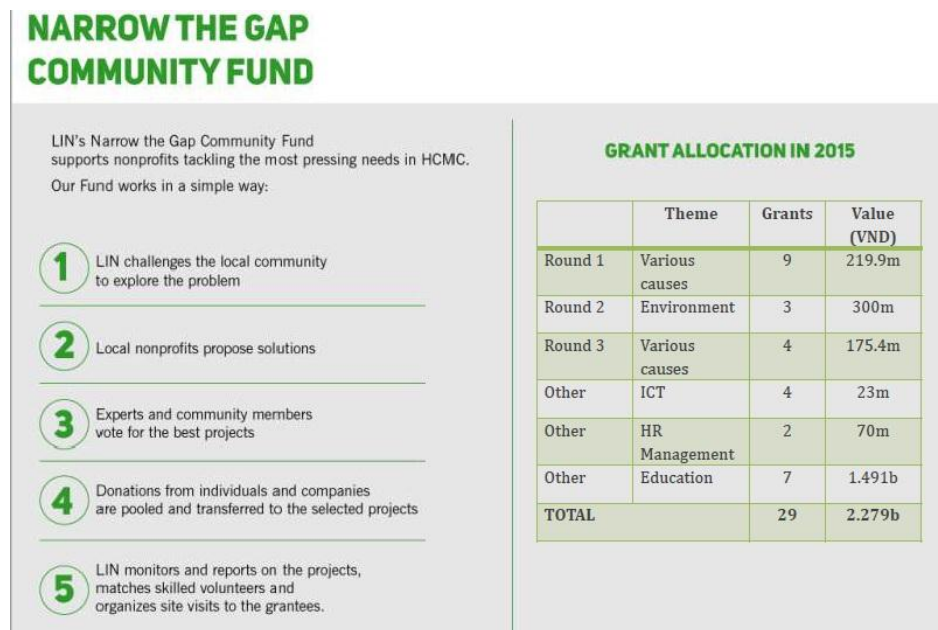


Figure 22: Process for the NTG community grant allocation 2015 (LIN, 2016c, p. 3)

Additionally, in the second term (which offers NPOs the largest grant value), LIN also facilitates social media campaigns (along with the annual theme about raising public awareness of the cause), and encourages the public to contribute their ideas for NPOs’ projects. For example, in NTG 2013 with the education theme, the general public was encouraged to take

photos and post them on Facebook with captions presenting their ideas for better education in Vietnam (as the below photo). One NTG donor committed to donating \$(US)2 for every photo uploaded. As a result, according to the 2014 NTG report, there were 800 photos posted on Facebook in support of the education campaign in just ten days and the donor provided \$(US)1,600.00 for the grant based on this number (LIN, 2014c). In this campaign, many people suggested that educational projects should connect the public with marginalised groups. As a result, most of the projects that received grants implemented this idea. For example, ‘Your understanding lightens our life’ is a project that published a handbook on ‘The basics of visual disability’ and offered 500 sighted people an opportunity to experience a day in the life of 200 visually impaired persons.



Figure 23: Raising your hand to raise your support for the education campaign in NTG 2013 (LIN, 2014c)

In the NTG process, the researcher observed that LIN plays the catalyst role in strongly supporting NPOs. LIN provides workshops and one-on-one advisory sessions focusing on proposal writing and presentation skills for NPOs. Guest speakers and advisors are skilled volunteers from different sectors such as community development, advertising, marketing and

strategic planning. Then LIN organises a dialogue workshop between NPOs and a small representative group of the public hailing from various backgrounds such as education, the corporate and non-profit sectors, industry and agriculture. NPOs present their proposed projects and receive feedback from this representative public group to enhance their projects in the final round. In the final round, LIN invites skilled volunteers to support NPOs in promoting their projects to the public by producing a short introduction video and organising an event booth.

However, LIN is not the decision maker in this grant. Instead, LIN invites and encourages the public to come and explore the NPOs projects and then vote for their favorite:

We (LIN) do not want people to think that LIN is the owner of NTG. We want everyone [to] know that NTG is a community fund and each person has the right to join, to know and to vote for his/her favorite project. (LIN's founder)

In fact, the results contrast with LIN's expectations as many people (from the public) do not understand LIN's intention; "Many people thought that [LIN's only] activity is organising Narrow the Gap. They assumed that LIN, not [the] community, was the owner of this grant and they did not know that LIN has many other programmes" (LIN staff #5, 20 July, 2016). In addition, after five years of NTG, LIN also recognises that the public does not understand enough about community development to make the considerate choice when voting. LIN staff acknowledges that this process takes time and requires both LIN and the rest of society to enable this broad understanding to happen. Thus, the format of NTG keeps changing each year to enhance the engagement among the public and NPOs, as well as to raise public awareness about community funding.

After the public chooses the grantees, LIN monitors the grant and reports on the project's process through public communication channels such as the [Narrow the Gap website](#) and [Narrow the Gap Facebook](#) page. LIN also organises site visits for the public and evaluates the projects' progress. However, the problem is that LIN does not have a professional evaluating system to accurately measure the impact of NTG on LIN's stakeholders, especially the NPOs. Furthermore, the public does not rate the evaluation step as important, with LIN staff #4 stating, "Most of them do not care about the projects' result that they voted for, and do not attend the field visit that we organise" (July 12, 2016).

In summary, NTG can be considered a programme where LIN applies a participatory communication approach that also provides LIN an opportunity to play a catalyst role. According to LIN, the degree of participation and the sense of ownership offered to NPOs and other

stakeholders (donors, the public and skilled volunteers) are keys in the success of this programme. However, based on the specific socio-political context of Vietnam, Vietnamese people are still not familiar with the participatory approach and being involved in the decision making process for community projects. LIN staff still need to invest much time and effort in popularising the community fund concept among the Vietnamese public, as well as maintaining NPOs' and the public's engagement throughout the whole grant process of application, allocation and delivery.

1.4 LIN's role in creating new social norms

Key question	Sub questions	Expected outcome	Answer (summary)
What role does LIN play in the process of changing social norms regarding community development, non-profit organisations [NPOs], skilled volunteer in HCMC?	<ul style="list-style-type: none"> • Have you observed a change in the ways terms like “community development”, “NPO” and “skilled volunteer” are perceived before and after LIN was established? • What do you think about LIN’s role in making these social norms popular in HCMC? 	Degree of LIN’s role in creating and making social norms regarding community development and NPOs popular in HCMC.	<ul style="list-style-type: none"> • LIN staff indicated that LIN plays a catalyst role in popularising these terms to become social norms because LIN is the first organisation using these terms and they have the intention of popularizing them through all their communication channels. • Even LIN staff did not know these terms before LIN was established. They learned these terms when they started working with these words in LIN programmes. These terms now are not only popular in the South but also in the North of Vietnam. • However, the mass public still does not understand them fully and correctly. There is only a small group in the non-profit sector and corporate sector who understand them well.

Figure 24: LIN’s role in the process of making social norms around community development, NPOs and skilled volunteer popular terms in HCMC.

Source: Author

Aside from organising activities, LIN also contributes to introducing a new set of social norms for the concepts of NPO and skilled volunteer. Evidence has been collected from interviews with LIN staff and therefore represents their perspective on how they understand

these social norms and how their work at LIN contributes to the introduction of these two terms into the Vietnamese NPOs community.

1.4.1 Non-profit organisation

Five out of the eight LIN staff say LIN always tries to popularise the term ‘non-profit organisation’ (*tổ chức phi lợi nhuận*) to the public through LIN’s documents and presentations. Before LIN was established, people perceived local NPOs as charity organisations (*cơ sở từ thiện*) or social welfare organisations (*cơ sở bảo trợ xã hội*).

In the Vietnamese language, ‘social welfare organisations’ usually refers to organisations that have the support of the government and work under the Ministry of Social Welfare. ‘Charity organisations’ means organisations that have the support of philanthropists or rich individuals. ‘Non-government organisations’ (*tổ chức phi chính phủ*) is also a popular way of referring to NPOs. However, in Vietnam, ‘non-government organisations’ [NGOs] is a sensitive word due to the authoritarian nature of Vietnamese politics. The government assumes that a ‘non-government organisation’ indicates an ‘anti-government organisation’ and it controls these organisations strictly. The Vietnamese public, influenced by the government’s prejudice, shows a lack of willingness to be involved in these organisations. This led to LIN deliberately taking a different approach, instead using the term ‘non-profit organisation’:

We think that there is a need for another name (other than NGO), which is more neutral, friendly and helps the public understand more correctly the non-profit sector. Finally, we chose ‘non-profit organisation’, which was not mentioned much before in Vietnam, but actually presented these organisations in a very simple and easy to understand way. (LIN’s founder, 25 July, 2016)

LIN’s choice of the ‘non-profit organisation’ term to use in all its formal documents and presentations has contributed to the popularising of the ‘non-profit organisation’ norm in the non-profit community in HCMC. Even in Hanoi recently, many organisations have started naming themselves as NPOs. LIN staff #5 states:

The final purpose of LIN is to create the trust of NPOs and the non-profit sector in the public. This trust can be created in many different ways, including the correct naming of these organisations to make people have a neutral and correct understanding about the non-profit sector. (LIN staff 5#, June 20, 2016)

1.4.2 Skilled volunteer

Volunteering is a popular concept in Vietnam due to various annual volunteering programmes familiar to communist societies such as Mua He Xanh, Tiep Suc Den Truong volunteering programmes in summer. However, the concept of a ‘skilled volunteer’ is completely new. All LIN staff agree that the term ‘skilled volunteer’ has been introduced in Vietnamese language by LIN. Seven of the eight LIN staff (except the American founder) indicate that they did not know the concept of the skilled volunteer before they started working at LIN. Before they joined the LIN team, they either thought that volunteering meant helping the poor in charity trips to remote areas, that volunteers were students who had free time and wanted to do community service and that all volunteering work stopped when the volunteer got a full time job. When they were exposed to the ‘skilled volunteer’ concept from LIN, they started understanding that volunteers can also be professionals who are working full time and are able to volunteer their specific skills (LIN staff #5, LIN staff #6). As the researcher observed, LIN emphasises this term in all its activities, but especially in capacity enhancement programmes. However, some LIN staff also indicate that this term is only popular within LIN’s stakeholders, not the mass public. It still takes time and effort to make this term and concept widespread in Vietnamese society (LIN staff #1, LIN staff #5, LIN staff #8).

1.5 Key features of LIN’s operating model to apply on other urban areas of Vietnam

Key question	Sub questions	Expected outcome	Answer (summary)
What are the key features of LIN’s operating model that could be used to enhance the NPO sector beyond HCMC?	<ul style="list-style-type: none"> Do you consider LIN’s model transferable/applicable to other urban areas in Vietnam? What are some of the key characteristics of the LIN model that could be used to enhance the NPO sector outside HCMC? What support can LIN provide for the development of LIN’s operating model beyond HCMC? 	Key features of LIN’s model that could be applied for community development beyond HCMC.	<ul style="list-style-type: none"> Three essential elements: NPOs community, donors community and professional community (corporate as well as non-profit). It is difficult to apply exactly the LIN model to other NPOs, but NPOs can apply some of LIN’s programmes to their projects in different urban areas.

Figure 25: Key features of LIN’s operating model that could be used to enhance the NPO.

Source: Author

According to LIN's staff, to create a development agency such as LIN in other urban areas, the three key features are a strong network of NPOs, qualified skilled volunteers and a good connection with the corporate sector. As the researcher observed, another important feature are the staff members who come with a strong network of local stakeholders (NPOs, skilled volunteers and donors). Most LIN staff say that they do not think LIN is a model that could be totally applied to other urban areas because LIN was established on the specific context of HCMC. Currently in Vietnam, only HCMC has enough conditions to provide a conducive environment for this model to take place: nearly 1/3 of NPOs in Vietnam were established in HCMC; most highly qualified human resources and big companies are established in HCMC; HCMC is the most powerful economic center of Vietnam and HCMC has an open-minded and strong philanthropic culture, which can lead to a stronger corporate philanthropy than in other areas.

LIN staff #1 argues that although Hanoi, the capital of Vietnam, is also a large urban area, the LIN model may not work well there because of differences in social and cultural context:

Hanoi is a political hub and the activities of NPOs in Hanoi focus on advocacy. In addition, Hanoi has a long history of being oppressed by conservative communism thinking, thus people are not totally open to giving concepts and local community development activities.
(LIN staff #1, July 8, 2016)

Even though it is difficult to apply LIN's model in other urban areas, some activities still can be applied to NPOs outside HCMC (especially in Hanoi). LIN staff #5 advocates for this possibility, stating "we are happy to share models of LIN's programmes as well as our experience to other organisations. They can modify these programmes to be suitable for their own context". (LIN staff #5)

1.6 Summary of LIN's staff's perspective about LIN's impact on community development, especially NPOs in HCMC

From the LIN staff's perspective, LIN works as a catalyst for community development in HCMC, contributing to the process of building a NPO network, enhancing NPO capacities, coordinating community funds for NPOs, as well as popularising new social norms and concepts ('non-profit organisation', 'skilled volunteer' and 'community fund'). LIN uses participatory communication approaches (listening, inspiring and nurturing) to engage stakeholders, enrich NPOs' ownership in activities facilitated by LIN and create space for NPOs to speak with their own voices.

However, LIN staff point out that there are still several obstacles in this process. The different NPOs' levels require different approaches to provide appropriate services for their needs. Moreover, based on the specific socio-political context of Vietnam, Vietnamese people are still not familiar with being involved in making decisions about community projects. Some of LIN's concepts and programmes are not introduced clearly to the public and this has created several misunderstandings. LIN also does not have a professional evaluating framework to exactly measure its impact on community development. Hence, LIN staff state that the impact of LIN on its stakeholders is still limited and not specific. LIN still needs to invest time and effort into securing the engagement of NPOs in LIN's work.

2 NPOs' Perspective

Representatives of local NPOs are people working in partnership with LIN's NPOs network, who have participated in previous LIN capacity enhancement programmes and who have received grants from community fund coordinated by LIN. These people are therefore able to provide valuable information about LIN's impact on their own NPOs. The researcher interviewed representatives from nine NPOs from different sectors: four well-established NPOs actively engaging with LIN, one well-established NPO that has recently joined LIN, two newly-established NPOs, and one local NPO branch of an INGO.

2.1 LIN's NPOs network

Key questions	Sub questions	Expected outcomes	Answer (summary)
How did your organisation become a LIN partner?	<ul style="list-style-type: none"> • How did you first hear about LIN? • How did LIN introduce itself to your organisation? • Why did your organisation decide to be a LIN partner? • What did your organisation need to do to become a LIN partner? • What were your expectations when becoming a LIN partner? Have these expectations been met? If yes, how? If 	<p>Degree of NPOs' information equity from LIN</p> <p>Degree of LIN's leadership in community development of HCMC</p>	<ul style="list-style-type: none"> • Most NPOs hear about LIN from the NTG grant announcement. Some have worked with LIN from the very beginning when LIN approached the NPO community. • LIN introduces themselves in LIN workshops or LIN staff go directly to NPOs' offices to have a discussion. • Because LIN provides services that are useful for NPOs (working space, capacity enhancing programmes and grants). • LIN brings new knowledge and information to NPOs. They consider LIN as a

	no, what has changed and why?		school, providing knowledge to them, especially knowledge from the corporate sector (communication, human resources and leadership).
How does your organisation benefit from being in LIN's NPOs network?	<ul style="list-style-type: none"> • What activities does your organisation get involved in through LIN's NPOs network? • How does your organisation connect with LIN and other NPOs in the network? • What benefits does your organisation get from being a member of LIN's NPOs network? • What are challenges your organisation might have faced when participating in LIN's NPOs network? • How did you overcome these challenges or what solutions do you think will be helpful for addressing/solving these difficulties? 	<p>Degree of participation of NPOs in LIN's NPOs network.</p> <p>Degree of NPOs' sense of ownership and social cohesion when being a partner of LIN's network</p>	<ul style="list-style-type: none"> • Most NPOs joined LIN network to receive information and benefits from LIN and they have a good partnership with LIN. • NPOs do not actually connect with each other (conflict of interest, busy working schedule, lack of networking skills) • Challenges One: The development levels of NPOs are different. Hence, not all NPOs feel comfortable and have a strong desire to join LIN. • Challenges Two: A generation gap between well-established NPOs (with old leaders) and newly established NPOs (with young leaders), making challenges for them in debating or peer sharing. • Challenge Three: This network is still one directional (NPOs have strong connection with LIN but not a strong connection amongst themselves), so a LIN's key objective of network building for the NPO community is not completed.

Figure 26: The process of NPO to be a LIN's partner

Source: Author

2.1.1 Connection with LIN

During the interviews with NPO representatives [NPOrep], two reasons for becoming a LIN partner were identified; 1) trust and; 2) a recognition of the benefits gained from partnering with LIN. Firstly, most of the well-established NPOs trust LIN staff, whom they used to know or had previously worked with before (NPOrep #2, NPOrep #3, NPOrep #4). One NPOrep stated: "because I knew him [LIN staff member] as a very active social worker, I decided to join LIN and I was not disappointed with valuable information LIN provided" (NPOrep #2). Secondly,

NPOs connect with LIN because they want to receive the benefits that partnering with LIN brings (NPOrep #1, NPOrep #5, NPOrep #6, NPOrep #7, NPOrep #8). These benefits include grants, incubator services (NPOs can hire working spaces in the LIN office at a low cost) and capacity enhancement programmes. NPOrep #1 states:

We have been working a long time with one INGO, however two years ago they stepped out of Vietnam because Vietnam was no longer in the list of countries with low GDP. We lost the funding resource and I was very worried. One friend recommended LIN as an organisation providing grants for NPOs. So I decided to connect them and ask to become a NPO partner. (NPOrep #1, July 8, 2016)

All NPOs' representatives agree that the process of becoming a LIN's NPO partner is simple, easy and they find LIN staff friendly and open minded. LIN staff visit NPOs' offices to talk and explore NPOs' structures and systems. If the NPO meets enough of the required conditions, they can easily join LIN as a partner. After becoming LIN's NPOs partners, all representatives indicated that LIN does not usually make any site visits but still keeps in contact with them by emails and phone calls.

2.1.2 Network among NPOs

Most of the NPOs agreed that they do not share a strong network with other NPOs (NPOrep #3, NPOrep #4, NPOrep #5, NPOrep #6, NPOrep #7). There are still many gaps and conflicts among NPOs. Firstly, there is a generation gap between well-established NPOs (with old leaders) and newly-established NPOs (with young leaders). Their backgrounds, communication style and social positions are not similar. This is becoming more pronounced in a country like Vietnam, where Asian socio-cultural values impose a distance between youth and their elders. For example, pronouns in Vietnamese are based on age and social position, making it a challenge for people to debate or converse across different ages and social positions. During networking events, there are usually two separated groups (old leaders and young leaders) and they rarely talked to each other (observation note).

NPOrep #5 suggests that the disconnection among NPOs also comes from conflicts of interest in fundraising among NPOs:

Most NPOs in HCMC have to do fundraising by themselves and it is kind of a competition among NPOs in the same field. Hence, we are not interested in making more connections with NPOs. In contrast, we focus more on creating a relationship with donors. (NPOrep 5, July 15, 2016)

However, all NPOs agreed that they are happy to have good connections with other NPOs' representatives. A few NPOs are very active in creating and maintaining networks with other NPOs (NPOrep #1, NPOrep #2):

My organisation works for disadvantaged children. Through LIN, I got to know an organisation working in mentoring for disadvantaged children. Therefore, we connected and became partners. Their mentors now are working with our children as mentees. I believe that this work helps improve benefits for both organisations. (NPOrep #2, July 12, 2016)



Figure 27: Mentors from a mentoring NPO and disadvantaged kids in NPO #2 as mentees (LIN, 2016a)

2.1.3 Summary

From the perspective of the NPOs' representatives, LIN works towards creating strong connections between LIN and NPOs but the horizontal network among LIN's NPO partners is still weak. This finding supports the result of the survey LIN conducted in 2015 (below diagram), which indicates that those NPOs who work directly with LIN staff receive the highest percentage of satisfaction: 78% of NPOs feel satisfied with LIN's advisory service and 68% are satisfied with the incubator service in the LIN office. On the other hand, NPOs do not get much satisfaction from LIN's services that require NPOs to work directly with each other. These services are in the lowest percentage with opportunities to expand their network at 58%

satisfaction, peer sharing in NPOs group at 56% satisfaction and vietnamcauses.org website (where NPOs can independently connect together) at 55% satisfaction.

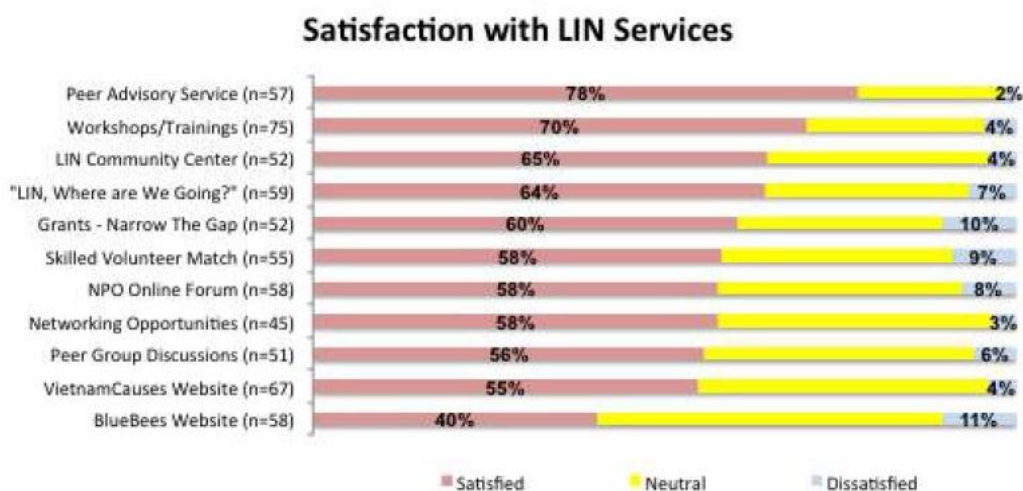


Figure 28: Satisfaction of NPOs with LIN services (LIN, 2015, p. 18)

Overall, this network is still one directional because NPOs link with LIN but not amongst themselves, and this does not achieve a key LIN objective about NPOs' network building. A more horizontal structure should be created with more sense of ownership for NPOs and less heavy dependence on LIN.

2.2 Non-profit capacity enhancement

Key question	Sub-questions	Expected outcomes	Answer (summary)
What did your organisation get from LIN's enhancing NPOs capacity programmes?	<ul style="list-style-type: none"> How did your organisation find out about LIN's enhancing capacity programmes? What programmes has your organisation participated in to date? Why did your organisation decide to participate in these programmes? Who decides about your organisation's participation in LIN's activities? Is your organisation involved in the decision making process about participation and how? How does LIN respond to your feedback or questions/needs? 	Degree of NPOs' participation, social cohesion and collective self-efficacy in LIN's enhancing capacity strategy.	<ul style="list-style-type: none"> LIN sends email or calls NPOs to invite them to these programmes. NPOs feel very comfortable to express their ideas and they said that LIN designs many programmes based on their feedback. LIN staff provide strong support for NPOs in each activity by direct discussion, email and/or phone calls. In cases where NPOs do not have a response it is not because of LIN staff but because of the NPO staff (lazy, too much stuff in survey, they feel it is not necessary) Some NPOs did not know anything about capacity enhancement before, so these programmes open new

	<ul style="list-style-type: none"> • Have you observed any changes in your organisation since you started working with LIN that you can directly or indirectly attribute to LIN's work with you? • What are some of the challenges your organisation might face/has faced when participating in these programmes? • What solutions can be applied to overcome these difficulties? 		<p>doors for them to actually get into the non-profit sector and work more strategically.</p> <ul style="list-style-type: none"> • Skilled volunteers are not required much from NPOs. NPOs said the matching process is too complicated and slow. However, the CPI is more interesting because it has a clear target and schedule, creating greater positive impact on the NPOs. • Challenge One: Different communication styles • Challenge Two: Most NPOs do not know which capacity they need to improve on. LIN staff have to talk to them and ask them to become aware of their needs. • Challenge Three: Most NPOs are too dependent on LIN and lack their own active participation. • Challenge Four: Some NPOs consider LIN is in a higher position than them, so they feel hesitant about giving feedback. • Solutions could come from solving communication barriers, categorising NPOs into suitable groups, and encouraging NPOs (which are still passive) to be more engaged.
--	--	--	---

Figure 29: NPOs' activities in capacity enhancing programmes of LIN

Source: Author

2.2.1 Working directly with LIN

By becoming a partner of LIN's NPO network, NPOs are able to attend capacity enhancement programmes organised by LIN. NPOs commented that they always receive emails from LIN announcing capacity enhancement programmes. Some said that LIN staff even call them directly to invite them (NPOrep #1, NPOrep #2, NPOrep #3, NPOrep #4, NPOrep #7).

However, not all NPOs are interested in these programmes. The researcher observed that the level of participation in these programmes is different based on the need of the NPOs. Most NPOs actively participating in LIN's programmes shared that they learn and apply a lot of the skills from LIN to their organisations.

Firstly, they mentioned that they feel strongly supported by LIN's staff. They like the invited guest speakers, appreciate the food and accommodation provided in field trips and the opportunity to raise their voices during these programmes (through questions, the survey and discussion).

Secondly, NPOs said that LIN usually shapes their programmes for NPOs based on NPO's previous opinions and feedback, so NPOs feel that they are respected by LIN.

However, three out of nine NPOs prefer joining specific training programmes in their own working field rather than LIN's programmes (NPOrep #5, NPOrep #6, NPOrep #9). NPOrep #5 concurs with this, stating:

Most of our staff come from the corporate sector, we work well in skills that LIN provides, for example communication, strategic planning and human resources. Thus, we do not find that LIN programmes give us a lot of value. Instead, we want to work with experts in our sector (environment) because we do not have in-depth knowledge in this field (NPOrep 5, July 15, 2016).

Some NPOs' representatives touched on the attention they place on grants (NPOrep #6, NPOrep #9) explaining that, "the grant we received from LIN is not much as the grant we received from other organisations, which also work in our specific field. Therefore, working with them is also a part of our commitment" (NPOrep #6, July 13, 2016).

There are still obstacles in the communication process of these programmes and some NPOs misunderstand the purpose of LIN's support. There is the perception that LIN is a rich organisation and was created to provide endless free services for NPOs. Subsequently, some NPOs tend to take LIN's programmes for granted. Moreover, some NPOs said that LIN provides them a lot of beneficial programmes, so they tend to hesitate in providing any negative feedback to LIN (NPOrep #1, NPOrep #3, NPOrep #4, NPOrep #6).

Thirdly, NPOs stated that the communication style LIN uses in emails and social media channels is too complicated, causing some NPOs (especially the newly-established ones) to not understand the information about LIN's programmes.

Lastly, LIN does not have any specific support for disabled people in programmes. Therefore, it is not easy for NPOs' representatives who are disabled to fully participate in all capacity enhancement programmes.



Figure 30: NPOs are exchanging their ideas in one LIN workshop (LIN, 2016a)

2.2.2 Working with skilled volunteers

All NPO representatives understand the meaning of the term ‘skilled volunteer’. Nevertheless, although LIN strongly promotes a skilled volunteer service, not all NPOs use this service. There are four NPOs working with skilled volunteers who were introduced by LIN (these are NPO 2, NPO 3, NPO 4 and NPO 6), and five use skilled volunteers through their own network (these are NPO 1, NPO 5, NPO 7, NPO 8 and NPO 9). Some responses are positive, for example NPOrep #3 states, “skilled volunteers from LIN help us a lot in accounting and IT because our organisation is too small and we cannot afford to hire many people”, and NPOrep #6 states, “the skilled volunteer helps us strongly in the presentation skills, and thank for that, we just got a grant from LIN for our project”. On the contrary, some NPOs said that they rarely use this service from LIN because it is not convenient and suitable for them (NPOrep #1, NPOrep #5, NPOrep #7, NPOrep #8, NPOrep #9). NPOrep #1 supports this notion, stating:

The Mandala night for networking with skilled volunteers happens in a Western style at night. I do not have time to join and I also do not feel comfortable to join. I think finding

skilled volunteers who have the same style with our organisation and who we know before will be better. We understand each other, so it saves time to explain and work together. (NPOrep #1, July 8, 2016)

Between the two types of skilled volunteer service in LIN (individual matching and CPI with a skilled volunteer team for one project), NPOs prefer the CPI approach to the individual matching process. They find CPI is more specific in topic, working path, target project, working schedule with skilled volunteers and has stronger support from LIN compared with individual matching (NPOrep #2, NPOrep #3, NPOrep #4, NPOrep #6). NPOrep #2 supports the CPI programme:

Our NPO learnt a lot from working with skilled volunteers in the CPI programme, especially their professional working style. They are very in time, work hard and have high requirements [of] us. Our final product is the branding kit (logo, name card, brochure, video teaser) for our NPO. We keep using this branding kit and joining the CPI programme until now. (NPOrep #2, July 12, 2016).

However, some partnership opportunities were not realised because skilled volunteers and NPOs did not understand each other's working process and working schedule and they felt uncomfortable continuing with the set up (NPOrep #3, NPOrep #4). NPOrep #4 even explicitly states:

We do not get along well with skilled volunteers but we feel hesitate to talk with LIN staff about this issue because they gave us this opportunity. We keep working until the end of the CPI programme but I do not feel comfortable. (NPOrep #4, July 16, 2016)

2.2.3 Summary

There is enough evidence provided by NPOs' representatives in this research to indicate that LIN plays a role as a catalyst by raising NPOs' awareness about their need for capacity enhancement and providing participatory opportunities for NPOs during these programmes. LIN listens to NPOs' voices and designs programmes according to these needs. In addition, NPOs are encouraged by LIN to work with skilled volunteers (individuals or groups) to open their partnership circle up and improve their working quality.

According to the NPO annual report of LIN (2016b), 86% of all NPO respondents reported that LIN's services positively impacted their NPO by connecting them with skilled volunteers. However, as the researcher observed, NPOs seem to be too dependent on LIN in these programmes. They frequently participate in programmes that LIN is directly involved, but if LIN

encourages NPOs to take the initiative, they tend to remain passive and work less effectively. Additionally, although LIN opens a lot of space for dialogue, some NPOs still feel hesitant about providing feedback because they consider LIN a teacher (with a higher status and thus a respected position).

2.3 Community fund programmes for NPOs

Key question	Sub questions	Expected outcomes	Answer (summary)
What did your organisation get from LIN's community fund programmes?	<ul style="list-style-type: none"> • How did your organisation find out about LIN's community fund programme? • What is the process your organisation followed to receive the grant from LIN? • How does LIN support your organisation in this application process? • What are some of the challenges your organisation might face/has faced in receiving grants from LIN? • What solutions could you suggest to improve the grant process? 	Degree of NPOs' participation, information, collective self-efficacy and sense of ownership in LIN's community fund coordination strategy.	<ul style="list-style-type: none"> • Most of them joined the NTG community fund programme. • NPOs consider that LIN plays an important facilitation role in this process (introducing skilled volunteers to help them in doing proposals, presentations and event management). • When applying for the grant, NPOs decide everything they want for the project by themselves and LIN supports them if they have requirements. Some said that they enjoyed the process even though they did not get funding, because LIN helped them to learn new skills for fundraising. • Challenge One: NPOs are not persuaded by the public vote result. • Challenge Two: NPOs do not know that it is a community fund, they assume that it is from LIN.

Figure 31: NPOs' work with LIN in community fund programme

Source: Author

Besides the capacity enhancement programmes, all NPOs' representatives also know about the NTG community fund programme, especially the second term. They always receive a detailed announcement from LIN about this programme and can ask more questions in direct, brief sessions organised by LIN. However, most of the NPOs do not know that NTG is a community fund and they misunderstand that their monetary resources are coming from LIN.

All NPOs agreed that LIN supports them effectively in the process of the NTG campaign. LIN organises several workshops which explain and instruct NPOs on brainstorming skills, writing proposals, doing presentations and conducting field work in the NPOs' communities (as below photo). Many NPOs, said that these skills do not only help them for the grant application but also become a part of their own knowledge (NPOrep #1, NPOrep #2, NPOrep #3, NPOrep #4). However, in NTG, most of the NPOs do not feel happy with the public vote. They said that the public does not understand enough about this sector, tends to be attracted by projects with a 'touching feeling' linked to vulnerable people and votes without consideration for the projects' sustainable development. NPOrep #2 expands:

Most of them come from outside (not non-profit sector), especially corporate sector. Hence, they do not actually understand our context and situation. They usually ask many nonsense questions, which can make us lose the grant without reasonable explanations. For example, we had a project about a community garden. The purpose was to educate the community about the environment and create networking among them, but the public judge asked why we did not plan to have profit from this garden. In the final result, we failed this grant and we did not feel persuaded by this result. (NPOrep 2, July 12, 2016)

Therefore, currently, most of the winners in NTG are NPOs working with disabled people and children (observation note). This result has upset some NPOs resulting in not wanting to participate in NTG anymore (NPOrep #5, NPOrep# 9).

After receiving the grants, NPOs grantees said that LIN works with them carefully in processing and financial reports. If there are any difficulties in the project, LIN is also their advisor. All grantees said that the NTG grant supports them enhance benefits for the NPOs' beneficiaries, as well as their internal organisational development. It also provides them better networking with the public, skilled volunteers and donors.



Figure 35: NPOs representatives are presenting their project in the final round of NTG (LIN, 2016a)

In summary, NPO representatives acknowledge the catalyst role of LIN in the whole NTG community fund programme. LIN creates the dialogue space where NPOs can get information about the grant, as well as feedback about their proposals from various perspectives. NPOs understand the benefits that this programme provides and they appreciate it. However, they do not fully understand that NTG is a community fund that LIN uses as a way to improve the public’s awareness about community development. According to the researcher’s observation, this missed point in communication seriously impacts the whole process of the NTG programme and its intended outcome. NPOs do not understand why they are judged by a public vote instead of experts in community development, or why they have to do a lot of promotional activities for their project to get online and offline votes. Due to this issue, some NPOs do not apply for the grant anymore.

2.4 The role of LIN in creating social norms

Key question	Sub questions	Expected outcome	Answer (summary)
How do you think about the ‘NPO’, ‘community development’ and ‘skilled volunteer’ terms before and after	<ul style="list-style-type: none"> Before becoming a LIN’s partner, what did you think about the ‘NPO’, ‘skilled volunteer’ and ‘community development’ terms? Has your understanding about these words changed after becoming LIN’s 	Degree of forming social norms from NPOs’ perspective based on LIN work. Impacts of LIN on creating social norms.	<ul style="list-style-type: none"> Most of them had never heard of these terms before joining LIN. They said these terms become popular due to LIN’s work. Some NPOs knew these terms based on LIN’s explanation, some just saw these terms in LIN documents and explored them by

being a LIN's partner?	partner? How? <ul style="list-style-type: none"> • What has contributed to the changes in your thinking? 		themselves. <ul style="list-style-type: none"> • However, some NPOs do not totally understand these terms. Some still feel confused with the difference between NGOs and NPOs.
------------------------	---	--	---

Figure 32: LIN's role in popularising social norms

Source: Author

Throughout various activities with LIN, most of NPOs said that they first heard of the ‘non-profit organisation’ and ‘skilled volunteer’ terms from LIN because LIN keeps using them in many documents and presentations. Gradually, the NPOs started using these words by themselves and now feel that these words have become popular in the NPO community.

Most of the NPOs heard the ‘non-profit organisation’ term before they became LIN’s partner (NPOrep #2, NPOrep #4, NPOrep #8). However, they developed a better understanding of what the term really means when they started working with LIN, resulting in now referring to themselves as ‘non-profit organisations’, rather than ‘volunteering organisations’, ‘charity organisations’ or ‘social welfare organisations’ (NPOrep #1, NPOrep #2, NPOrep #3, NPO rep #4, NPOrep #7). The difference in name helps them to no longer see their organisations as doing charity work, and instead being a part of the community development in HCMC. Nevertheless, some NPOs are still confused about the differences between NPO and NGO with some believing that two terms are quite similar in meaning (NPOrep #6, NPOrep #5).

All NPO representatives said that they became aware of the ‘skilled volunteer’ term when they started working with LIN. Before that, they only knew the term ‘volunteer’ and they used it to refer to anyone who has free time to assist community services (including both skilled and unskilled volunteers). Now they are aware of two different concepts; 1) ‘unskilled volunteer’ are people who have free time to help NPOs in manual work and; 2) ‘skilled volunteer’ are professionals who contribute to NPOs with their own specific skills. Although some NPOs do not use the skilled volunteering service at LIN, they have started recognising and naming their own volunteers who help them in accounting, design and human resources as ‘skilled volunteer’.

Overall, NPOs indicated that LIN has played a leading role in introducing and making the ‘non-profit organisation’ and ‘skilled volunteer’ terms more familiar and more popular in the non-profit sector. NPOrep #3 claims that by specifically naming these concepts, NPOs better

understand the work undertaken in the non-profit sector as “not doing charity but community development with specific strategies, sustainable purpose and professional human resources” (NPOrep #3).

2.5 LIN’s impact on community development, especially NPOs in HCMC

Key question	Sub questions	Expected outcomes	Answer (summary)
What do you think about LIN’s work with your organisation?	<ul style="list-style-type: none"> • How much do you think your organisation is a part of LIN? • What do you think about LIN’s role in the development of your organisation? • Do you have any suggestions on how LIN can continue to create more opportunities for your organisation or improve its work for NPOs in HCMC? 	Degree of NPOs’ sense of ownership and participation when being a LIN’s partner.	<ul style="list-style-type: none"> • Some NPOs think that they are a part of LIN but most think that LIN is higher than them and gives them a lot of new knowledge. • LIN expands their network with skilled volunteers, donors and NPOs, provides them grants and enhances their capacity. • NPOs do not join LIN’s activities when they see that they already have a similar knowledge base as what LIN provides, or they think that they do not need this knowledge (or have not needed it yet), or they are still too busy with their own work. • Suggestions: Use the communication style of the NPOs and design specific programmes based on NPOs’ own requirements.

Figure 33: LIN’s impact on NPOs’ work

Source: Author

The level of LIN’s impact on NPOs differs depending on the level of NPOs’ participation in LIN’s activities. However, according to interviews and the researcher’s observations, there are two kinds of impact - internal impact on NPOs and impact on NPOs’ external relations.

2.5.1 Internal impact on NPOs

LIN provides NPOs partners opportunities to improve their work through LIN’s capacity enhancement programmes and community fund programmes. This is evident firstly from an

increased level of confidence in their work (NPOrep #1, NPOrep #2, NPOrep #3, NPOrep #6, NPOrep #7). NPOrep #2 explains:

Three years ago, I had the idea of creating new activities for disadvantaged kids in my community. I was worried about its possibility because I never did it before. I asked for advice from LIN staff and they strongly encouraged me. Their words supported me a lot. I started working on the project, as well as joining capacity enhancement programmes in LIN. After three years, this project is still working very well. (NPOrep #2, 12 July, 2016)

Secondly, they begin to understand their need for capacity enhancement (NPOrep #1, NPOrep #2, NPOrep #3, NPOrep #4) as NPOrep #3 states:

I created this organisation just because of my desire to help poor students. I did not know that to manage and develop a NPO, a strong capacity for organisation itself is very important. LIN helped me recognise that fact, and all our development today (after five years working) is based mostly on LIN's support (NPOrep 3, July 18, 2016).

LIN also changes the way NPOs view themselves, community development and skilled volunteers. The progress of NPOs is evident when they start seeing their work as community development rather than charity. These NPOs are also starting to open up to the idea that the public can participate in the non-profit sector through different roles. Some NPOs even found out LIN has a similar vision to their own for community development.

Additionally, LIN's support of NPOs through the NTG community fund has also dramatically changed these NPOs. Due to the grant they received, they have had the opportunity to apply their proposal in ways that better support their beneficiaries (NPOrep #1, NPOrep #2, NPOrep #3, NPOrep #4, NPOrep #6, NPOrep #7):

After receiving the grant, we had money to organise one more free class for child patients in the hospital and buy learning tools and books for the kids. We could not have this class and could not have run it well without the support from LIN, especially the NTG grant. (NPOrep #6, July 13, 2016)

However, local NPOs branches of INGOs, or NPOs working under the management of government, do not feel there are significant changes in their organisations after working with LIN. The reason for this is because they rarely join the activities organised by LIN and they already have the support from government and the INGO (NPOrep #5, NPOrep #9).

2.5.2 Impact on external NPOs' relations

All NPOs agreed that their network has expanded significantly since they started working with LIN. Through LIN's communication channels and networking programmes, NPOs are more connected with other NPOs, donors, skilled volunteers and even the public community:

LIN is the first NPO that makes me feel that my NPO can connect with community. As disabled people, we used to be passive and only waited for support from INGO and government, we do not know that the help can come from people outside that circle, for example other NPOs, skilled volunteers and private donors. Many issues lasting a long time in my organisation were solved better with the help from skilled volunteers. We also had more money to do our dream projects and the public knows about us better. (NPOrep #4, July 16, 2016)

By working with LIN, most of the NPOs understand the importance of communication in promoting their work to the public and to donors, instead of assuming that if they do good things, donors will automatically come to them. This has resulted in NPOs start creating a promotion kit for each NPO (with logo, website, Facebook account, video, uniform and proposal), and each NPO can do its own fundraising. NPOrep #2 explains how LIN has helped changed perceptions of promotional work:

I used to think that in non-profit sector, the content of our work is most important and we never took care of communication. However, LIN makes us understand that if we need help, we have to raise our voice to let people know about us and help us. (NPOrep #2, July 12, 2016)

2.6 Summary of NPOs' representatives' perspective about LIN's impact on community development, especially NPOs in HCMC

Evidence from the data collected indicates that the NPOs' representatives consider LIN as a catalyst for change in community development in HCMC, particularly for the NPO community. LIN creates dialogue spaces, supports NPOs in various services, helps NPOs to exchange ideas, expands networks and finds solutions for social issues through various projects. As a result of LIN's support and motivation, some NPOs have improved their organisational management and work independently at sourcing donations. This impact is parallel with the findings from LIN's NPO 2015 annual survey (below diagram), where 80% to 95% of all NPO respondents reported that LIN's services impacted their NPO by connecting them with skilled volunteers (86%),

connecting them with prospective donors (81%), enhancing the effectiveness of the NPO (90%) and by providing information that is relevant and useful to their work (95%).

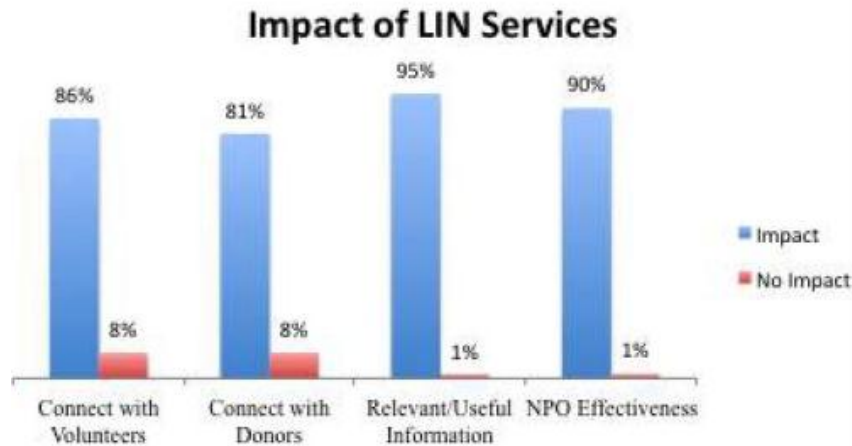


Figure 34: Impact of LIN services on NPOs (LIN, 2015, p. 19)

However, this is only a small part in the whole survey about NPOs in HCMC. It still lacks an evaluation tool through which NPOs can record details about changes resulting specifically from LIN's support. According to the researcher's observation, due to the strong support from LIN, NPOs tend to be too dependent on LIN. They prefer joining programmes organised by LIN rather than working by themselves. Additionally, although LIN has worked hard to create a community network among its stakeholders, the NPOs' level of trust and connection with the public and skilled volunteers is still lower than the level of trust and connection between NPOs and LIN.

3 Skilled Volunteers' Perspective

Three interviews were conducted with skilled volunteers [SV]. This included two SVs (SV #1 and SV #2) who were working as senior professionals and volunteered in NPOs through the CPI organised by LIN, and one SV who was working as a junior professional and volunteered at LIN through NTG community fund (SV #3). As the researcher observed, the similarities amongst these skilled volunteers are a shared working background in the corporate sector and their professional working style within a busy schedule. These features can be seen as central elements in LIN's work as LIN uses a lot of SVs. However, the disadvantage here is these skilled volunteers do not have much knowledge and experience in the non-profit sector.

3.1 Awareness about skilled volunteering

Key questions	Sub questions	Expected outcomes	Answer (summary)
How did you become a skilled volunteer in LIN?	<ul style="list-style-type: none"> How did you find out about LIN and the skilled volunteer programmes of LIN? Why did you decide to become a skilled volunteer? In your opinion, what is the difference between a skilled volunteer and an unskilled volunteer? What was your understanding of the term 'skilled volunteer' before and after you worked as a skilled volunteer at LIN? What is the process of becoming a skilled volunteer with LIN? 	Degree of information equity from LIN from skilled volunteers' perspective. Catalyst role of LIN in working with skilled volunteers and creating social norms around 'skilled volunteers'	<ul style="list-style-type: none"> Mostly they knew LIN before they became skilled volunteers (LIN work and LIN staff). They understand LIN's core objectives and find that it is suitable for them, so they decide to join (to contribute to the community by strategic and sustainable methods). Skilled volunteers contribute their specific skills to the organisations, while unskilled volunteers just do manual work. They did not know about the skilled volunteer concept before joining LIN. They only know unskilled volunteering. They submitted the form, then LIN staff member (volunteer support) will work with them in the document process and connect them with NPO. When both sides feel it is suitable for working together, they will sign a contract and start working.

Figure 35: Awareness of skilled volunteers about their work with LIN

Source: Author

Skilled volunteers know about LIN and skilled volunteering activities through online channels, such as Facebook, a newsletter and the website. However, the most common way is through LIN's presence at offline corporate networking events. In these events, skilled volunteers are able to talk directly with LIN, which helps them better understand LIN's vision and mission, as well as LIN's expectations of skilled volunteers (SV #1, SV #2). They usually apply to be LIN's skilled volunteers when they feel that they have the capacity and can commit to the time required. All of them said that they were not aware of the 'skilled volunteer' term before they joined LIN. Some skilled volunteers come to recognise that they have already

worked as a skilled volunteer but that the role was not referred to as ‘skilled volunteering’ (SV #1, SV #2):

When studying in the University of Pedagogy HCMC, I used to be a volunteering teacher for children in remote areas in Mua He Xanh (an annual volunteering programme for students in Vietnam). I know it could be called skilled volunteering through this term provided by LIN. If the term ‘skilled volunteer’ were used to name the work at that time, I would have had a more serious attitude and invested more time and effort in it, as a part of my development and career plan. (SV #2, 23 July, 2016)

All skilled volunteers agreed that they enjoyed skilled, rather than unskilled volunteering, because they are able to contribute their own specific skills:

I used to join many programmes that give presents to children in remote areas but I stopped this activity when seeing that the poverty in these areas never ends without any sustainable development strategy. However, LIN changed my mind with skilled volunteering programmes. (SV #3, 22 July, 2016)

3.2 Skilled volunteering process

Key question	Sub questions	Expected outcomes	Answer (summary)
What do you do as a skilled volunteer?	<ul style="list-style-type: none"> How do you work with LIN in choosing a NPO to work with? Are you involved in the process of selecting the NPO that you are assigned to? What do you do as a skilled volunteer in LIN and in your matched NPO? In your opinion, what are some of the key changes in the NPO as a result of your work with them? How do you communicate with LIN and the NPO in the matching process with the NPO? How does LIN respond to your feedback or questions in the matching process? 	<p>Degree of participation, sense of ownership, collective self-efficacy of skilled volunteers when working with LIN.</p> <p>Degree of LIN’s leadership in working with skilled volunteers and managing the enhancing NPO capacity programmes.</p>	<ul style="list-style-type: none"> LIN chooses and matches NPOs and skilled volunteers by itself. SV and NPO matches are announced just before they attend a meeting. However, the SVs feel this is acceptable because they know nothing about NPOs, while LIN must understand NPOs deeply. Skilled volunteers work directly on different projects with a NPO team or the LIN team. In some cases, SVs become leaders or the main partner in the project, no longer a volunteer from outside. Junior SV: Does not see many key changes and thinks that she herself is learning from LIN more than creating something new for LIN. Senior SVs: The human resources toolkit for volunteers and the NPO’s awareness about the importance of human resources. Communication through meeting directly (at lunch time or after working time), emails and meeting with the board or LIN team. LIN listens to feedback and there are changes year by year. However, some SVs said that they still do not see clearly the role of LIN in matching NPOs and SVs in

			the CPI programme. LIN staff rarely attend the matching time and SVs just communicate with LIN by email to report the process. SVs said that they need more facilitation from LIN in this process to solve conflict between SVs and NPOs.
--	--	--	---

Figure 36: Activities as skilled volunteers

Source: Author

There are two types of networking between skilled volunteers - as individuals and as NPOs. The first type is when skilled volunteers and NPOs' representatives are matched together by themselves, while the second type involves LIN as a facilitator which connects NPOs and skilled volunteers (the below photo was taken in one matching event organised by LIN). In fact, most of the current matching has been the direct result of LIN's role in the second type (observation note). The reason for this is because NPOs do not have the networking skills that enable them to engage with skilled volunteers after networking events, while skilled volunteers are too busy to contact NPOs again. Hence, skilled volunteers pointed out that LIN's work is very important in initiating this matching process. However, skilled volunteers said that after the matching meeting, LIN rarely communicates with them and does not have any type of evaluation process. Consequently, skilled volunteers work mostly based on their own commitment and self-motivation (SV #2, SV #3).

Besides individual matching, there is the CPI programme in which skilled volunteer teams work with NPOs during three to six month projects. With this long-term commitment and professional requirement, most of the skilled volunteers joining CPI are experienced professionals. At the initial stage, both NPOs and skilled volunteer teams express their needs and expectations through the application process. Then LIN staff will match NPOs with skilled volunteer teams that LIN thinks are suitable together. All skilled volunteers do not complain about it because:

We are from the corporate sector and we do not understand about the non-profit sector, especially NPOs, while LIN works frequently with them and knows them better than us. Hence, LIN's choice may be better and faster for both sides. (SV #1, 22 July, 2016).

Nevertheless, skilled volunteers have suggested that they need a separate orientation session with LIN before meeting with NPOs. SV #2 elaborates:

We met a lot of difficulties at first when working with the NPO because we do not understand their culture. We work too fast and are too result oriented, while the NPO prefers working as members in a family and their working style is much slower than us.

Therefore, we hope LIN can help us have better preparation when working on this project.
(SV #2, 22 July, 2016)

In the CPI process, skilled volunteers and NPOs decide the working schedule and working tasks by themselves, then they send monthly reports to LIN. The researcher observed that most skilled volunteers joined this programme having a strong commitment to their NPO work. They are ready to spend all their available time to work with the NPOs. Some skilled volunteers even quit their jobs in corporate companies to work in NPOs after attending the CPI:

When working in the CPI programme, I got to know about the non-profit sector with all their efforts as well as their difficulties in lacking human resources, finance and strategic planning. It is totally different from the corporate sector and it is like a fresh wind flew into my mind. I do admire their heart, their desire to help people. This admiration inspired us a lot to keep working even in lunch time, evening time and weekends for the CPI project, although we are also very busy with our own work (SV2).



Figure 37: Networking events among SVs and LIN (LIN, 2016a)

3.3 Impact of skilled volunteering on NPOs

Key question	Sub questions	Expected outcomes	Answer (summary)
How do you think about LIN?	<ul style="list-style-type: none"> In your opinion, what is LIN's main objective and vision? How much do you think you are part of LIN's team? What does LIN do to make you think like this? What do you think about LIN's role in the community development in HCMC? What does LIN need to do to provide better support for NPOs and skilled volunteers? 	LIN's catalyst role in community development of HCMC from SVs' perspective. Degree of SVs' sense of ownership in LIN.	<ul style="list-style-type: none"> Most of them clearly understand LIN's objectives and vision. Senior SVs think that they are a part of LIN because when they work with NPOs, the NPO usually think that the SVs are representatives from LIN. Junior SVs think that they just contribute a little part, so it cannot be a significant part. LIN plays an important role improving the quality of community development, especially in creating the skilled volunteering concept and using SVs to create more benefits for NPOs. Change into an agency model (LIN supports NPOs in services such as communication, information technology and human resources, so that NPOs have more time to focus on their own beneficiaries).

Figure 38: Thoughts of skilled volunteers about LIN

Source: Author

All SVs indicated that LIN does not provide specific evaluation of their work. This is largely due to their own commitment with LIN and the NPOs. SVs expect that LIN has a long term strategic plan and evaluation process about skilled volunteering, so SVs are able to know how well they work and what can be improved on in the future. In addition, some SVs pointed out that a project of three to six months cannot completely and sustainably solve the NPO's issues because NPOs permanently lack human resources to maintain the work that SVs implement. SV #1 explains further:

Our result is a detailed volunteer management toolkit for the NPO (job description, recruitment process for staff, motivation methods, alumni networking approaches). However, the NPO staff is not stable because of low salary, legal papers, how can they keep applying our toolkit properly? They also do not have money to hire a professional human

resources officer. My idea is LIN should become a non-profit agency, which attracts skilled volunteers from different fields (human resources, communication, design, information technology) and work for various NPOs requests at a reasonable price. I believe that it will create a better and more sustainable impact on NPOs. (SV #1, July 22, 2016)

3.4 Summary of SV's perspective about LIN's impact on community development, especially NPOs in HCMC

According to the skilled volunteers' perspective, LIN works as a catalyst by introducing the skilled volunteering concept to the public, especially professionals in the corporate sector, and awakening their desire to contributing to the community. LIN creates the space where SVs and NPOs can connect together and work on various projects. Being a skilled volunteer, they understand community development in HCMC, which inspires them to further engage with and support this sector. However, in many cases there are still conflicts about communication between SVs and NPOs due to the absence of a detailed orientation before the matching occurs. Some SVs do not see LIN's role in evaluating the work of skilled volunteers for NPOs and LIN as well. They also express that LIN needs to create more sustainable solutions for NPOs based on SV's support. For example, the agency model where LIN uses SVs to support NPOs in general services, and NPOs have more time to focus specifically on work with their beneficiaries.

4 Summary of Findings

4.1 LIN staff's perspective

Based on the findings of this research, LIN has worked as a catalyst in the community development of HCMC because it has significantly contributed to building a NPO network, enhancing NPO capacities, providing grants for NPOs and popularising new social norms (regarding 'non-profit organisation' and 'skilled volunteer'). However, LIN staff pointed out various challenges in this process. LIN does not design programmes that are suitable for all different levels of NPOs. Several NPOs still misunderstand some of the concepts that LIN tries to establish in Vietnam (such as community funding and non-profit organisations). LIN also does not have a professional evaluation framework to measure the impact of its work with NPOs and community development in HCMC.

4.2 NPOs' representatives' perspective

Findings indicated that NPOs consider LIN as a catalyst for community development in HCMC, particularly for the NPO community. Because of LIN's work, NPOs can exchange ideas, expand networks, improve their capacity and find solutions for social issues through various grants projects. However, due to the strong support from LIN, NPOs tend to be too dependent on LIN. They prefer joining programmes organised by LIN rather than working by themselves, and they usually receive information from LIN by a top-down approach. As a result, NPOs' connection with the public and SVs is still not strong, which seriously limits their potential to network and to develop.

4.3 Skilled volunteers' perspective

According to the data collected in this research, LIN appears to work as a catalyst in introducing the 'skilled volunteering' concept to professionals in the corporate sector and awakening their desires to contribute to the community. LIN creates the space that connects SVs with NPOs and encourages participation in various activities in the non-profit sector. SVs understand about community development in HCMC, which inspires them to engage and to strongly support NPOs. However, the partnerships between NPOs and SVs easily fail without LIN's facilitation. Some SVs suggest that LIN should create more sustainable solutions for NPOs based on SVs support, instead of projects of three to six months.

Similarities	Differences		
	LIN staff	NPOs' representatives	Skilled volunteers
LIN has worked as a catalyst in the community development of HCMC.	Consider LIN creates impact on only NPOs (not other stakeholders) Challenges: concepts misunderstanding (English into Vietnamese); lack of evaluation framework and suitable designed programmes for all NPOs.	Because of LIN, NPOs are more confident in their capacities and finance. Consider LIN as a teacher with top-down approach rather than a peer NPO and depend too much on LIN without their ownership.	LIN awakes skilled volunteers' desires to contribute to the community and improve their understanding about community development. The partnerships between NPOs and SVs are easily fallen without LIN's facilitation.

Figure 39: Summary of similarities and differences opinions of interviewee groups

Source: Author

These findings along with their emerging themes provide strong evidence for the next chapter – a discussion about the importance of a catalyst as a local NPO, analysis of LIN's impact on community development in HCMC and a proposal for an emerging social change catalyst model in urban community development.

CHAPTER FIVE: DISCUSSION

Combining the findings from chapter three with relevant literature from chapter two, this chapter discusses the importance of a catalyst in communication for social change and the strong influence of a local organisation working as a catalyst. This chapter also provides an analysis of LIN's impact on community development in HCMC and considers the barriers and challenges LIN faces in developing its operating model when communicating with its stakeholders. An emerging catalyst model for urban community development is then proposed. The 'Integrated model of measuring the process of applying communication for social change and its outcomes' by Figueroa et al. (2002), together with the work of Komives and Wagner (2012), Melkote and Steeves (2001), Le et al. (2015b) and other relevant sources of literature are employed to analyse and discuss the findings throughout this chapter.

1 The Need for a Catalyst in Communication for Social Change

The data demonstrates the important role of a catalyst, especially in urban community development. Bordenave (1998, as cited in Figueroa et al., 2002) states that if there is an effective catalyst which generates dialogue and moderates the discussion in the community, several possibilities for cooperative actions, that can help solve the problem, emerge. All NPOs' representatives express their appreciation of LIN's work as a community development catalyst in HCMC. Three significant activities through which LIN has performed its catalyst role are capacity enhancement programmes (LIN encourages NPOs to raise their voices, discuss and figure out solutions for their own communities), the community partnership initiative [CPI] programme (where LIN matches NPOs with skilled volunteers, then these teams work together on specific community projects) and the Narrow the Gap community fund [NTG] (where LIN enriches the collaboration among NPOs, skilled volunteers, donors and the public for community development).

Asroft and Agunga (as cited in Melkote and Steeves, 2001) point out that the catalyst role is most important in relation to grassroots organisations, which generally lack capacity and need facilitators to build skills in networking and fundraising. This point is relevant to LIN's case because LIN's main objective is empowerment of local NPOs in Vietnam, particularly in HCMC. Since grassroots NPOs usually do not have enough capacity and finance, LIN's work

provides them with the resources to develop and become more confident in their community work:

Before being LIN's partner, I always thought that my organisation is just a small and amateur one. We do not have a long term vision as well as a sustainable development plan. However, LIN helped us to have legal papers, offered us the incubator space in the LIN office, invited us to capacity enhancement workshops and encouraged us to apply for Narrow the Gap. Since then, everything has changed. We feel more confident and committed to our work (NPOrep #7, July 20, 2016).

In addition, Parks et al. (2005), Lennie and Tacchi (2013) emphasise that in development communication, the most important element is the participation of various stakeholders. Therefore, the catalyst not only provides capacity enhancement programmes, but also needs to apply the participatory communication approach to engage its stakeholders. Before LIN's establishment, there were some organisations providing capacity building programs for NPOs in HCMC. However, their work was limited to registered NPOs, which are subject to government management and which required a long complicated process of establishment and regulation. These organisations do not pay attention to using appropriate communication approaches as LIN does in their activities and network. Thus, these community development agencies have gradually lost their attractiveness as NPOs.

In contrast, LIN tries to work closely with NPOs by providing opportunities for NPOs from different levels and sectors to join together and raise their voices. As a result, LIN's NPO network currently has 187 partners, the largest NPO network in HCMC and there are about 20 to 30 NPOs regularly participating in LIN's programmes. Moreover, since LIN works closely with the corporate sector and promotes skilled volunteering activities, NPOs (as LIN's partners) have more opportunities to network outside the non-profit sector and create connections with donors and skilled volunteers. This collaboration significantly enhances the NPOs' capacity and resources.

2 The Importance of a Local NPO in the Role of a Catalyst in Urban Community Development

The LIN case study points out that local NPOs are a suitable catalyst for urban community development in Vietnam. Previous research in Vietnam indicated that local authorities and INGOs are usually considered as catalysts in rural areas of Vietnam (Bui, 2016; Hoang et al., 2006; Le-Quang, 2014; Le, Nguyen, & Pham, 2015b; Le, La, & Nguyen, 2015a;

Nguyen, 2012; Nguyen, 2000; Rodríguez, Preston, & Dolberg, 1996). According to these studies, local authorities have strong powers based on the specific one-party political system in Vietnam. In addition, INGOs are also considered to be social change catalysts, as they provide a lot of support in capacity enhancement and financial programmes in rural areas of Vietnam.

Ironically, in urban areas, NPOs rarely receive support from INGOs due to advantages in living standards and the increased pace of economic development. In Vietnamese urban areas, the impact of local authorities is usually lower than in rural areas. In urban areas, community ties are often much weaker, and boundaries are higher when people spend little time in their local neighborhood (Ife, 2002; Pawar, 2014). However, Pawar (2014) suggests that urban communities are more likely to have an open-minded vision rather than be prejudiced towards new ideas. This contrasts with the situation in rural communities, which are often socially conservative and relationships are usually based on religion or caste. As a result, Beard and Dasgupta (2006) reveal that urban communities are more likely to engage in actions leading to social transformation, while rural communities tend to develop institutions to maintain their own traditions. In addition, in the Vietnamese context, Vu (2016) indicates that in urban areas, people have higher education levels and more opportunities to access information, especially through Internet, so they are more likely to donate and also contribute towards community development in non-traditional ways. Therefore, if there is a local NPO working as a catalyst to raise awareness in urban communities about local issues, people are more likely to understand these concepts and be more interested in joining the communal dialogue.

LIN's work in HCMC is a specific example of a local social change catalyst in urban community development. As people experienced in working for local organisations (both in the non-profit sector and corporate sector), LIN staff have significant work experience and have network ties with local NPOs and local companies. Hence, since LIN was established, it has received substantial support from local NPOs, local donors, skilled volunteers and the public. These stakeholders trust LIN and they actively contribute to LIN's work. For example, according to the NTG report (LIN, 2016c), the amount of money LIN has received from the public for the NTG community fund has increased from \$(US)15, 000 in 2012 to \$(US)77, 000 in 2016. The number of people who attended the NTG event and voted for projects has also increased significantly, from 250 people in 2012 to 1000 people in 2015. In addition, skilled volunteers, one of the most important stakeholder groups in LIN, are also easily found in HCMC. According

to the interview with skilled volunteer #2 [SV #2], “In HCMC, there are strong resources of professionals from different sectors, who are able to quickly understand and accept new concepts such as skilled volunteering, non-profit organisation and community fund”. In short, a local NPO such as LIN is a suitable catalyst in CFSC based on the conditions of urban communities in Vietnam, especially HCMC.

However, the focus of a local catalyst should take into consideration both local community empowerment and the role of governmental authorities (Morris & Waisbord, 2001; Waisbord, 2005). In Vietnam, the power of government is still tremendously important in creating social change due to the one party political system. Many NPOs’ representatives (NPOreps #1, #2, #3, #4 & #9) expressed a wish that LIN could assist in establishing a good relationship between the government and non-profit sector, which would then contribute towards long term impact on community development. If a local catalyst works well with the authorities, helps them understand new development concepts and strengthens their commitment to specific community issues, the results will be more sustainable and can even create the influence at the national level (Borgdorff, Floyd & Broekmans, 2002; Waisbord, 2005).

3 Analysing the Impact of a Social Change Catalyst Model on Urban Community Development Using the LIN Case Study

Collected data from the finding indicates that LIN is working as a local catalyst in community development in HCMC and there is a need to evaluate its impact. According to the framework of the ‘Integrated model of measuring the process of applying the participatory communication approach and its outcomes’ (Figueroa, et al., 2002) and the findings, the catalyst role that LIN holds in community development in HCMC can be measured as below:

Indicators	Sub-indicators	Level of impact	General impact
<i>Leadership</i>	Extent of leadership	Weak	Medium
	Equity and diversity	Medium	
	Flexibility	Strong	
	Competence in encouraging and securing dialogue and action	Strong	
	Vision and Innovation	Medium	
	Trustworthiness and popularity	Strong	
<i>Degree and equity of participation</i>	Access to participation	Strong	Medium
	Extent and level of participation	Medium	
<i>Information Equity</i>	Awareness or correct information knowledge about issues of the program	Medium	Medium
	Enhanced free flow of information	Strong	
<i>Collective self-efficacy</i>	Perceived efficacy to take action as a group	Medium	Medium
	Perceived capability of other community members	Medium	
	Perceived efficacy to solve problems as a group	Weak	
<i>Sense of ownership</i>	Importance of the issue or program to participants	Medium	Weak
	Responsibility for the issue/program	Weak	
	Contribution to the program	Medium	
	Perceived benefit from the program	Strong	
	Perceived accountability from the program results	Weak	
	Perceived personal identification with the program	Weak	
<i>Social cohesion</i>	Sense of belonging	Medium	Weak
	Feeling of morale	Medium	
	Goal consensus	Weak	
	Social trust	Weak	
	Social reciprocity	Medium	
	Network cohesion	Weak	
<i>Social norms</i>	Norms about participants	Strong	Strong
	Norms about leadership	Medium	
	Norms about a specific issue/program	Strong	

Figure 40: Level of LIN's impact on NPOs based on the model of Figueroa et al. (2002)

Source: Author

LIN's impact on community development, especially on NPOs, is different in each indicator of the model. In some indicators, LIN has achieved good and reasonable results (social norms, leadership, degree and equity of participation, information equity and collective self-efficacy) but in other indicators, LIN is still facing challenges (sense of ownership and social cohesion). This analysis will be the groundwork for an emerging catalyst model in urban community development which is proposed in the following section.

3.1 Leadership

LIN has achieved a medium level of leadership with NPOs in HCMC based on indicators of leadership that Figueroa et al. (2002) suggest using the integrated model. In LIN, leadership does not come from domination (for example LIN, rather than the NPOs, is the decision maker) but comes from close relationships between LIN and NPOs to create the trust among them. This can be considered as 'referent power', which gains the respect and trust of others. It is a voluntary power, generated by those around the catalyst, because of the catalyst's support. It is also a 'reward power', which comes from the leader's ability to provide valuable things (material or otherwise) to beneficiaries (Komives & Wagner, 2012). Figueroa et al. (2002), Phillips and Pittman (2015) point out that with a leadership style that does not dominate stakeholders, members are more likely to get involved and institutionalise the process of social change by sharing the leaders' vision and the programs' benefits.

LIN has worked effectively in regards to the leadership indicator by creating an open space for NPOs to have dialogue through peer sharing, half-day workshops, a one-on-one advisory day and facilitating community fundraising activities. NPOs are encouraged to take ownership by contributing their ideas and their skills to community projects. The NPOrep #2 states, "When LIN works with us, the staff always encourage us to ask questions and exchange ideas with other NPOs. We are also encouraged to speak out our needs and discuss these demands comfortably with LIN" (NPOrep #2). In the NTG community fund, LIN emphasises that, "this fund is from the community and for the community" (LIN, 2014c). Most of the NTG team members (events team, communications team, operations team, even the judge) are members of the public, and they have the power to make final decisions.

Moreover, LIN's main communication approach to NPOs is interpersonal communication (face-to-face and phone calling), which leads to strong leadership. The reason for this is that in the collective culture of Asian countries (such as Vietnam), leadership is considered to be the

management of people rather than the management of work, and the relationship is heavily based on trust between the leader and stakeholders (Nguyen et al., 2009). Most of NPOs' representatives present their appreciation of LIN's work as a big family for NPOs in HCMC (NPOrep #1, #2, #3, #4, #8). Although clearly LIN still needs to improve its performance, in the 2016 annual NPO partner survey result in the below diagram (LIN, 2016a), 54% of NPOs said that they will definitely recommend LIN to others.

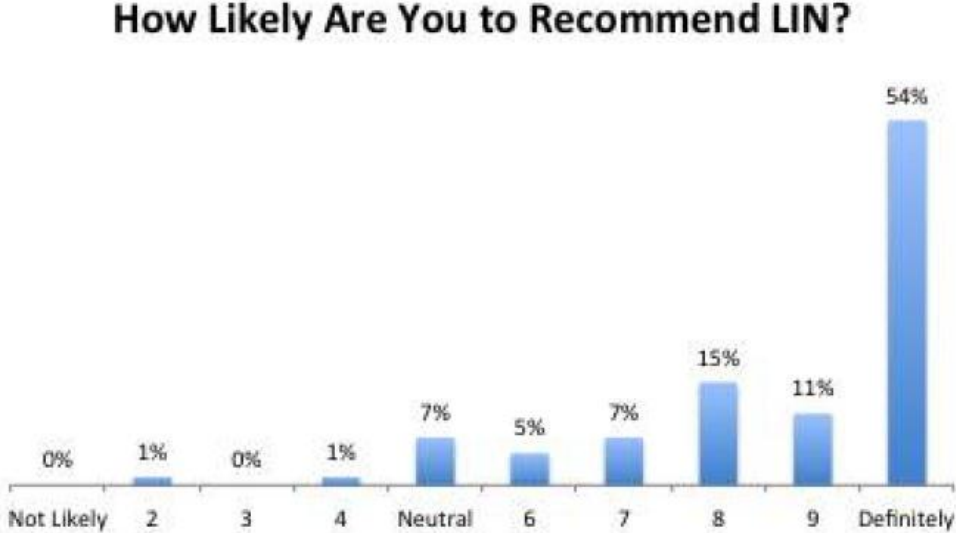


Figure 41: How likely are NPOs to recommend LIN (NPO partner survey, 2016)

Source: Author

Challenges

The main challenge of LIN's leadership is that although LIN encourages NPOs to take ownership and avoids dominating NPOs, NPOs still tend to depend on LIN instead of working by themselves. NPOs rarely use the Vietnamcauses website to introduce themselves to the public, or take the initiative to look for and match up with SVs, instead waiting for LIN to involve them in networking activities and capacity programmes.

Furthermore, although LIN has worked hard to create a community network among its stakeholders, the NPOs' trust of and connection with LIN still outranks the relationships that NPOs have amongst themselves, with SVs and with the public. Additionally, despite LIN's openness in creating dialogue with NPOs, some NPOs still consider LIN to be a teacher (in a

higher position), so they feel hesitant about providing feedback. Therefore, LIN actually unexpectedly turns out to be a dominant leader without ever intending to.

This issue might be explained as a result of the low level of citizens' acceptance of independent leadership in Vietnam (Le et al., 2015a; Le et al., 2015b). The Vietnamese political system has been built on a Marxist-Leninist foundation, so the public has been trained with the same communist ideologies from school through to socio-political organisations (Coe, 2015; Le et al., 2015b). Previously, before the 1986 *Doi moi* ('Transformation'), the government was the owner of all activities in society, leading to the popular thinking amongst Vietnamese people that Vietnamese society is a patriarchal family, in which the dictator-father Communist Party has dominant power and all developments, even accessibility to electricity and food supply, are attributed to the Communist Party (Le et al., 2015b). Hence, most Vietnamese people assume that they just need to obey and work under the instruction of a leader without questioning it or offering feedback, and that the leader will fully support them throughout their whole lives. Debating skills and the display of leadership are not highly appreciated in this society.

This political history and residual climate might explain how NPOs view LIN and its continuous support: NPOs think that LIN is rich and working as a government organisation, which endlessly provides everything for NPOs. This misconception limits the initiative of NPOs in taking ownership of some of the processes required for sustainable practices and developing their own leadership capacity.

3.2 Degree and equity of participation

LIN operates at a medium level in regards to the degree and equity of participation in community development in HCMC. Degree and equity of participation measures the range of participation of members of a community and the diversity of activities that members get involved in ranging from planning, decisions on services and modes of delivery, resource mobilisation and management, to evaluation outcomes (Figueroa et al., 2002). In applying this indicator for LIN, there are two dimensions which can be used: "access to participation" and "level of participation" (Figueroa et al., p. 38).

LIN retains an open policy in regards to its NPOs' network membership, with easily met joining conditions and process:

To be a partner of LIN, we just need NPOs to provide evidence of the three 'Nos' (No profit, No politics, No religion). There is no request related to legal papers. We do not want

the paper process becoming an obstacle for NPOs to have benefits from LIN. (LIN's founder, July 25, 2016)

Moreover, in LIN's activities, LIN always uses the participatory communication approach to work with stakeholders. For example, LIN creates open spaces for NPOs to share their ideas and is flexible to change based on the NPOs' feedback (as below photo). As a result, LIN has attracted a high level of NPOs to its network in HCMC (187 NPOs), as well as its programmes (20-30 NPOs/programme).



Figure 42: There are about 20-30 NPOs in a workshop organised by LIN (LIN, 2016a)

Challenges

However, not all NPOs work actively with LIN. LIN provides the same services for all NPOs, but there are several NPOs in HCMC with different needs. Some NPOs' representatives said that they do not participate in LIN activities not because LIN's work is bad, but rather because its services do not meet their needs (NPOrep #5, #6, #9). On the other hand, some NPOs' demands are exactly the services that LIN provides, so they have learnt effectively from LIN (NPOrep #1, #2, #3, #4, #8). As a result, there is a need for LIN to create a professional operation system based on the different demands of NPOs to attract frequent participation from a variety of NPO types.

Another barrier to NPOs' participation is the application of the Western participation approach into the Vietnamese context. In Vietnam, there is a generation gap between well-established NPOs (with old leaders) and newly-established NPOs (with young leaders) (Han, Nguyen, Cohen, Drabble, Nguyen, Sen, & Tran, 2016; Coe, 2015). According to Doan (2005, as cited in Han et al., 2016), under the Confucian paradigm, there is an "absolute respect and obedience given from children to parents, wife to husband, subordinate to superior, subject to master, and students to teachers" (p. 4). As a result, since primary school, students are taught to respect and demonstrate good behavior towards those who are older and have a higher position in the family or social hierarchy, with everyone willing to live and work for the harmony and benefit of the community (Li et al., 2011, as cited in Han et al., 2016). Therefore, it is difficult for people, especially Vietnamese youth, to express their own ideas comfortably with their elders, impacting on the effectiveness of the participatory process.

There is clear evidence of this power distance dimension presented in the theoretical framework about national cultural values, suggested by Hofstede, G. Hofstede & Minkov (1991). Power distance refers to the extent that individuals accept hierarchical power distributions within an organisation or society. In high-power societies, people believe that there is a clear distinction among members of different positions, while in low-power societies, people feel less distance between themselves and organisational members in higher social and/or organisational positions.

This challenge supports the criticism that participatory communication is premised on Western-styled ideas of democracy, in which individualism rather than community, and conflict rather than consensus, are the central elements (Waisbord, 2001). Therefore, approaches of participatory communication cannot be applied similarly everywhere. The process needs to be revised based on each specific context, as Sardar (1999) points out:

Resistance to Eurocentrism, and hence development, can only come from non-Western concepts and categories. The non-Western cultures and civilizations have to reconstruct themselves, almost brick by brick, in accordance with their own world views and according to their own norms and values. This means that the non-West has to create a whole new body of knowledge, rediscover its lost and suppressed intellectual heritage, and shape a host of new disciplines (p. 57).

As a result, to enhance the participation of NPOs in Vietnam, the catalyst has to understand the characteristics of Vietnamese people and localise the Western communication approaches (as well as the evaluation assessment framework) into the Vietnamese context. In

Western countries with higher individualism values, the participatory approach focuses more on promoting benefits to the individual and expressing personal identity and rational self-interest (Hue et al., 2015; Nguyen et al., 2009). Ironically, most Asian cultures identify with collectivism, in which relationships within a group are the guarantors of harmony in society and the most important living standard (Barkema, Chen, George, Luo, & Tsui, 2015; Hofstede et al., 1991; Hue et al., 2015; Nguyen, et al., 2009).

Therefore, to encourage the participation of NPOs in the Vietnamese context, it is essential that a catalyst expresses the collective interests, explains the benefits that everyone can gain from relationships with other NPOs and explains how they can use these benefits to contribute to society. For example, a catalyst in Vietnam should ideally create more team building activities in an informal space, where NPOs can break out of the generation gap and build up relationships naturally (instead of only working in formal office spaces). In addition, when evaluating the results for participation, the framework also needs to be modified to measure the level of participation specifically in the Vietnamese context and to suggest suitable solutions.

3.3 Information equity

Levels of shared information effects the level of participation in the implementation of CFSC (Figuroa et al., 2002). LIN's work provides evidence of medium performance in regards to information equity. Figuroa et al. (2002) point out that information equity refers to the level of awareness and knowledge about an issue that is shared among different groups in a community. LIN provides various information resources for NPOs through face-to-face discussions, phone calls, websites, social media channels and emails (an announcement for each programme and a monthly newsletter). Consequently, most of the NPOs' representatives (both tier One and tier Two) said that they find LIN's news sources to be informative. This proves that the free flow of information from LIN to NPOs is strong.

Challenges

While the free flow of information is good, the correct awareness about LIN's programmes is still limited. The researcher observed that LIN' stakeholders often misunderstand LIN's messages. Some NPOs' representatives said that LIN's language style in email format and on social media (Facebook) makes them think that LIN is above their level (as local NPOs) and creates hesitation about collaborating with LIN. The language used includes a lot of complicated

vocabulary without clear explanations, such as the terms ‘logic frame’, ‘leadership development’ and ‘capacity partnership initiative’.

Similarly, new Western concepts related to community development that LIN introduced to Vietnamese NPOs are often without detailed explanation (such as skilled volunteering, non-profit organisations and community funds). Some NPOs have to explore these terms by themselves, while some just assume that they understood these concepts correctly. However, frequently LINs’ conception of and local NPOs’ conception of these ideas are not the same. This misunderstanding impacts on LIN’s work negatively, especially in relation to the NTG community fund. For instance, NPOs do not understand why they are judged by the public instead of experts in community development and why they have to do a lot of promotional activities for the public (online and offline). Consequently, some NPOs do not apply for this grant anymore because the competition process is too complicated, often requiring resources they are short of, compared with other grant programmes.

This issue indicates that LIN has not paid enough attention to the different characteristics of stakeholders, especially language styles in the communication process with its stakeholders. Most of LIN’s documents are translated directly from Western documents. Due to this, the language style in LIN’s documents (newsletters, emails and website) was initially not fluent or understandable in the native Vietnamese language. Moreover, due to differences in East/West cultural communication, LIN’s language style does not thoroughly explain all Western community development concepts in the Vietnamese context. This issue should be considered seriously since in Asian communication processes, people tend to rely heavily on contextual cues to avoid conflict or embarrassment, while in low-context Western countries, people use explicit and coded messages of the written or spoken word, rarely relying on the context itself (Barkema et al., 2015; Hue et al., 2015; Smith & Pham, 1996).

The founder of LIN has recognised this obstacle and recently, in the recruitment process for LIN staff, Vietnamese nationals are given priority:

I see this language problem and it is the reason I want all LIN staff, including LIN’s general director to be Vietnamese. It will be more, ‘local people help local needs’ as our slogan, and the communication process will be more closely aligned with Vietnamese people. Currently, all LIN staff are Vietnamese. I hope in the near future, the language LIN uses will be more Vietnamese and easier for stakeholders to understand. (LIN founder, July 25. 2016)

Another important factor is LIN's language style, which is influenced by the corporate sector, and not suitable for NPOs. The corporate sector, including donors and SVs, are also principal LIN stakeholders. To maximise the support from this sector, LIN staff usually apply a professional business language style to communicate with this sector through various communication formats (emails, letters, posters, work orders, proposals, presentations, reports, and strategic plans). Then, LIN uses the same style to communicate with NPOs and it turns out to be unsuitable. According to Vasquez (2013) and Nickerson (2013), the style of corporate language is concise and condensed because being straightforward and simple are particularly valued in business. In contrast, Shupac (2012) points out that the language style used in the non-profit sector should be more community-oriented by using an inspiring, passionate, friendly and caring language style.

As a result, to enhance the participation of stakeholders, it is recommended that LIN needs to be more aware and apply different language styles to work with different stakeholders (NPOs, donors, SVs). When working with NPOs, it is essential that LIN adopt the language norms of the NPOs and community members themselves, rather than a linguistic style suited to international business.

3.4 Collective self-efficacy

According to this research, LIN's work meets the medium level of the collective self-efficacy indicator. Collective self-efficacy refers to the confidence and belief that a community can take action and solve problems together (Figueroa et al., 2002, Komives and Wagner, 2012). According to Figueroa et al. (2002), a community's collective efficacy will influence the group's dialogue, collective effort and especially their persistence when barriers arise. Three dimensions of collective self-efficacy include the "perceived efficacy to take action as a group; perceived capability of other community members and perceived efficacy to solve problems as a group" (Figueroa et al., p. 38).

'Perceived efficacy to take action as a group' means "people in this community are always able to discuss problems that affect everyone" (Figueroa et al., 2002, p. 31). In this case study, most of LIN's stakeholders think that they can discuss issues related to their work and mutual social issues, together in programmes organised by LIN. The researcher observed that in LIN's programmes, NPOs are confident sharing their thoughts about social issues with other NPOs, SVs and LIN staff. They also frequently propose new projects and are ready to get

feedback from others. Some NPOs said that due to the support of LIN, they are more confident in themselves and can even move out of the comfort zone of the non-profit sector to work with the corporate sector (donors, SVs, public) to enhance their projects' quality (NPOrep #1, #3, #4).

In addition, the 'perceived capability of other community members' is also significant among NPOs. Although NPOs rarely work together for specific projects, they expressed respect for, and strong belief in, the quality of other NPOs (NPOrep #2, #3, #4, #8, #9) stating, "We (NPOs) do not work together in any projects but we usually talk and share ideas. All their advice is very helpful for our organisation. I believe that other NPOs are also working well" (NPOrep #9).

Nevertheless, the level of 'perceived efficacy to solve problems as a group' is still weak because there is a loose connection among NPOs. In LIN's case, this is simply the negative outcome of the vertical direction relationship between LIN and NPOs (like a class with a teacher and students), which inhibits the whole NPO community working together to solve social problems as a united group. This issue happens because of a long history of working separately and being influenced by the socialist ideology (as mentioned above in the Leadership section). NPOs still have low awareness of their own rights in solving social problems and have low confidence in their ability to collaborate with others to raise the voice of the non-profit sector about social issues. A catalyst is still needed to strengthen this collective self-efficacy. The catalyst itself has to improve its own self-efficacy as a leader, to raise the non-profit sector voice in community issues. As Vietnam is a collective society, this initial step of the catalyst may strongly inspire and encourage NPOs to contribute their voices and to take action in solving social problems together.

3.5 Sense of ownership

This research suggests that different levels of participation lead to different levels of NPOs' sense of ownership. Sense of ownership is defined as the community's feeling/belief that the programme belongs to them and they have a commitment to the programme (Figueroa et al., 2002). In this case study, LIN's NPOs partners are separated into three groups with different levels of ownership; 1) well-established organisations from grassroots level; 2) newly-established organisations from grassroots level and; 3) organisations receiving the support of INGOs or the Vietnamese government.

Well-established organisations from grassroots level (group one) have a strong sense of ownership in their work with LIN. They are aware of the benefits they received from LIN and have a strong sense of ownership as well as a commitment to contribute to LIN's work (NPOrep #1, #2, #3, #4). Newly-established NPOs from grassroots level (group two) have a medium sense of ownership. They recognise the importance of being LIN's stakeholders and the benefits they receive from their membership. However, since their organisations are still in the early stages of establishment, they are too busy with internal activities (such as building their own network and activities) to consider the partnership with LIN as their first priority. Apart from those programmes designed specifically for newly-established NPOs and grant competitions, these organisations rarely attend LIN's activities and do not properly understand LIN (NPOrep #6, #8). The third group is NPOs working under the government and INGOs' support. These NPOs rarely participate in LIN's activities and they do not significantly contribute their voices, hence they do not feel that they have a close relationship with LIN (NPOrep #5, #9). In short, depending on the development stage, NPOs will have different senses of ownership with the catalyst.

This separation provides evidence that in categorising NPOs, a catalyst needs to fully understand the development stage of each NPO and accordingly tailor their approaches. Hermann (2007) states that if a social organisation does not listen to and understand the differences of its own stakeholders, this organisation may manipulate stakeholders to engage in activities they organise. Stakeholders will not want to join because they do not see their ownership and the benefits to them, thus the social change outcome will be less effective. As a result, the suggestion for practitioners (especially catalysts), is that they must work carefully in categorising NPOs, rather than simply placing all NPOs that take part in an annual survey into one list (tier one) as it has been LIN's practice until now.

3.6 Social cohesion

While the LIN's mission is to enable NPOs to connect with and trust each other to maximise their potential, the impact of social cohesion in LIN's work is still weak. In accordance with Figueroa et al. (2002), social cohesion involves forces that act on members of a group or community to remain and actively contribute to the group. In this indicator, people want to be a part of the group and unite in the pursuit of a group goal, producing successful collective action (Figueroa et al., 2002). Nevertheless, the LIN's NPO network is still one directional where the

NPOs link with LIN but not amongst themselves. This is in contrast to LIN's goal of creating a horizontal structure within a culture of sharing amongst NPOs.

This task is a big challenge for LIN since the loose relationship among NPOs in Vietnam is a long lasting issue caused by the specific socio-political context in Vietnam. According to Le et al. (2015b), the space of civil society in Vietnam is very narrow. The government does not want NPOs to connect and work together because they are afraid that this connection will lead to a powerful anti-government group (Le et al., 2015b, Le-Quang, 2014). This is confirmed by LIN staff as well, "If we plan to organise activities that collect many NPOs to discuss 'sensitive' topics such as rights for a civil society, rights for non-profit sector, it will be very difficult to have the permission from the government" (LIN staff #1). Even NPOs do not want to take the initiative to collaborate amongst themselves. They are worried that this connection may harm their own relationship with the government, which can then result in legal difficulties (Bui, 2016).

Furthermore, many NPOs in Vietnam still struggle to survive on short term grants, thus they have no time or resources for cooperating with others. Also, there are several different NPOs' types and they do not always want to work together because of differing visions and benefits (Le et al, 2015b). For instance, local NPOs usually assume that INGOs implement useless projects because they do not understand the local needs, while INGOs perceive that local NPOs work unprofessionally without long term vision. LIN's work has been gradually narrowing this gap. However, a newly-established organisation such as LIN (five years old) still needs a lot of time and more effort to change this long lasting issue.

3.7 Social norms

Evidence from this case study indicates that LIN has successfully turned two terms ('non-profit organisation' and 'skilled volunteer') into recognized concepts and had them accepted as community development social norms, particularly in the circle of LIN's stakeholders (NPOs, SVs and donors). Social norms are people's beliefs about the attitudes and behaviors that are normal, acceptable or expected in a particular social context (Figueroa et al., 2002). Social norms are important because in many situations, people's perception of these norms will have a great influence on their behaviors.

Before LIN was established, people perceived local NPOs as charity organisations (*cơ sở từ thiện*), social welfare organisations (*cơ sở bảo trợ xã hội*) or NGOs (*tổ chức phi chính phủ*).

Currently, these organisations have started naming themselves as ‘non-profit organisations’ (*tổ chức phi lợi nhuận*). Even SVs, donors and the public are also familiar with this term and understand the non-profit sector in a more nuanced way. “The trust of the public on NPOs is important. It can come from many different ways and one of them is using the simple names to create a neutral and correct understanding about the non-profit sector” (LIN staff #5).

Furthermore, NPOs’ representatives, SVS and LIN staff said that their awareness of the ‘skilled volunteer’ term started when they began working with LIN. Prior to that, they only knew of ‘volunteer’ work and they used this term in reference to all people who contributed their free time to community services, including both unskilled and skilled volunteers. However, they now know the difference between two types of volunteering terms and use these terms more correctly.

One of the main reasons LIN established these norms successfully in Vietnam is that Vietnam is considered a collective society and to be high-context when it comes to communication (Hue et al., 2015). People are more easily persuaded by the use of the descriptive norm (i.e. people will follow role models) rather than the injunctive norm (telling people what they should or should not do in a specific circumstance) (Hue et al., 2015). LIN itself is a descriptive norm working as a model of using and practicing social norms, especially NPO and SV in all activities.

4 Emerging Social Change Catalyst Model in Urban Community Development

Based on the above analysis, there are three crucial elements required in creating an emerging social change catalyst model in urban community development, especially in Vietnam; 1) leadership strategy for the catalyst and NPOs; 2) context understanding (local context and stakeholders’ characteristics) and; 3) suitable impact evaluation framework based on local context in the whole communication process. These elements should be applied to work with the catalyst’s stakeholders through both interpersonal communication and media activities. When these key elements are well-implemented, the impact of activities organised by a catalyst (NPO network facilitation, NPO capacity enhancement and community fund coordination for NPOs) will be more effective and measurable.

Below is the catalyst model based on LIN’s current model of operating:

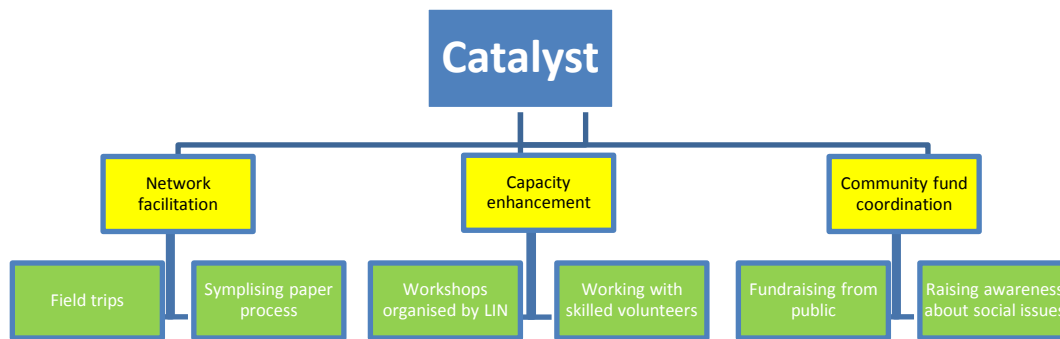


Figure 43: The social change catalyst model based on current LIN’s main activities

Source: Author

Below is the suggested catalyst model for urban areas based on LIN’s model, and indications supported by evidence from this research. This figure means that a catalyst with leadership strategy, context understanding and evaluation framework will lead successfully to community dialogue with its stakeholders, creating effective collective actions and leading to individual changes and social change impact.

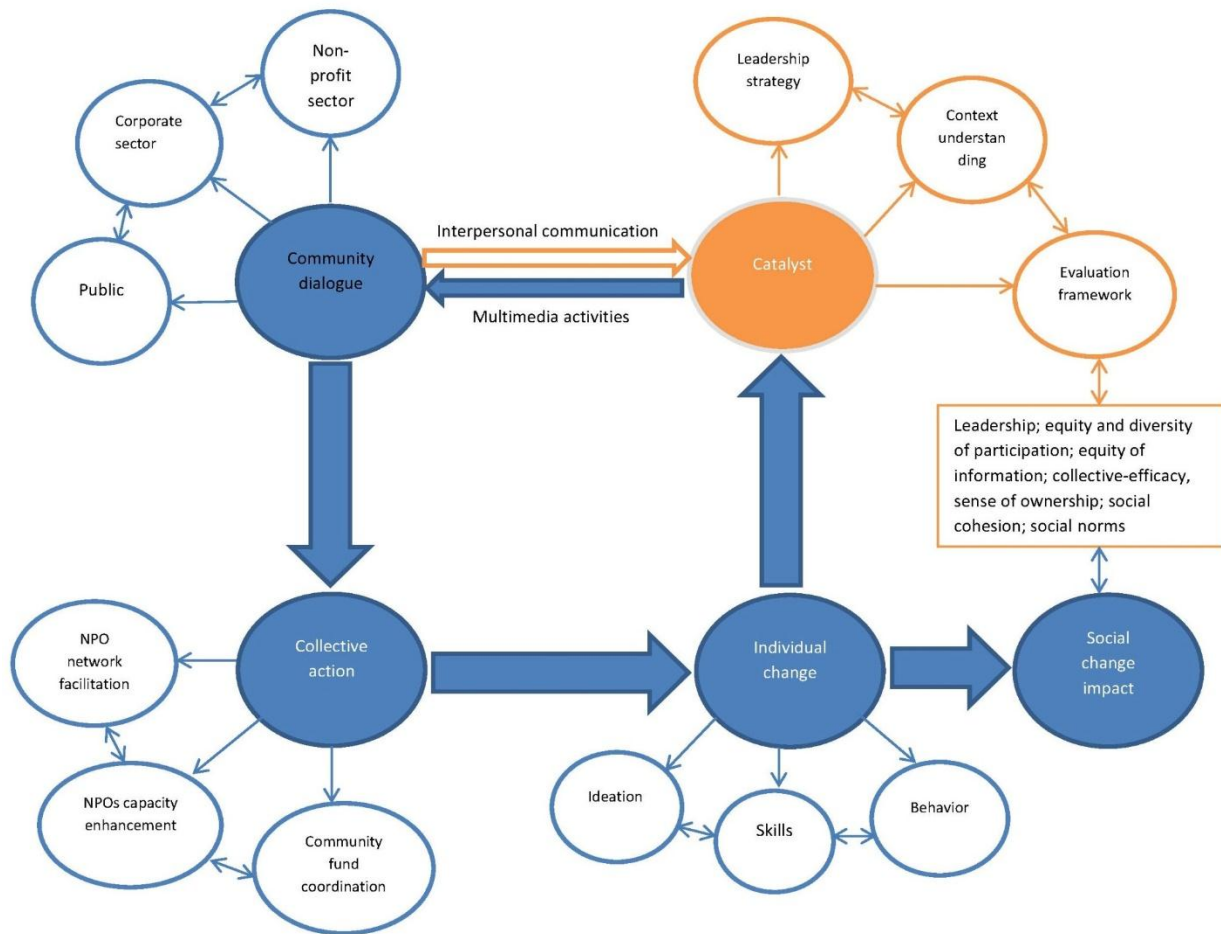


Figure 44: Suggested catalyst model for community development

Source: Author

4.1 Key elements

In this model, instead of taking action directly with NPOs through LIN's established three categories (NPO network facilitation, NPO capacity enhancement and community fund coordination for NPOs), it is important for a catalyst to prepare key elements that need to be weaved through its existing operations. These elements include leadership strategy, in-depth understanding of the local socio-political context, as well as stakeholders' characteristics and a measurable evaluation system based on local context. These elements will support a catalyst to enhance effective community dialogue and collective actions for its stakeholders, especially NPOs.

4.1.1 Leadership strategy

The centrality of power is a key idea in thinking and practicing communication for development and social change (Waisbord, 2005). Thus, it is essential that a catalyst identifies its leading position as well as empowers the stakeholders' leadership as the below diagram.

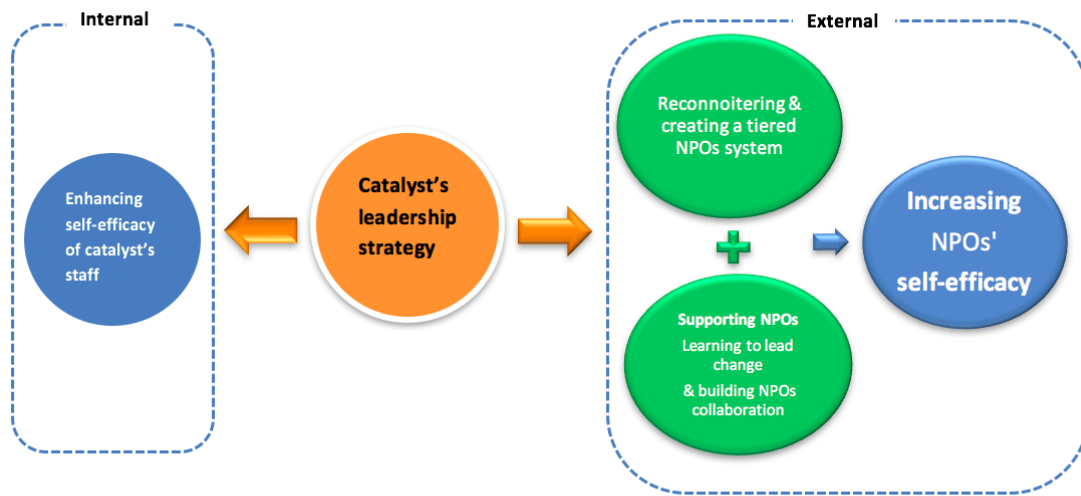


Figure 45: Key elements of a catalyst's leadership strategy

Source: Author

4.1.1a The catalyst

It is important that a catalyst has strong awareness about its own leadership (De Caluwe & Vermaak, 2002; Grealish, Henderson, Quero, Phillips, & Surawski, 2015; Petro-Nustas, 1996). Feltmann (1984, as cited in De Caluwe & Vermaak, 2002) points out this self-awareness is considered as 'metaparadigmatic', which means catalysts know themselves clearly and keep developing their own learning to provide new perspectives and corresponding new solutions with stakeholders. Feltman (1984) also emphasises that this 'metaparadigm' is the most effective working approach for a catalyst compared with 'monoparadigmatic' (based on the settled framework of stakeholders) and 'multiparadigmatic' (based on the observation of a catalyst toward stakeholders). In this self-awareness, firstly, it is necessary for a catalyst to indicate its type of power in community and maximise the potential of its influence. In the research about

change agents in community development, Komives and Wagner (2012) suggest various types of power as indicated in the below table:

Type of power	Definition
<i>Referent Power</i>	Power a person gains from the respect of others; a voluntary power bestowed upon you by those around you because of your personal attributes
<i>Legitimate Power</i>	Power gained from a position of authority giving you the right to direct the actions of others
<i>Expert or Knowledge Power</i>	Power gained from specialized knowledge, skill, or expertise in a given area
<i>Reward Power</i>	Power that comes from your ability to give something of value (material or otherwise) to someone else
<i>Coercive Power</i>	Power to get others to do things by force, punishment, or threat of punishment
<i>Connection Power</i>	Power because of your relationship or friendship to a person who is important to someone else
<i>Power by Purpose</i>	Power that is driven by a vision or goal and is characterized by sharing influence and a lessening of personal ego
<i>Perceived Power</i>	Power the person has to influence others

Figure 46: Types of power (French and Raven, as cited in Komives and Wagner, 2012)

Based on the analysis of the LIN case study, a catalyst is considered to have strong ‘referent power’ because of the respect others have for it based on its community works, and ‘reward power’ due to the benefits it provides its stakeholders. It is important for a catalyst to create and maintain trust and a connection with stakeholders based on these powers. However, in Vietnam, the challenge of these powers is that stakeholders, because of the socio-political context, tend to depend on the catalyst rather than work by themselves and feel hesitant about providing feedback to the catalyst (Le et al., 2015b). Therefore, besides ‘reward power’ and ‘referent power’, a catalyst should pay attention to enhancing their ‘power of purpose’, which is “driven by a vision or goal and is characterised by sharing influence and a lessening of personal ego” (French & Raven, as cited in Komives & Wagner, 2012, p. 403). This power means that in its strategic activities, a catalyst should always clearly emphasise its vision and goals to support NPOs within a certain timeframe. In addition, a catalyst also needs to be conscious of supporting NPOs to build their capacities in a sustainable, long term way, rather than simply provide free

short term services. This information will create a more strategic sense of ownership and a stronger level of independence between a catalyst and its stakeholders.

Next, it is crucial for a catalyst to enhance its self-efficacy (recognising issues that need to change and believe that it can be the leader to make this change). The self-efficacy of a catalyst can powerfully inspire the collective self-efficacy (Komives & Wagner, 2012; Grealish, et al 2015; Petro-Nustas, 1996). It usually happens that a catalyst does not want to emphasise its leader position because it conflicts with its purpose of encouraging leadership and decision making within the community, as LIN's founder mentions:

We (LIN) do not want NPOs to think that LIN is a leader or we decide all programmes related to them. Thus, we never state LIN is a leader and always encourage NPOs to increase their sense of ownership in community development". (LIN's founder, July 25, 2016)

However, various studies (Bandelli, 2012; Figueroa et al., 2012; Hermann, 2007; Kasemsuk, 2011; Melkote & Steeves, 2001; Nguyen, 2012; Nuttavuthisit et al., 2014) and evidence from this research shows that in a developing country, where community development concepts are still new and most NPOs are at a grassroots level, it is difficult for people in the community to take the initiative in regards to leadership. They need to have a catalyst to raise awareness about social issues and support them in implementing solutions (Figueroa et al, 2012; Grealish et al., 2015; Melkote & Steeves, 2001; Nguyen, 2012; Petro-Nustas, 1996). A catalyst-leader in this process does not mean dominating NPOs in all activities, but rather focusing on instructing NPOs in the social change process, and step-by-step transferring the community power to local NPOs.

Indicating itself as a catalyst-leader also creates a positive impact on the catalyst's staff who could feel more confident in their work. Komives and Wagner (2012) and Nuttavuthisit et al. (2014) point out that when an individual thinks that she/he can do it, she/he will perform it well. Therefore, the more people believe in their own capabilities, the more they are able to handle the responsibilities of being leaders and acting as leaders. It also means that:

A change agent must be strongly aware of how their actions impact others, by including others in the process of change, setting a direction and defining responsibilities, by helping people develop the skills or attain the knowledge they need, by embracing the process of working with others, and by validating the importance of the change project (HERI, 1996, as cited in Komives & Wagner, 2012, p. 405).

As a result, it is suggested that a catalyst-leader has to have a strong awareness about its leadership role in community and continuously nourish staff's leadership capacity to inspire its stakeholders effectively. Additionally, a catalyst should also be more conscious of managing programmes to enhance NPOs leadership and identify its sustainable values rather than only announcing themselves as a continuously free service.

4.1.1b NPOs

When an organisation creates a clear identity and develops its self-efficacy as a catalyst-leader in community development, it will have a better voice, indicate a stronger leadership and better trust in the community. In the Vietnamese context, where leadership is expected by those with a high status position, it is also essential that a catalyst pays attention to creating opportunities for NPOs to learn and practice their own leadership. These activities include reconnoitering a tiered NPOs system, supporting NPOs to learn to lead change and enhancing NPOs collaboration.

Categorising and creating a tiered NPOs system

In community development, there is a need for NPOs to be categorised into different groups, creating a tiered NPOs system based on the working characteristics of each NPO. These NPOs' characteristics can be ascertained by analysing in-depth annual NPOs survey results, observing LIN staff and conducting in-depth interviews with NPOs' representatives. In HCMC, the suggested NPOs categories should be; 1) well-established NPOs from grassroots level; 2) newly-establish NPOs from grassroots level and; 3) NPOs under the support of INGO and government.

'Well-established organisations' are NPOs with good 'basic needs' (stable finance and human resources) and existing within the 'psychological needs' stage to improve the quality of their work. At this point, a catalyst's support can be networking, advanced capacity enhancement programmes and community fund activities.

'Newly-established NPOs' are organisations still struggling with the 'basic needs' (money and volunteers) to survive. Thus, the catalyst should provide them small grants, basic capacity enhancement programmes and skilled volunteers.

In contrast, NPOs under the support of government and INGOs already have achieved the ‘basic needs’ and ‘psychological needs’ from the government and INGOs. Their only need from a local agency organisation such as LIN is networking programmes. In short, reconnoitering and creating a tiered NPOs system in a strategy which will save time and resources for the catalyst in working with various stakeholders.

Supporting NPOs to learn of leading changes

Aside from NPOs categorisation, supporting NPOs to embrace their own leadership is a necessary part of the catalyst’s work in community development (Osteen, 2003). This point is usually missed out in most of the community projects in Vietnam, including at LIN. The main reason for this is that Vietnamese people are not familiar with becoming leaders in their community. The desire for being a leader does not receive much appreciation and people usually think that social responsibility belongs to “others”, not to themselves (Le et al., 2015b; Han et al., 2016; Hue et al., 2015). This fact causes many difficulties for community projects, which call on the desire for change and the active participation of stakeholders.

Therefore, before providing any direct benefits for stakeholders, it is essential that a catalyst helps NPOs to become aware of the importance of being independent, having social responsibility and learning how to lead change. Moreover, a catalyst should also operate capacity enhancement programmes which do not force NPOs against established Vietnamese socio-cultural context through the use of Western concepts. In contrast, they need to be modified to adapt with these specific elements and provide a new form of leadership in the Vietnamese context. For example, a catalyst can share the leadership position for a group of NPOs in community projects and support them working together as group leaders.

Supporting NPOs to build stronger NPOs collaboration

Peer collaboration is one of the major elements in the participatory social change process (Komives & Wagner, 2012; Osteen, 2003). Hence, a catalyst needs to work frequently with stakeholders, especially NPOs to create and improve this point. According to Osteen (2003), meaningful collaborations means enhancing the sense of ownership of NPOs and encouraging their partnerships to work together, transforming from ‘somebody needs to’ into ‘I need to’ and ‘we need to’.

In Vietnam, based on the evidence of this research, the level of stakeholders' social cohesion is weak and there is an enormous challenge in creating strong collaboration among NPOs. Therefore, a catalyst is recommended to focus on this point by explaining clearly common purposes among NPOs and announcing in detail the shared benefits that NPOs would have when working together (Komives & Wagner, 2012). Then, a catalyst gradually creates opportunities for NPOs working in the same field to have dialogue and work together on some projects. As a result, NPOs will be able to recognise the value of peer collaboration rather than operating by themselves.

4.1.2 Context understanding

The cultural factor always has a strong influence on implementing the participatory communication approach (Servaes & Malikhao, 2005; Swiss Agency for Development and Cooperation [SDC], 2016; Waisbord, 2005). Hence, a catalyst should deeply understand stakeholders' characteristics and local context when providing activities for its stakeholders, especially local NPOs as the below diagram (Bessette, 2004; Komives & Wagner, 2012; Lennie & Tacchi, 2013; Le-Quang, 2014; SDC, 2016; Tufte & Mefalofulos, 2009; Waisbord, 2005).

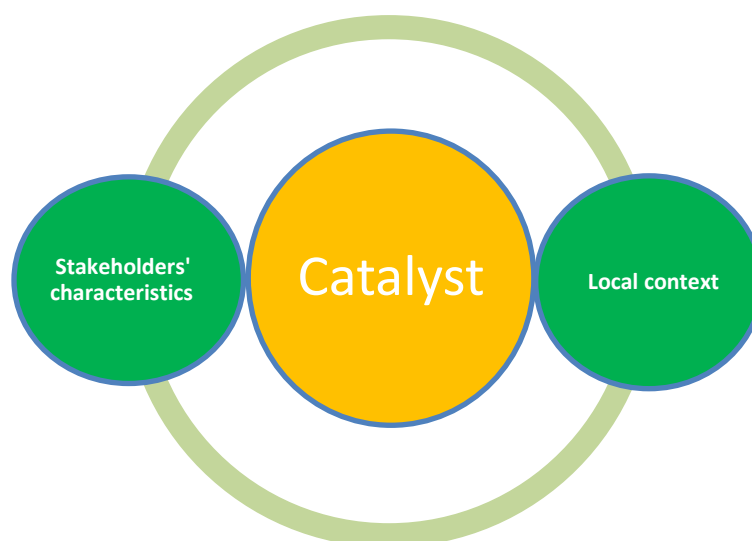


Figure 47: Key elements of catalyst's context understanding

Source: Author

4.1.2a Understanding the local socio-political context

When developers have a thoughtful understanding of cultural context in communities, it is particularly helpful since communication approaches will adapt to cultural factors and provide specific programmes for stakeholders (Servaes & Malikhao, 2005). However, in other cases, it can be an obstacle to accepting new approaches if there is no strategy to understanding it thoroughly. For example, in the case of LIN, there are obstacles in engaging stakeholders in community fund activities since the Western community fund concept is new in the Vietnamese context and people do not fully or correctly understand its purpose. As a result, to create a sustainable impact on community, a catalyst needs to deeply understand the context of its working environment.

Firstly, this understanding should be used in modifying and localising Western community development concepts into the Vietnamese context. Evidence in this research shows that several concepts translated directly from English into Vietnamese are difficult to fully understand. These concepts should be introduced and explained in the Vietnamese language with specific examples from the Vietnamese context.

Even within the same country, the catalyst model will still need to be revised based on the uniqueness of each urban area. For instance, the context of an urban area in South Vietnam (HCMC) is different from that of North Vietnam (Hanoi). People from the South tend to be more open to new ideas and to accepting new community concepts than those from the North (Son, 2014; Tran, 1999). However, in terms of politics, the government in the South controls the non-profit sector more strictly and the working zone of the non-profit sector in this area are small compared with the wide space in the North, especially in Hanoi (Bui, 2016; Le et al., 2015b). As a result, communication approaches of a catalyst in the South tend to work well with local NPOs at grassroots level and the corporate sector, while a catalyst in the North seems to work more effectively through advocacy activities.

In short, to create effective social impact, it is vital that a catalyst understands the local context, so that they can be flexible in their communication approaches.

4.1.2b Understanding stakeholders' characteristics

To work with stakeholders effectively, a catalyst should understand characteristics of its stakeholders and apply them to both written and oral communication. Based on its own characteristics, each group of stakeholders has different ways of interpreting messages from the catalyst, which can cause misunderstanding and conflicts.

This issue has been happening in LIN and negatively impacting LIN's work quality. Therefore, understanding stakeholders' characteristics is a crucial part in the communication process for enhancing the dialogue between a catalyst and its stakeholders. For example, the language styles that a catalyst uses via its various communication channels (oral presentations, published documents and information on websites, emails, social media) should always be modified for each group of stakeholders (corporate sector, non-profit sector, government sector). If stakeholders correctly understand the catalyst's messages, they will feel more comfortable in speaking up and gradually creating social change based on the catalyst's message.

4.1.3 Impact evaluation framework in local context

Along with enhancing strategic leadership and context understanding, monitoring and evaluating the impact of a catalyst on stakeholders in a local context is also especially important. An evaluation framework needs to be designed and applied from the beginning of each project, instead of implementing this step as the end (Figueroa et al., 2002; Lennie & Tacchi, 2013; Parks et al., 2005; Tufte & Mefalofulos, 2009). LIN itself is established from a grassroots level because the staff recognise the gap in community development. Hence, it does not have a professional evaluation framework to measure its impact on community development, especially on NPOs from the beginning.

According to this research, the evaluating framework categories that can be used in this case are suggested in the model by Figueroa et al. (2002), which includes seven dimensions and detailed questions about the degree of leadership, participation, information equity, social cohesion, collective self-efficacy, social norms and sense of ownership. The data is able to be collected from surveys, in-depth interviews and focus group interviews with stakeholders. Additionally, in the Vietnamese context and according to the different impact levels that emerged from the findings of this research, there is a need to apply different levels of focus to

each indicator in order to maximise the potential of this evaluation framework (see the below diagram).



Red: The top priority to be enhanced

Green: The medium priority to be enhanced

Blue: The lowest priority to be enhanced

Figure 48: Seven indicators of evaluation framework in suggest catalyst model.

Source: Author

Firstly, it is essential to focus on measuring the current weak levels of sense of ownership and social cohesion of each NPO when working with a catalyst. Because of the Vietnamese context, NPOs are not familiar with providing their own leadership and tend to work individually rather than in teams or networks. Hence, evaluating these indicators on stakeholders will best present the process of independence and partnership involvement of NPOs in Vietnam.

Secondly, in the participation, collective self-efficacy and leadership indicators, it is important to acknowledge and evaluate the influence of the power distance dimension. For example, in Vietnam, it is difficult for people, especially youth, to express their own ideas comfortably with their elders, causing less effective results in the participatory process.

Furthermore, in the information equity, ‘awareness and correct knowledge about the issue or program’ needs to be especially considered in the Vietnamese context. The reason is that many concepts used in community development in Vietnam are from the West and Vietnamese people are not familiar with them. In short, monitoring and evaluating the impact on these dimensions in local context could help the catalyst to understand its stakeholders better, and make effective changes in the ongoing process. The detailed elements to focus on in evaluation are mentioned in the table below. The colored text in bold indicates areas of priority to be modified to suit the local context:

Indicators	Sub-indicators in Vietnamese context
<i>Sense of ownership</i>	Importance of the issue or program to stakeholders
	Responsibility for the issue/program
	Contribution to the program
	Perceived benefits from the program
	Perceived accountability for the program results
<i>Social cohesion</i>	Perceived personal identification with the program
	Sense of belonging
	Network cohesion
	Goal consensus
	Social trust and reciprocity
<i>Leadership</i>	Feeling of morale
	Types of powers and their levels
	Catalyst staff self-efficacy
	Stakeholders’ leadership
	Competence in encouraging and securing dialogue and action
	Vision and innovation
	Trustworthiness and popularity
	Flexibility
Equity and diversity	
<i>Degree and equity of participation</i>	Extent and level of participation under the influence of power distance and different development levels of stakeholders
	Access to participation
<i>Information equity</i>	Awareness or correct knowledge about issues in the programs (especially in understanding translated Western concepts)
	Enhanced free flows of information in both interpersonal communication, social media and mass media
	Suitable language style for each stakeholder group
<i>Collective self-efficacy</i>	Perceived efficacy to solve problems as a group
	Perceived capability of other community members
	Perceived efficacy to take action as a group
<i>Social norms</i>	Norms of leadership (especially being independent leaders)
	Norms of participation
	Norms of specific issue/program

Figure 49: List of social change outcome indicators and dimensions for measurement in Vietnamese context based on the 'Integrated model of measuring the process of applying communication for social change and its outcomes' of Figueroa et al. (2002)

Source: Author

4.2. Communication approaches between a catalyst and its stakeholders

In communication for social change [CFSC], communication is identified as having two roles: the tool and the goal. Communication is considered to be a tool supporting a catalyst to achieve specific goals through the dissemination of information (Waisbord, 2005). It means that communication is a bridge to maximise the delivery and effectiveness of messages from a catalyst to its stakeholders in the community.

Secondly, and more importantly, communication should be a goal for development since the enhanced dialogue capacity of communities is frequently a principle aim in any community process (Cadiz, 2005; Waisbord, 2005). A catalyst should help stakeholders appreciate the importance of communication and enable them to develop their own communication skills (Cadiz, 2005). This can be fostered by enhancing the opportunities for stakeholders to identify issues, determine goals, decide upon actions and assign responsibilities together. Based on this research and several other studies, to achieve both tool and goal roles, interpersonal communication and media activities (including social media and mass media) need to be applied in a contextualised manner (Fraser and Restrepo-Estrada, 1998; Waisbord, 2005).

4.2.1 Interpersonal communication

Although the development of modern technologies provides various activities through social media and mass media, interpersonal communication is still the most effective way to connect people in a community, spread new ideas and implement the participatory communication approach (Bessette, 2004; Cadiz, 2005; Inagaki, 2007; Mtega, 2012; Servaes & Malikhao, 2007; Waisbord, 2005). This is because interpersonal communication “provides the maximum amount of information to be transmitted during a communication episode” (Le-Quang, 2014, p.101), creates a stronger trust, long lasting commitment and reduces misunderstanding risks in comparison to other communication approaches.

In addition, while mass media approaches people indirectly, peer communication enables messages to directly enter social networks and become part of daily interactions, which can lead more quickly to social change (Cadiz, 2005; Waisbord, 2005). In this research, both NPOs and

skilled volunteers point out their need for face-to-face communication with LIN staff. Moreover, LIN's activities guided by direct communication always receive positive feedback from stakeholders, such as the one-on-one advisory day and CPI programme. Therefore, improving interpersonal communication skills is important for a catalyst to maintain a close relationship with its stakeholders and understand their essential needs.

4.2.2 Media activities

Although interpersonal communication seems more effective in participatory communication, the advantages of media activities in urban areas cannot be ignored due to its access to large populations of users and its strength in raising awareness to large groups. These activities include two types; 1) mass media (press, radio, television, etc) and social media (Facebook, YouTube, websites, text messages, etc) (SDC, 2016).

In regards to social media, according to the Vietnam NetCitizens Report (Cimigo, 2011), Vietnam is the fastest growing internet country in Asia and among the countries with the highest growth rates in the world. In 2014, Vietnam had more than 36 million internet users, which is more than 39% of the total Vietnamese population (which is approximately 92 million) and more than 20 million Facebook users (Do, 2013). Therefore, people in urban areas in Vietnam are particularly familiar with using online communication.

Most communication processes and relationships between young people living in urban areas are currently built and maintained through online communication (Cimigo, 2011; Do, 2013). In this research, there is evidence that young leaders of newly-established NPOs and young SVs usually receive information about LIN through social media channels. The research of Le et al. (2015b) also points out that most people working in newly-established organisations in the non-profit sector are around 20-35 years old, familiar with online work and create many vibrant community activities through social media. Therefore, information disseminated through social media has a higher chance of directly reaching this group.

However, mass media are also potential communication resources for a catalyst to introduce itself to the public, attracting the public to contribute to the community development of their location. Although Vietnamese journalism faces a lot of challenges related to political issues, the mass media industry in Vietnam is still robust in numbers with 857 official news organisations including 199 print newspapers, 105 online newspapers and 67 radio and television

channels (Tran, 2017). If a catalyst works well with mass media, it can reach more NPOs seeking to join a NPO network, as well the public, SVs and donors, who can provide strong supports for the catalyst and NPOs. In short, if a catalyst is active in maximising the potential of both social media and mass media, its impact on social change has the potential to substantially increase.

4.3 Implementing activities

With careful preparation focusing on key elements (strategic leadership, context understanding and evaluation framework), and supported by appropriate communication approaches, a catalyst will be able to engage in a more effective dialogue with its stakeholders. Having thoughtful dialogue can lead to productive collective action in NPO networking, NPOs capacity enhancement and community fundraising. When achieving good results from these activities, stakeholders may also achieve individual change in ideation, skills and behavior, especially in being more independent and confident to take on the catalyst role in their own communities. In this process, the social change impact can be observed and evaluated again by the seven indicators suggested in the model of Figueroa et al. (2002); leadership, equity and diversity participation, equity of information, collective-efficacy, sense of ownership, social cohesion and social norms.

5 Conclusions

This chapter has discussed the important role of a catalyst as a local organisation in CFSC, analysed the impact of LIN on community development in HCMC and developed an emerging catalyst model in urban community development. Firstly, it has pointed out that in community development, a catalyst is a vital element to support the sustainable development of NPOs, especially ones at grassroots level that are lacking of capacity, networks and finance. It has provided evidence that in the Vietnamese urban context, local NPOs are a suitable choice for a change agent, instead of INGOs or local authorities. This is because most INGOs only work in rural areas and the impact of local authorities in urban areas is lower than in rural areas. On the other hand, a local NPO works closely with the communities with their new participatory approaches and understands local NPOs' needs better.

This chapter also analysed LIN's impact on community development in HCMC through seven evaluating indicators in the 'Integrated model of measuring the process of applying communication for social change and its outcomes' by Figueroa et al. (2002). It demonstrated that LIN has a strong impact in creating social norms (NPO and SV), medium impact in

leadership, participation equity, information equity, collective self-efficacy and weak impact in sense of ownership and social cohesion. Based on this evaluation, especially in the Vietnamese context, challenges for a catalyst in CFSC include the dependence of NPOs on the catalyst as an organisation which provides endless free services for them, the misunderstanding in communication due to differences in cultural context and the lack of a strategic evaluation framework in the local context.

Due to these obstacles, in the emerging catalyst model for urban community development in a developing country like Vietnam, the three following new elements need to be taken into consideration by a catalyst; 1) develop a leadership strategy for both catalyst's staff and NPOs; 2) pay attention to contextual understanding (local context and stakeholders' characteristics) and; 3) implement the impact evaluation framework based on the local context.

Interpersonal communication and media activities (social media and mass media) are highly recommended for use in this process. Because of this preparation, the quality of activities implemented by a catalyst such as community dialogue and collective action (NPO network facilitation, NPO capacity enhancement and community fund coordination for NPOs) can be improved. This, in turn, leads to stakeholders' individually changing, allowing them to become catalysts in their own communities, creating even more positive social change impact.

CHAPTER SIX: CONCLUSIONS

1 Summary

This research aimed to evaluate the impact of a catalyst using the participatory communication approach on urban community development by using LIN as a case study. The key research question was:

“How does LIN achieve impact as a social change catalyst on community development in HCMC, especially with the NPO sector?”

To enrich the data for answering this question, the following sub-questions were formulated:

- 1. What role does LIN play in facilitating the NPO sector in HCMC?*
- 2. If LIN is considered a catalyst, what participatory communication approaches does LIN use in its key strategic activities (NPO network facilitation, NPO capacity enhancement and community fund coordination for NPOs)? And how effective are these approaches in producing positive social change?*
- 3. What are the key features of LIN’s operating model that could be used to enhance the NPO sector integration beyond HCMC?*

In order to answer the above questions, this research applied the ‘Integrated model of measuring the process of applying the participatory communication approach and its outcomes’ developed by Figueroa, et al (2002). There are seven social change outcome indicators for this model, which were considered suitable in evaluating LIN’s impact on community development in HCMC. They are leadership, degree and equity of participation, information equity, collective self-efficacy, sense of ownership, social cohesion and social norms. In order to achieve the outcome, the research methods included ethnographic non-participant observation, in-depth semi-structured interviewing and secondary data.

The researcher spent two months in LIN for the ethnographic non-participant observation and had a closer view at how the catalyst role of LIN operates in action, how LIN and its stakeholders work together and what challenges are present in this process. The observations

provided a supporting background for the in-depth semi-structured interviews, with eight LIN staff, nine NPO representatives and three skilled volunteers [SVs]. These interviews enabled the research to better understand the relationship between LIN and stakeholders, as well as LIN's impact on community development in HCMC. Besides this data, information from various surveys and annual LIN reports were included and analysed as sources of secondary data. The findings provide answers to the research questions from three perspectives (LIN's staff, NPOs' representatives and SVs).

What role does LIN play in facilitating the NPO sector in HCMC?

Evidence from the research shows that LIN is considered a catalyst in the community development of HCMC. NPOs in HCMC trust LIN and have developed a strong connection with its network and programs. Additionally, LIN has contributed to the improvement of the quality of NPOs in its network through NPO network facilitation, NPO capacity enhancement, community fund coordination for NPOs and the popularising of new social norms within the community ('non-profit organisation' and 'skilled volunteering'). All these activities indicate a strong impact on NPOs both internally and externally.

If LIN is considered as a catalyst, what participatory communication approaches does LIN use in its key strategic activities? And how effective are these approaches in producing positive social change?

In NPO network facilitation, NPO capacity enhancement and community fund coordination for NPOs, as a catalyst in CFSC, LIN applies participatory communication approaches mainly through interpersonal communication. This communication form encourages dialogue between LIN, the corporate sector and the NPOs, then creates opportunities for stakeholders to take ownership in most activities. LIN also provides robust information about the non-profit sector to the community through its various communication channels including social media, mass media and public events.

Based on seven indicators of the 'Integrated model of measuring the process of applying the participatory communication approach and its outcomes suggested' by Figueroa et al. (2002), LIN has achieved a strong impact in terms of introducing new social norms ('non-profit organisation' and 'skilled volunteer'), a medium impact on leadership, participation equity,

information equity and collective self-efficacy, and a weak impact on sense of ownership and social cohesion. In general, due to LIN's work, NPOs have changed the way they see themselves by not considering their work as 'charity', understanding instead, that their organisations are important parts of the community development process in HCMC. They are more confident in their own capacities and have better financial support to implement their own community projects. They also started opening up to the idea that the corporate sector and the public can join the non-profit sector by playing different roles. Most of the NPOs recognise the importance of using communication to promote their work to donors, instead of the assumption that if they do good things, donors will automatically come to help them. In the meantime, the corporate sector, particularly SVs, have a better understanding about community development in HCMC, which inspires them to strongly engage with and better support NPOs.

However, the research also points out that the catalyst role of LIN still faces many challenges, particularly in applying Western concepts into the Vietnamese context. The reason is LIN at first was established by an American expat who has worked in social work in Vietnam for ten years and there are many Western community development concepts have been used in LIN from the beginning. Firstly, there is a misunderstanding about what a leadership role consists of. LIN has applied a Western leadership model to a Vietnamese community development context with the assumption that participants will assume ownership naturally. LIN has not succeeded in emphasising the importance of being a leader with its own staff or with NPOs. In addition, due to the Marxist-Leninist foundation and Confucianism influence in the society and politics, Vietnamese people are not familiar with being independent and always believe that 'others' as outside leaders will help them (Le et al., 2015b). As a result, LIN's generous support without a leadership strategy makes NPOs too dependent on LIN. Without LIN's support, NPOs rarely take initial actions in creating networks or raising funds for themselves.

Secondly, there is a misunderstanding resulting from LIN's language usage. LIN assumes that all NPOs understand Western terms related to community development ('community fund', 'non-profit organisation' and 'skilled volunteer') and rarely explains them in detail in the Vietnamese context. In fact, many NPOs still do not understand these concepts correctly. This fact has generated a negative attitude about these concepts and many NPOs have lost their motivation to participate, especially in the NTG community fund. Furthermore, LIN also applies the business language style used for working with the corporate sector to the communications

with NPOs. Unfortunately, this language style makes a lot of NPOs believe that LIN is above their level (as local NPOs) and hesitant about collaborating with LIN.

Thirdly, the participatory approaches LIN used do not consider the different development levels of NPOs in HCMC and the element of power distance (generation, social position) in an Asian society such as Vietnam. LIN provides the same messages and services for all NPOs but due to barriers of power distance and different development levels, it is difficult for all NPOs to understand and to have an equitable dialogue at the same time.

Another point is most of LIN's skilled volunteers (SV) are from the corporate sector and their main work supporting NPOs is in capacity enhancement. However, these SV do not deeply understand the non-profit sector, meaning that many skills they provide cannot be applied usefully in NPOs. This point demonstrates the lack of good quality communication between LIN, NPOs and SV from the corporate sector, and prevents them from working effectively together. In addition, it also reflects that LIN needs to improve the diversity of its SV, recruiting more people from different backgrounds to support NPOs from various perspectives.

Lastly, LIN does not have a professional evaluation framework based in a Vietnamese context to measure its impact on NPOs and community development in HCMC, especially from a communication perspective. Therefore, some LIN's activities turn out to be ineffective and a waste of time and effort on both sides (LIN staff and stakeholders).

What are the key features of LIN's operating model that could be used to enhance the NPO sector integration beyond HCMC?

As a result of this analysis, an emerging catalyst model is suggested for positive impact on urban community development. There are three crucial elements in this model; 1) leadership strategy for the catalyst and NPOs; 2) context understanding (local context and stakeholders' characteristics) and; 3) impact evaluation framework based on the local context.

The main purpose of using these elements is to help a catalyst to modify community development and participatory communication concepts from outside (the West) into the local context (Vietnam) and generate greater social change impact. These elements need to be included in both interpersonal communication and media activities when a catalyst works with stakeholders. If these elements are prepared carefully, the impact of activities organised by the catalyst (NPO network facilitation, NPO capacity enhancement and community fund

coordination for NPOs) will be more meaningful and measurable. This process can also lead to individual stakeholders changing to become catalysts within their own communities, providing even more positive social change impact.

2 Recommendations

Based on the findings, it is recommended that LIN:

2.1 Identifies its catalyst role and enhances the leadership capacity of LIN staff

It is important that LIN enhances the ‘power of purpose’, which means it needs to emphasise clearly its vision and goals to support NPOs within a set timeframe, rather than providing endless free services. This information can create a balance in the sense of ownership and level of independence between a catalyst and stakeholders. Moreover, it is critical for LIN staff to enhance their self-efficacy (recognising issues that need to change and believing that they can be leaders who make the change) which, in turn inspires the collective self-efficacy of NPOs.

2.2 Categorises and creates a tiered NPOs system

NPOs need to be categorised into different groups based on working characteristics (well-established NPOs, newly-established NPOs and NPOs under the support of government and INGOs), instead of simply categorising all NPOs that took part in its annual survey into one group. This method would help LIN save time and effort in specific activities. For example, LIN could provide networking, advance capacity enhancement programmes and community fund programmes for well-established NPOs. It could provide support for small grants, basic capacity enhancement programmes and SVs for newly-established NPOs, and it could invite NPOs under the support of government and INGOs to join networking events.

2.3 Enhances the leadership capacity of NPOs

To make NPOs more independent, it is recommended that LIN works towards raising their awareness of the importance of being independent and a leader of change. This task can be implemented by awakening the sense of citizenship, social responsibility and pride in its own values. With increased self-awareness, NPOs could become more open to learning how to become leaders. Moreover, LIN should give NPOs more opportunities to be the leaders within the NPOs community, instead of LIN always being the organiser of group activities.

When NPOs accept this challenge, they will acknowledge the risks for failure as well as the potential to experience successful changes. Therefore, their own confidence to take the leadership role within the community will be increased sustainably. Another suggestion is to avoid recruiting SVs entirely from the corporate sector, instead choosing SVs from various backgrounds to provide a more diverse vision and robust skillset which NPOs can use to enhance their capacities, especially in leadership.

2.4 Encourages the horizontal network among NPOs

A catalyst can implement this task by using appropriate communication approaches and tools to explain common purposes among NPOs and benefits gained from working together. In addition, organising teamwork activities to connect NPOs is another way to create unity among NPOs and reduce the gap between generations and different purposes. These approaches can inspire NPOs to connect with other NPOs and better understand the direction that their partnership heads in.

2.5 Uses the communication language style of its stakeholders

LIN needs to explain clearly, and with contextual examples, new concepts that it brings to the NPOs community, through both spoken and written communication to avoid misunderstanding. LIN should modify its message, according to the level and characteristics of each group of stakeholders (NPOs, SVs and donors) instead of using one linguistic style to communicate with all of them. In addition, LIN needs to pay attention to the specific communication needs of disabled people who would like to join LIN's programmes, and provide suitable solutions for them.

2.6 Creates and implements the impact evaluation framework in the Vietnamese context

This framework is an initial step in evaluating the catalyst role in CFSC within an urban Vietnamese context, which LIN can use or modify for future activities. The seven evaluative dimensions include the degree of leadership, participation, information equity, social cohesion, collective self-efficacy, social norms and sense of ownership. This evaluation framework can be implemented using surveys after programs, in-depth interviews and focus group interviews.

2.7 Enhances interpersonal communication activities and pays more attention to media communication

Since interpersonal communication is proven to have a more desirable impact between the catalyst and its stakeholders, this approach should be further developed, especially among NPOs, to encourage them to share their opinion in their own voice and connect together through various activities such as group discussions, field trips and collaboration on small projects. The advantages of media activities in urban areas cannot be disregarded due to the large population of media users in urban areas and their capacity to raise public awareness. As a result, aside from interpersonal communication, it is recommended that LIN pays more attention to information and strategic planning for social media, and collaborates more closely with mainstream media channels.

2.8 Starts establishing dialogue with local authorities

In Vietnam, the power of government is still tremendously important in creating social change. Although this process is not easy since the Vietnamese government does not have much interest in the non-profit sector, it is worth trying, by inviting the local authorities to join community funding activities. If a local catalyst works well with the authorities, it can help them better understand new community concepts and acknowledge their importance in creating social change.

3 Limitations of this Research and Requirements for Future Research

3.1 Limitations

The first limitation is that this qualitative research only works with a small number of participants and does not reflect the whole complex picture of the catalyst's impact on urban community development in Vietnam. Moreover, this research only takes one case study of LIN in HCMC, so it may not express correctly the characteristics and impact of other NPOs working as catalysts in community development of other urban areas in Vietnam.

Secondly, this research focuses on the impact of LIN on NPOs, while the other stakeholders working with LIN (SVs, donors, public community) also need to be evaluated in their work with LIN. It is subsequently difficult to provide overall conclusions about the impact of LIN on

community development in HCMC. However, this fact can foster new research topics, comparing viewpoints from among different groups of stakeholders about the catalyst role.

Lastly, there are difficulties in approaching Vietnamese research studies related to community development, urban studies and communication studies in Vietnam because there is no official online research database in this country. Hence, the literature review about issues related to these studies in Vietnam is not yet comprehensive in this research project.

3.2 Requirements for future research

In the future, this research may be expanded on by researching case studies in different urban areas of Vietnam, and by using a comparative analysis to identify and develop key elements of a catalyst model in Vietnam. Another approach would involve exploring the catalyst's impact on other groups of stakeholders to create a more in-depth picture of the role of a catalyst in urban community development.

REFERENCES

- Bandelli, D. (2012). Radio Namaskar: Catalyst of change in Orissa. *Media Development*, 59(1), 48-51. Retrieved from <http://www.ebscohost.com>
- Barkema, H., Chen, X., George, G., Luo, Y., & Tsui, A. (2015). West meets East: New concepts and theories. *Academy of Management Journal*, 58(2), 460-479. Retrieved from <http://www.amj.aom.org>
- Beard, V., & Dasgupta, A. (2006). Collective action and community-driven development in rural and urban Indonesia. *Urban studies*, 43(9), 1451–1468.
doi:10.1080/00420980600749944
- Belgian Development Agency (2014). *Urban upgrading in Ho Chi Minh City: Unexpected social impact of an infrastructure project* (Reflection Paper No. 2, BTC's knowledge building series). Brussels, Belgium: Author. Retrieved from <https://www.btctb.org/en/publications/urban-upgrading-ho-chi-minh-city-unexpected-social-impact-infrastructure-project>
- Bessette, G. (2004). *Involving the community: A guide to participatory development communication*. Ottawa, Canada: IDRC Books.
- Borgdorff, W., Floyd, K., & Broekmans, F. (2002). Interventions to reduce tuberculosis mortality and transmission in low-and middle-income countries. *Bulletin of the World Health Organisation*, 80(3), 217-227.
- Bui, T. (2016). Civil society and forms of civil society in Vietnam. In B. Le (Ed.), *Proceedings the conference on the role of civil society organisations in development of economics, society and culture in Vietnam* (pp. 21-26). Hanoi, Vietnam: Institute for Studies of Society, Economics and Environment (iSEE).
- Cadiz, M. (2005). Communication for empowerment: The practice of participatory communication in development. In O. Hemer, & T. Tufte (Eds.), *Media and global change: Rethinking communication for development* (pp. 145-159). Göteborg, Sweden; Buenos Aires: Nordicom; CLACSO.
- Cargan, L. (2007). *Doing social research*. Maryland, MD: Rowman & Littlefield Publishers.

- Carpenter, G., Daniere, A., & Takahashi, L. (2004). Cooperation, trust, and social capital in Southeast Asian urban slums. *Journal of economic behavior & organisation*, 55(4), 533–551. doi:10.1016/j.jebo.2003.11.007
- Catley, A., Burns, J., Abebe, D., & Suji, O. (2007). Participatory impact assessment. In *A Guide for Practitioners*. Feinstein International Center, Tufts University. Medford, USA
[http://wikis.uit.tufts.edu/conference/display/FIC/Participatory+ Impact+ Assessment](http://wikis.uit.tufts.edu/conference/display/FIC/Participatory+Impact+Assessment).
- Chavis, D., & Wandersman, A. (1990). Sense of community in the urban environment: A catalyst for participation and community development. *American journal of community psychology*, 18(1), 55-81. Retrieved from
http://mc7290.bgsu.wikispaces.net/file/view/McMillan_1986.pdf
- Chilisa, B. & Preece, J. (2005). *Research methods for adult educators in Africa*. Cape Town: UNESCO/Pearson.
- Chitnis, K. (2013). Enriching the communication for social change approach through social norms perspective. Retrieved from
http://www.sas.upenn.edu/ppe/Events/uniconf_2013/documents/Chitnis.Ketan_FinalPaper_EnrichingCommunicationForSocialChange_7.12.13.pdf
- Cimigo (2011). *2011 Vietnam netcitizens report internet usage and development in Vietnam*. Ho Chi Minh City, Vietnam: Author. Retrieved from:
www.cimigo.com/en/download/research_report/348
- Coe, C. (2015). ‘Civilized city’: How embedded civil society networks frame the debate on urban green space in Hanoi, Vietnam. *Asian Journal of Communication*, 25(6), 617-635. doi: 10.1080/01292986.2015.1023321
- Community change leaders in Vietnam: Listen, inspire and nurture. (2015, May 13). *The Charles Stewart Mott Foundation News*. Received from
<http://www.mott.org/news/news/2015/20150513-LIN-Community-Foundation>
- Coxhead, I., Nguyen, C., Vu, L. (2015). *Migration in Vietnam: New evidence from recent surveys*. Hanoi, Vietnam: World Bank Vietnam Office. Retrieved from
<http://documents.worldbank.org/curated/en/710151468322138349/pdf/669160ESW0WHIT00hoa0o0Viet0Nam00TV0.pdf>
- Davies, T. (2007). What is participation anyway?. Retrieved from
<http://www.timdavies.org.uk/2007/09/14/what-participation-anyway/>

- De Caluwe, L., & Vermaak, J. (2002). *Learning to change: A guide for organisation change agents*. Thousand Oaks, CA: SAGE Publications.
- Department of Labour, Invalids and Social Affairs of Ho Chi Minh City (2015). *List of non-profit organisations in Ho Chi Minh City*. Ho Chi Minh City, Vietnam: Author. Retrieved from <http://www.sldtbxh.hochiminhcity.gov.vn/web/guest/trung-tam-bao-tro-xa-hoi>
- Do, A. (2013, July 3). Vietnam Internet report: A quick look into internet, mobile, e-commerce. *Tech In Asia*. Retrieved from <https://www.techinasia.com/>
- Donge, J. (2006). Ethnography and participant observation. In V. Desai, & R. Potter (Eds), *Doing development research* (pp. 180-189). London, England: SAGE Publications.
- Dutta, M. (2012). Culture-centred approach to social change communication: Structure, culture and agency. In S. Melkote (Ed), *Development communication in directed social change: A reappraisal of theory and practice* (pp. 53-79). Singapore, Singapore: Asian Media Information and Communication Centre.
- Effectiveness. (2015). In *Sengagent*. Retrieved from <http://dictionary.sensagent.com/effective/en-en/>
- Figuroa, M., Kincaid, D., Rani, M., & Lewis, G. (2002). *Communication for social change: An integrated model for measuring the process and its outcomes*. New York, NY: The Rockefeller Foundation and Johns Hopkins University Center for Communication Programs.
- Finlay, A. (2010). Introduction to basic research methods handout. Retrieved from http://www.socsci.uci.edu/~castellj/sshonors/webdocs/research_design/Basic%20Research%20Handout.pdf
- Ferraro, V. (1996). Dependency theory: An introduction. *The development economics reader*, 12(2), 58-64. Retrieved from http://s3.amazonaws.com/prealliance_oneclass_sample/XD9X039EGX.pdf
- Fraser, C., & Restrepo-Estrada, S. (1998). *Communicating for development: Human change for survival*. London, England: I.B. Tauris Publishers.
- Freire, P. (1970). *Pedagogy of the oppressed*. New York, NY: Herder and Herder.
- Gilchrist, A. (2009). *The well-connected community: A networking approach to community development*. Bristol, England: The Policy Press.
- Gobo, G. (2008). *Doing ethnography*. London, England: SAGE Publications.

- Goscha, C. (2016). *The penguin history of modern Vietnam*. London, England: Penguin Random House.
- Grealish, L., Henderson, A., Quero, F., Phillips, R., & Surawski, M. (2015). The significance of ‘facilitator as a change agent’- organisational learning culture in aged care home settings. *Journal of clinical nursing*, 24(7-8), 961-969. doi: 10.1111/jocn.12656
- Greiner, K. & Singhal, A. (2009) Communication and invitational social change. *Journal of Development Communication*, 20(2), 31-44. Retrieved from <https://www.researchgate.net>
- Gumucio-Dagron, A., & Tufte, T. (2006). *Communication for social change anthology: Historical and contemporary readings*. South Orange, NJ: Communication for Social Change Consortium.
- Gumucio-Dagron, A. (2008). Vertical minds versus horizontal cultures: An overview of participatory process and experience. In J. Servaes (Ed.), *Communication for development and social change* (pp. 69-84). New Delhi, India: SAGE Publications.
- Han, M., Nguyen, D., Cohen, E., Drabble, L., Nguyen, H., Sen, S., & Tran, T. (2016). Exploring the transferability of competency-based education model to social work education in Vietnam. *Social Work Education*, 1-13. doi: 10.1080/02615479.2016.1162782
- Hermann, B. (2007). *Crucial factors in the implementation of participatory development communication in development projects in Papua New Guinea*. (unpublished masters dissertation). Unitec Institute of Technology, Auckland, New Zealand.
- Hoang, L., Castella, J. & Novosad, P. (2006) Social networks and information access: Implications for agricultural extension in a rice farming community in northern Vietnam. *Agriculture and Human Values*, 23, 513-527. doi 10.1007/s10460-006-9013-5
- Hofstede, G., Hofstede, G. J., & Minkov, M. (1991). *Cultures and organisations: Software of the mind* (Vol. 2). London: McGraw-Hill.
- Hue, D., Brennan, L., Parker, L., & Florian, M. (2015). But I AM normal: safe? Driving in Vietnam. *Journal of Social Marketing*, 5(2), 105-124. doi: 10.1108/JSOCM-07-2013-0048
- Huesca, R. (2007). Tracing the history of participatory communication approaches to development: A critical appraisal. In J. Servaes (Ed.), *Communication for development and social change* (pp. 180-201). New Delhi, India: SAGE Publications.
- Ife, J. (2002). *Community development: Community-based alternatives in an age of globalisation* (2nd ed.). Frenchs Forest, N.S.W.: Pearson Education.

- Kasemsuk, C. (2011) Engaging community through community leader: Thai urban community perspective. *Journal of Development Communication*. (22)1, 9-14. Retrieved from <https://www.questia.com>
- Kinh, C. (2014, December 17). Population in Vietnam now is 90.4 million, Ho Chi Minh City has 7.96 million. *Tuoi Tre*. Received from <http://tuoitre.vn>
- Komives, S., & Wagner, W. (2012). *Leadership for a better world understanding the social change model of leadership development* (2nd Ed.). Hoboken: Wiley.
- Kumar, R., & Thapa, D. (2015). Social media as a catalyst for civil society movements in India: A study in Dehradun city. *New Media & Society*, 17(8), 1299-1316. Retrieved from <https://www.nms.sagepub.com>
- Kurlantzick, J. (2016, October 8). The penguin history of modern Vietnam by Christopher Goscha – review. *The Guardian*. Retrieved from <https://www.theguardian.com/books/2016/oct/08/penguin-history-modern-vietnam-christopher-goscha-review>
- IFAD International Funds for Agriculture Development (2012) *Socialist Republic of Vietnam: Country strategic opportunities programme*. Rome: IFAD.
- Inagaki, N. (2007) *Communicating the impact of communication for development: Recent trends in empirical research*. Washington, DC: The World Bank Publications.
- Jandt, F. (2016). *An introduction to intercultural communication : Identities in a global community (Eighth ed.)*. Thousand Oaks, California: SAGE Publications.
- JICA (2016). *Handbook for community development: documents for community development organisers*. Available from http://www.jica.go.jp/partner/ngo_support/japandesk/ku57pq00001mu3ib-att/jd_vietnam_05_01.pdf
- Lambert, T. (2015). A brief history of Vietnam. Retrieved from <http://www.localhistories.org/viethist.html>
- Le, B., La, T., & Nguyen, D. (2015a). *Advocacy and advocacy strategies of non-governmental organisation in Vietnam*. Hanoi, Vietnam: Institute for Studies of Society, Economics and Environment (iSEE) and Center for Education Promotion and Empowerment of Women (CEPEW).

- Le, B., Nguyen, N., & Pham, T. (2015b). *Benchmark assessment of civil society space in Vietnam*. Hanoi, Vietnam: Institute for Studies of Society, Economics and Environment (iSEE).
- Le, T. (2011). *The introduction of social work*. Hanoi, Vietnam: HCMC National University Publication.
- Lennie, J., & Tacchi, J. (2014). A participatory framework for researching and evaluating communication for development and social change. In K. Wilkins, T. Tufte, & R. Obregon (Eds.), *The handbook of development communication and social change* (pp. 298-321). West Sussex, England: John Wiley & Son.
- Lennie, J., & Tacchi, J. (2013). *Evaluating communication for development, a framework for social change*. New York, NY: Routledge.
- Le-Quang, K. (2014). *Evaluating the application of a behaviour change model in a community development project in a rural ethnic minority community in Vietnam: A case study of Plan International's early childhood care and development project in Lam Vy commune, Dinh Hoa district, Thai Nguyen province* (unpublished master dissertation). Unitec Institute of Technology, Auckland, New Zealand.
- LIN Center for Community Development (2016a). *2015 LIN annual report*. Author. Retrieved from http://www.linvn.org/images/Report/LIN%20Annual%20Report%202015_EN.pdf
- LIN Center for Community Development (2016b). *2015 Annual NPO survey report*. Ho Chi Minh City, Vietnam: Author. Retrieved from <http://www.linvn.org/images/FINAL%20Report%20-%202014%20NPO%20Survey.Pdf>
- LIN Center for Community Development (2016c). *2015 Narrow the Gap annual report*. Ho Chi Minh City, Vietnam: Author. Retrieved from <http://www.linvn.org/images/Report/NTG4E%202015%20-%20Report%20-%20Eng.pdf>
- LIN Center for Community Development. (2014a). *LIN 2014 annual report*. Ho Chi Minh City, Vietnam: Author. Retrieved from [http://www.linvn.org/images/Report/LIN%202014%20Annual%20Report_FINAL%20\(EN\)%202020compressed.pdf](http://www.linvn.org/images/Report/LIN%202014%20Annual%20Report_FINAL%20(EN)%202020compressed.pdf)

- LIN Center for Community Development (2014b). *2014 Annual NPO survey report*. Ho Chi Minh City, Vietnam: Author. Retrieved from <http://www.linvn.org/images/FINAL%20Report%20-%202014%20NPO%20Survey.pdf>
- LIN Center for Community Development. (2014c). *Narrow the Gap report*. Ho Chi Minh City, Vietnam: Author. Retrieved from http://www.linvn.org/images/FinancialAnnual_Report/LIN-NTG2014-Report-Oct2014.pdf
- McKee, N., Mononcourt, E., Yoon, C. & Carnegie, R. (2008). Involving people, evolving behaviour: The UNICEF experience. In J. Servaes (Ed.), *Communication for Development and Social Change*. New Delhi: SAGE Publications.
- Melkote, S., & Steeves, H. (2001). *Communication for development in the Third World: Theory and practice for empowerment* (2nd Ed.). Thousand Oaks, CA: SAGE Publications.
- Melkote, S. (2012). Development support for communication justice: An analysis of the role of media and communication in directed social change. In S. Melkote (Ed.), *Development communication in directed social change: A reappraisal of theory & practice*. Singapore, Singapore: Asian Media and Information Center.
- Merriam, S. (2014). *Qualitative research a guide to design and implementation* (3rd Ed.). Hoboken: Wiley.
- Ministry of Labour, Invalids and Social affairs. (2000). *List of community development center in Vietnam*. Ha Noi, Vietnam: Author. Retrieved from <http://treem.molisa.gov.vn/SIte/vi-VN/13/193/17447/Default.aspx>
- Mody, M. (2003). *International and development communication: A 21st-century perspective*. Thousand Oaks, CA: SAGE Publications.
- Morris, N., & Waisbord, S. (2001). *Why states matter*. Landham, MD: Rowman and Litterfield
- Morris, M (2005). The diffusion and participatory models: a comparative analysis. In O.Hemer, & T. Tufté (Eds.), *Media and global change: Rethinking communication for development* (pp. 123-145). Göteborg, Sweden; Buenos Aires: Nordicom ; CLACSO.
- Mtega, W. P. (2012) Access to and usage of Information among rural communities: A case study of Kilosa district, Morogoro region in Tanzania. *The Canadian Journal of Library and Information Practice and Research*, 7 (1). Retrieved from <https://journal.lib.uoguelph.ca>
- Nickerson, C. (2013). *Business Discourse*. London, England: Palgrave Macmillan. Retrieved from <http://www.ebrary.com>

- Nguyen, Q. (1996). Free-flow of migration to Ho Chi Minh City. *Sociology Journal*, 3(55), 66-72.
- Nguyen, N., Van de Fliert, E., & Nicetic, O. (2015). Towards a holistic framework for impact assessment of agricultural research for development—understanding complexity in remote, culturally diverse regions of Vietnam. *Australasian Agribusiness Review*, 23, 12-25. Retrieved from <http://www.espace.library.uq.edu.au>.
- Nguyen, N. (2012). *Development Communication: How is it used by international NGOs in Vietnam? - Exploratory research into the cases of Oxfam and SNV*. (Unpublished master's dissertation). Leeds Metropolitan University, Leeds, England.
- Nguyen, O. (2000). *Community Development*. Ho Chi Minh City, Vietnam: Open University of Ho Chi Minh City Publication.
- Nguyen, P., Elliott, J., Terlouw, C., & Pilot, A. (2009). Neocolonialism in Education: Cooperative Learning in an Asian Context. *Comparative Education*, 45(1), 109-130. doi: 10.1080/03050060802661428
- Nguyen, T. (2010). *Urbanisation with migration in Ho Chi Minh City*. Ho Chi Minh City, Vietnam. Ho Chi Minh City Institute for Development Studies. Retrieved from <http://thienthu.weebly.com/uploads/4/8/6/9/4869850/dothihoatphcm.pdf>
- Nguyen, V. (2009, September). *Opportunities and challenges of Ho Chi Minh City in urbanisation*. Paper presented at the Ho Chi Minh City - Opportunities and challenges in development progress conference, Ho Chi Minh City. Retrieved from: http://www.hids.hochiminhcity.gov.vn/c/document_library/get_file?uuid=3d95820b-5507-4826-9c2e-daea93861fe2&groupId=13025.
- Nuttavuthisit, K., Jindahraand, P., & Prasarnphanich, P. (2014). Participatory community development: Evidence from Thailand. *Community development journal*, 50(1), 55-70. doi:10.1093/cdj/bsu002
- O'Leary, Z. (2004). *The essential guide to doing research*. London: SAGE Publications.
- O'Leary, Z. (2010). *The essential guide to doing your research project*. London, England: SAGE Publications.

- Osteen, L. K. (2003). *Virtual rollercoasters: A grounded theory of undergraduate change agent development*. Unpublished doctoral dissertation. University of Maryland, College Park, MD.
- Owens, C. (2013). *Communicating an organisation's identity to library users: A case study within the New Zealand Community Library Sector*. (Unpublished research dissertation). Unitec Institute of Technology, Auckland, New Zealand.
- Palmer-Mehta, V. (2016). Theorizing listening as a tool for social change: Andrea Dworkin's Discourses on Listening. *International Journal of Communication*, 17(10), 4176-4192. Retrieved from <http://ijoc.org>.
- Parks, W., Gray-Felder, D., Hunt, J., & Byrne, A. (2005). *Who measures change? An introduction of participatory monitoring and evaluation of communication for social change*. New Jersey, NJ: Communication for Social Change Consortium.
- Patton, M. (1990). *Qualitative evaluation and research methods* (2nd Ed.). Newbury Park, CA: SAGE Publications.
- Pawar, M. S. (2009). *Community development in Asia and the Pacific*. London, England: Routledge.
- Pawar, M. (2014). *Social and community development practice*. New Delhi, India: SAGE Publications.
- Petro-Nustas, W. (1996). Evaluation of the process of introducing a quality development program in a nursing department at a teaching hospital: The role of a change agent. *International journal of nursing studies*, 33(6), 605-618. doi:10.1016/S0020-7489(96)00020-X
- Phan, H. (2014, March 22). In need of policy to encourage the youth to join in volunteering. *Thanh Nien*. Retrieved from <http://www.thanhvien.com.vn/the-gioi-tre/nam-thanh-nien-tinh-nguyen/can-co-c he-khuyen-khich-thanh-nien-tinh-nguyen-85609.html>
- Phan, D. (2014, October 7). Community development: the important approach of social work in reducing poverty. *Lang Son News*. Retrieved from <http://www.langson.gov.vn>
- Phillips, R., & Pittman, R. (2015). *An introduction to community development* (Second Ed.).

New York, NY: Routledge.

- Phillips, R., & Pittman, R. (2008). A framework for community and economic development. In R. Phillips & R. Pittman (Eds). *An introduction to community development* (pp. 3-15). New York, NY: Routledge.
- Reardon, C. (2003). *Communication for social change working paper series talking cure: A case study in communication for social change a troubled city puts its trust in civic dialogue and community based decision making*. New York, NY: The Rockefeller Foundation and Communication for Social Change Consortium.
- Rodríguez, L., Preston, T. & Dolberg, F. (1996). Participatory rural development: Experience in Binh Dien and Xuan Loc villages in Central Vietnam. *Livestock Research for Rural Development*, 8(2). Retrieved from <http://lrrd.cipav.org.co/lrrd8/2/lylian1t.htm>
- Sardar, Z. (1999). Development and the locations of Eurocentrism. In R. Munck, & D. O'Hearn (Eds.), *Critical development theory: Contributions to a new paradigm* (pp. 44-62). New York, NY: Zeds Books.
- Schmit, J. (2015, June 27). How can you help add value when you give or volunteer. *The Watchful Wanderer*. Retrieved from <http://www.watchfulwanderer.com/>
- Segal, E., Gerdes, K., & Steiner, S. (2016). *An introduction to the profession of social work : Becoming a change agent* (5th Ed.). Boston, MA: Cengage Learning.
- Servaes, J., & Malikhao, P. (2005). Participatory communication: a new paradigm?. In O.Hemer, & T. Tufté (Eds.), *Media and global change : Rethinking communication for development* (pp. 91-105). Göteborg, Sweden; Buenos Aires: Nordicom ; CLACSO.
- Servaes, J. (2008). *Communication for development and social change*. New Delhi, India: SAGE Publications.
- Shefner-Rogers, C. (2013). *Moving toward a social ecological communication for development approach for improving childrens' health in Viet Nam*. Hanoi, Vietnam: UNICEF Vietnam. Retrieved from http://www.unicef.org/cbsc/files/VIETNAM_ChildHealth.pdf
- Shirky, C. (2008). *Here comes everybody: The power of organising without organisations*. New York, NY: Penguin Press.
- Smith, E., & Pham, C. (1996). Doing business in Vietnam: A cultural guide. *Business Horizons*, 39(3), 47-51.

- Social change. (2015). In *Sensagent*. Retrieved from <http://dictionary.sensagent.com/social%20change/en-en/>
- Son, N. (2014). *About the South, the South characteristics and the South custom and rituals*. Ho Chi Minh City, Vietnam: The Youth Publication.
- Spector, R. (2016, October 18). The definitive history of modern Vietnam. *The World Street Journal*. Retrieved from <http://www.wsj.com>
- Shupac, J. (2012, December 6). Do you speak nonprofit? A primer on sector buzzwords and jargon. *The Charity Village*. Retrieved from: <https://charityvillage.com>
- Swiss Agency for Development and Cooperation (2016). *Communication for Development: A Practical Guide*. Bern, Switzerland: Federal Department of Foreign Affairs.
- Tran, Q., & To, P. (2003). *The Doi Moi policy and its impact on the poor*. Hanoi, Vietnam: VUFO - NGO Resource Centre. Retrieved from <http://www.socialwatch.org/node/10854>.
- Tran, L. (2017, January 19). Journalism is facing to big challenges. *Sai Gon Giai Phong*. Retrieved from: <http://sggp.org.vn>.
- Tran, T. (1999). *The principles of Vietnamese culture*. Hanoi, Vietnam: Education Publication.
- Tu, G. (2015, January 26). Population in Ho Chi Minh City can reach to 10 million in 2020. *Thoi bao kinh te Saigon online*. Retrieved from <http://www.thesaigontimes.vn/125900/TPHCM-Dan-so-co-the-tren-10-trieu-nguoi-vao-2020.html>
- Tufte, T., & Mefalopulos, P. (2009). *Participatory communication - A practical guide*. Washington, D.C: World Bank Working Paper.
- Turner, J., Grude, K., & Thurloway, L. (1996). *The project manager as change agent: Leadership, influence and negotiation*. London, England: McGraw-Hill.
- UNICEF. (2005). *Strategic communication – For behavior and social change in South Asia*. Kathmandu, Nepal: Author.
- Valters, C. (2014). Theories of change in international development: Communication, learning, or accountability?. *JSRP Paper*, 17.
- Vásquez, F. (2013). Differences between Academic and Business Writing. *Global Business Languages*, 18(8), 1896-1906.
- Vu, P. (2016). Challenges and opportunities to encourage the public to donate for NGOs. In B. Le (Ed.), *Proceedings the Conference on the role of civil society organisations in*

- development of economics, society and culture in Vietnam* (pp. 51-54). Hanoi, Vietnam: Institute for Studies of Society, Economics and Environment (iSEE).
- Waisbor, S. (2005). Five key ideas: coincidences and challenges in development communication. In O. Hemer, & T. Tufte (Eds.), *Media and global change: Rethinking communication for development* (pp. 77-91). Göteborg, Sweden; Buenos Aires: Nordicom ; CLACSO.
- Waisbord, S. (2001). *Family tree of theories, methodologies and strategies in development communication*. Washington, D.C: The Rockefeller Foundation. Retrieved from <http://www.comminit.com/global/content/family-tree-theories-methodologies-and-strategies-development-communication-convergences>.
- Willis, K. (2006). Interviewing. In V. Desai, & R. Potter (Eds). *Doing development research* (pp. 144-153). London, England: SAGE Publications.
- Wilkins, K., Tufte, T., & Obregon, R. (2014). *The handbook of development communication and social change*. West Sussex, England: John Wiley & Son.
- World Bank (2015). *East Asia's changing urban landscape: Measuring a decade of spatial growth (Vol. 2)*. (World Bank Report series 93877). Washington, DC: Author

APPENDICES



Participant Information Form

My name is Doan Bao Chau. I am currently enrolled in the Master degree in the Department of Communication Studies at Unitec New Zealand and seek your help in meeting the requirements of research for a Thesis course which forms a substantial part of this degree.

The aim of my project is:

To evaluate the impact of the social change catalyst model on urban community development in Ho Chi Minh City by taking LIN as a case study.

I request your participation in the following way:

- Participate in interviews and answers questions related to the research. These interviews shall be audio recorded for purpose of the research only.
- Allow the observation of researcher on your conversations and actions related to LIN's work in LIN's office and LIN's public events. The conversations during the observation period shall be audio recorded, all actions during the observation shall be noted by writing for purpose of the research only.

Neither you nor your organisation will be identified in the Thesis. The results of the research activity will not be seen by any other person in your organisation without the prior agreement of everyone involved. You are free to ask me not to use any of the information you have given, and you can, if you wish, ask to see the Thesis before it is submitted for examination.

I hope that you will agree to take part and that you will find your involvement interesting. If you have any queries about the research, you may contact my principal supervisor at Unitec New Zealand.

My supervisor is: A/Prof.Evangelia Papoutsaki, phone: 815-4321 ext. 8746 or email: epapoutsaki@unitec.ac.nz

UREC REGISTRATION NUMBER: (insert number here)

This study has been approved by the UNITEC Research Ethics Committee from (date) to (date). If you have any complaints or reservations about the ethical conduct of this research, you may contact the Committee through the UREC Secretary (ph: 09 815-4321 ext 6162). Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.



PHIẾU YÊU CẦU THÔNG TIN CỦA NGƯỜI THAM GIA

Tôi tên là Đoàn Bảo Châu, hiện đang theo học khóa Thạc sĩ Truyền thông Quốc tế, Khoa Truyền thông học, trường Unitec New Zealand, và đang tìm sự trợ giúp của quý ông/bà nhằm đáp ứng yêu cầu khóa luận tốt nghiệp như một phần yêu cầu của khóa học.

Dự án nghiên cứu của tôi nhằm **đánh giá tác động của một tổ chức có vai trò điều phối hoạt động phát triển cộng đồng ở đô thị - Nghiên cứu trường hợp của Trung tâm Hỗ trợ và Phát triển cộng đồng LIN.**

Tôi sẽ yêu cầu ông/bà tham gia vào dự án bằng cách: tham gia phỏng vấn; các cuộc phỏng vấn này sẽ được ghi âm lại để phục vụ cho mục đích nghiên cứu.

Kết quả của hoạt động nghiên cứu sẽ không được tiết lộ cho bất kỳ tổ chức, cá nhân nào mà không có sự đồng ý của các cá nhân có liên quan. Ông/bà có thể yêu cầu tôi không được sử dụng nội dung của thông tin mà ông/bà đã trả lời, và nếu muốn, ông/bà có thể yêu cầu được xem qua khóa luận trước khi nộp cho hội đồng đánh giá.

Tôi hy vọng ông/bà đồng ý tham gia dự án và sẽ thấy thích thú khi tham gia dự án này. Nếu ông/bà có bất kỳ thắc mắc nào về nghiên cứu này, xin vui lòng liên hệ người giám sát nghiên cứu của tôi tại Unitec New Zealand theo thông tin sau:

PGS.TS Evangelia Papoutsaki, ĐT: 815 4321, số máy lẻ: ... hoặc qua email epapoutsaki@unitec.ac.nz

MÃ SỐ DỰ ÁN ĐƯỢC CẤP BỞI UREC:

Nghiên cứu này đã được Ủy ban về các vấn đề đạo đức trong nghiên cứu khoa học của UNITEC duyệt thực hiện từ ngày ... đến ngày ... Nếu ông/bà có bất kỳ phản ánh hoặc nhận thấy hạn chế về mặt đạo đức của nghiên cứu này, ông/bà có thể liên hệ với Ủy ban qua Thư ký của UREC (số: 09 915-4321, số máy lẻ: 6162). Bất kỳ vấn đề nào được ông/bà nêu cũng sẽ được điều tra kỹ lưỡng và giữ bí mật, và ông/bà sẽ được thông báo kết quả của những điều tra này



Participant Consent Form

Research Title: Evaluating the impact of a social change catalyst on urban community development: a case study of LIN Center for Community Development in Ho Chi Minh City, Vietnam.

I have had the research project explained to me and I have read and understand the information sheet given to me.

I understand that I don't have to be part of this if I don't want to and I may withdraw at any time prior to the completion of the research project.

I understand that everything I say is confidential and none of the information I give will identify me and that the only persons who will know what I have said will be the researchers and their supervisor.

I understand that there will be observation from the researcher on LIN's work, which includes myself in LIN's office and LIN's public events during four weeks of conducting the research. All conversations during the observation period shall be audio recorded, all actions shall be noted by writing. All information shall be interpreted as materials for data analysis. I understand that all information is confidential and none of the information about observation will identify me and that the only persons who will know what I have said will be the researchers and their supervisor.

I also understand that all data from the project will be stored during the period of the research project and for a year after the publication of the research.

I understand that my discussion with the researcher will be taped and transcribed.

I understand that I can see the finished research document.

I have had time to consider everything and I give my consent to be a part of this project.

Participant Signature: *Date:*

Project Researcher: *Date:*

UREC REGISTRATION NUMBER:

This study has been approved by the UNITEC Research Ethics Committee from to If you have any complaints or reservations about the ethical conduct of this research, you may contact the

Committee through the UREC Secretary (ph: 09 815-4321 ext 6162). Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.



PHIẾU ĐỒNG Ý

Đánh giá tác động của một tổ chức có vai trò điều phối hoạt động phát triển cộng đồng ở đô thị - Nghiên cứu trường hợp của Trung tâm Hỗ trợ và Phát triển cộng đồng LIN.

Tôi đã được nghiên cứu sinh giải thích, đã đọc và hiểu mẫu phiếu lấy thông tin đưa cho tôi.

Tôi hiểu rằng tôi không nhất thiết phải tham gia nếu tôi không muốn và tôi có thể rút lui vào bất kỳ lúc nào trước khi nghiên cứu kết thúc.

Tôi hiểu rằng tất cả ý kiến của tôi sẽ được giữ kín và không có bất kỳ thông tin nào mà tôi đưa ra sẽ xác định nhân thân của tôi, và rằng chỉ có các nghiên cứu sinh và người giám sát đề tài của họ được biết các thông tin này.

Tôi hiểu rằng nghiên cứu sinh sẽ quan sát những hoạt động của tôi khi tương tác với LIN và chỉ có nghiên cứu sinh và người giám sát đề tài được biết các thông tin thu thập từ quá trình quan sát.

Tôi cũng hiểu rằng tất cả thông tin mà tôi cung cấp sẽ được lưu trữ an toàn trong máy tính của tôi trong vòng 1 năm.

Tôi hiểu rằng cuộc trao đổi với nghiên cứu sinh sẽ được ghi âm và chép lại bằng tay.

Tôi hiểu rằng tôi có thể được xem phần chép lại này khi nghiên cứu hoàn thành

Tôi đã có thời gian để cân nhắc và tôi đồng ý là một phần của dự án này.

Người tham gia (ký tên): *Ngày:*

Nghiên cứu sinh (ký tên): *Ngày:*

MÃ SỐ DỰ ÁN ĐƯỢC CẤP BỞI UREC:

Nghiên cứu này đã được Ủy ban về các vấn đề đạo đức trong nghiên cứu khoa học của UNITEC duyệt thực hiện từ ngày ... đến ngày ... Nếu ông/bà có bất kỳ phản ánh hoặc nhận thấy hạn chế về mặt đạo đức của nghiên cứu này, ông/bà có thể liên hệ với Ủy ban qua Thư ký của UREC (số: 09 915-4321, số máy lẻ: 6162). Bất kỳ vấn đề nào được

ông/bà nêu cũng sẽ được điều tra kỹ lưỡng và giữ bí mật, và ông/bà sẽ được thông báo kết quả của những điều tra này.



I (name),(*position in organisation*) of(*organisation*) give consent for *Doan Bao Chau* to undertake research in this organisation as discussed with the researcher.

I understand that there will be observation from the researcher on LIN's work, which include my organisation in LIN's office and LIN's public events during four weeks of researching. All conversations during the observation period shall be audio recorded, all actions shall be noted by writing. All information shall be interpreted as materials for data analysis.

I understand that all information is confidential and none of the information about observation will identify me and that the only persons who will know what I have said will be the researchers and their supervisor.

The consent is subject to approval of research ethics application no(*application number*) by the Unitec Research Ethics Committee and a copy of the approval letter being forwarded to the organisation as soon as possible.

Signature:

Date:

UREC REGISTRATION NUMBER:

This study has been approved by the UNITEC Research Ethics Committee from to If you have any complaints or reservations about the ethical conduct of this research, you may contact the Committee through the UREC Secretary (ph: 09 815-4321 ext 6162). Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.



Tôi tên là.....(họ tên),(Vị trí tại tổ chức)
của(tên tổ chức) đồng ý cho Đoàn Bảo Châu thực hiện nghiên cứu tại tổ chức như
đã thảo luận với người làm nghiên cứu.

Phiếu đồng ý này được sử dụng với sự đồng ý của Ủy ban về các vấn đề đạo đức trong nghiên cứu khoa
học của UNITEC and một bản sao của thư đồng ý từ ủy ban sẽ được gửi đến cho tổ chức càng sớm càng
tốt.

Chữ kí:

Ngày:

MÃ SỐ DỰ ÁN ĐƯỢC CẤP BỞI UREC:

**Nghiên cứu này đã được Ủy ban về các vấn đề đạo đức trong nghiên cứu khoa học của UNITEC
duyet thực hiện từ ngày ... đến ngày ... Nếu ông/bà có bất kỳ phản ánh hoặc nhận thấy hạn chế về
mặt đạo đức của nghiên cứu này, ông/bà có thể liên hệ với Ủy ban qua Thư ký của UREC (số: 09
915-4321, số máy lẻ: 6162). Bất kỳ vấn đề nào được ông/bà nêu cũng sẽ được điều tra kỹ lưỡng và
giữ bí mật, và ông/bà sẽ được thông báo kết quả của những điều tra này.**



Full name of author: Doan Bao Chau

ORCID number (Optional):

Full title of thesis/dissertation/research project ('the work'):

Catalysing social change in Ho Chi Minh City, Vietnam: Evaluating the LIN model of participatory community development.

Practice Pathway: Business Practice Pathway

Degree: Master of International Communications.....

Year of presentation: 2017.....

Principal Supervisor: A/Prof. Evangelia Papoutsaki – Unitec Institute of Technology, Auckland, New Zealand

Associate Supervisor: Dr. Giles Dodson – Unitec Institute of Technology, Auckland, New Zealand

Permission to make open access

I agree to a digital copy of my final thesis/work being uploaded to the Unitec institutional repository and being made viewable worldwide.


Copyright Rights:

Unless otherwise stated this work is protected by copyright with all rights reserved. I provide this copy in the expectation that due acknowledgement of its use is made.

AND

Copyright Compliance:

I confirm that I either used no substantial portions of third party copyright material, including charts, diagrams, graphs, photographs or maps in my thesis/work or I have obtained permission for such material to be made accessible worldwide via the Internet.

Signature of author: Doan Bao Chau.. 

Date: ...5.... /...4.../...2017.....