

# Bachelor Thesis

## The importance of child protection in Volunteer Tourism - a gap analysis for risk identification and derivation of recommendation for action

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## LIST OF ABBREVIATIONS

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AVSO	Association of Voluntary Service Organisation
CC	Corporate Citizenship
CEO	Chief Executive Officer
CG	Corporate Governance
CV	Curriculum Vitae
CR	Corporate Responsibility
CRC	The Convention on the Rights of the Child
CS	Corporate Sustainability
CSR	Corporate Social Responsibility
IVPA	International Volunteer Program Association
KPI	Key Performance Indicators
NGO	Non-profit organisation
Quifd	Qualität in Freiwilligendiensten
ROI	Returns on Investment
TIES	The International Ecotourism Society
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteers
UNWTO	United Nations World Tourism Organization
USP	Unique Selling Point

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# 1 INTRODUCTION

## 1.1 ORIGIN OF TOPIC

The hype of volunteering in foreign countries and indicating social commitment has been growing over the past decade. As volunteer tourism only developed towards an increased demand in recent years, the research is still not sophisticated. Hence, many key researchers of volunteer tourism have raised their voice for more critical analysis for impacts on local communities (Guttentag, 2009; Sin, 2009; Zahra & McGhee, 2013; Wearing, 2013). In the tourism sector but also in other businesses, suppliers have introduced corporate responsibility as a management tool in order to consider all stakeholders and minimise negative impacts. Similarly, in volunteer tourism the providers need to find a way to protect the rights of local communities and especially their children. Children are particular vulnerable as they are still in the phase of development. The demand for volunteer tourism with children has increased and many children in developing countries are put at risk. Volunteer tourism claims to help children and contribute to a positive development work. Yet, recent trends have moved towards a profit-driven industry, focussing less on children's needs. Due to the life-long and severe consequences on children's development and the increasing demand for volunteer tourism, the need for an implementation of regulations and standards to prevent negative impacts for children, is constantly increasing.

## 1.2 RESEARCH OBJECTIVES

The aim of this thesis is to identify the impacts of volunteer tourism on children and if the sector is currently undertaking procedures to prevent these. Therefore, the current actors in the volunteer tourism industry and trends as well as the role of corporate responsibility will be studied profoundly to find the gaps for protecting children exposed to volunteer tourism. These gaps will be filled with derived recommendations of action as an outcome for volunteer tourism providers.

The main research question of this study is the following:

*How to regulate volunteer tourism in order to protect the rights of children?*

The underlying research questions are:

What are the risks and benefits for children exposed to volunteer tourism?

What procedures do the providers use to choose volunteers?

How transparent are providers along the process of volunteer tourism?

What external actors are responsible or trying to regulate the industry?

Which gaps do currently exist in the industry to protect children?

How can these gaps be filled to ensure no negative impacts for children?

### 1.3 METHODOLOGY

The study is divided into three parts: the analysis of the current situation in volunteer tourism in regards to children, identification of gaps in the industry between the current situation and the aimed future state that no child is harmed by volunteer tourism. The last step is to fill these gaps with recommendations of action to prevent the risks for children.

The first step is to understand the origin of volunteer tourism and the current market situation and its expansion. It is important to understand who is participating in volunteer tourism and the reasons behind in order to identify the risks and benefits for children. The already established management tool of corporate responsibility is further studied to identify its potential and importance to minimise risks along the value chain. The detailed tools such as standards will be explained as an instrument to analyse whether they are useful in volunteer tourism. To show the limitations of corporate responsibility a short remark on the risks will be given.

As now the understanding of the industry and the role of corporate responsibility are identified, a thorough analysis of positive and negative impacts on children will follow. Due to the limitation on the range of the thesis, this will be based on literature.

The main body will display the analysis of the current volunteer providers and their procedures, concentrated on providers available to the German market. This is applied along the process that a volunteer gets in contact with the providers. Hence, the study starts off with the selection process, continues with the preparation and ends with the procedures during the stay. However, as financial means is an important aspect in order to conclude about the financial transparency, it is included in the study. The research is based on an Internet research only and is limited to the information of providers' websites. The sample selection was driven by either the first projects that were advertised on the



website or on projects which promoted children, categorised as random selection. In order to get an overall picture of all procedures and regulations in the industry for the gap analysis, the study was taken beyond the providers. Associations and guidelines of organisations as well as certifications and the governments that were mentioned during the research and had certain procedures, responsibilities or an interest to protect the rights of children will be briefly explored.

The final parts include the gap analysis for risk identification and the recommendations of action for providers to protect the rights of children in the future. Finally, the study will end with a critical remark and the conclusion to demonstrate the limitations and outcome of this thesis.

## 2 VOLUNTEER TOURISM

The challenge to clearly define volunteer tourism and consider all aspects associated with the term has been widely discussed by many authors in literature. The most commonly acknowledged definition was given by Wearing (2001, p. 1) where he defines the volunteer tourist as:

*“Those tourists who, for various reasons, volunteer in an organised way to undertake holidays that might involve aiding or alleviating the material poverty of some groups in society, the restoration of certain environments or research into aspects of society or environment.”*

Some parts of this definition remain unclear (Tourism Research & Marketing, 2008), which in the following will be further analysed and improved upon.

The definition is unclear about the motivation of the volunteer. According to the United Nations Volunteers (UNV, 2011) three criteria need to be fulfilled in volunteering: it needs to be “of free will, non pecuniary motivation and benefit to others” (UNV, 2011, p. 4). This further implicates the importance of the volunteer undertaking voluntary services on a personal decision and that it will be an unpaid activity. The Association of Voluntary Service Organisation (AVSO, n.d., cited in Tourism Research and Marketing, 2008, p. 9) considers these aspects, too and defines voluntary services as “an activity aimed at working for the common good”. The volunteer is active on the basis of a volunteer

agreement for an unpaid activity for a limited time". Volunteering can take place either in the volunteer's usual environment or abroad (UNV, 2011). This is why it is important to include the term tourism, which "is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purpose" (United Nations World Tourism Organisation [UNTWO], 2007). This clarifies that volunteer tourism includes the travel component. It is important to further point out that volunteering itself has minimal or no remuneration, whereas for volunteer tourism the tourists have to pay for their activities (Tourism Research & Marketing, 2008). To distinguish tourism from volunteer tourism it is important to mention that volunteer tourism seeks out experiences that are mutually beneficial (Tourism Research & Marketing, 2008).

Moreover, the clear purpose of the travel activity is not mentioned in the given definition. It could be for a leisure trip or a working holiday (Tourism Research & Marketing, 2008). Brown and Morris (2003, cited in Brown, 2005) differentiate between "volunteer-minded" tourism, where the main purpose of the trip is to volunteer at the destination, and "vacation-minded" tourism, in which the trips are predominantly undertaken for leisure while including a few days of volunteering.

Further, the time frame of volunteer tourism should be mentioned. Although AVSO (n.d., cited in Tourism Research & Marketing, 2008) defines volunteering as generally lasting between six and 18 months, this paper defines volunteer tourists<sup>1</sup> as anyone who volunteers one day during her/his travels, not lasting longer than six months<sup>2</sup>.

## 2.1 HISTORICAL CONTEXT OF VOLUNTEER TOURISM

Only in the 2000s, volunteer tourism emerged as short-term missions and in the form it exists today. However, to comprehend the derivation of the term, the following section will discuss the historical context of volunteer tourism.

Volunteering has been the backbone of many society organisations (UNV, 2011) over years and has its roots in the 19<sup>th</sup> century where missionary movements occurred (Callanan & Thomas, 2005). And even earlier than the 19<sup>th</sup> century missionaries, healers

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<sup>1</sup> The term volunteer and tourist both stand for the person participating in volunteer tourism activities and will be commonly used throughout this paper.

<sup>2</sup> In this paper, short-term refers to volunteer tourism under six months and long-term mission six months and longer

or medical practitioners travelled in conjunction with volunteer activities (Tourism Research & Marketing, 2008). In the second half of the 20<sup>th</sup> century the tourism industry experienced a rapid growth and an expansion of mass tourism (Callanan & Thomas, 2005). Transport infrastructure and communication means improved and encouraged many people to travel further and more often (Lickorish & Jenkins, 1997). However, in the 1980s an alternative to the mass tourism was formed and concepts such as “*eco-tourism*”, promoting environmental friendly tourism, developed. Additionally “*sustainable tourism*” as a similar term emerged in the industry. People were looking at more responsible tourism with a more individual experience and more adventure (Callanan & Thomas, 2005). According to Cousins (2007, cited in Tourism Research & Marketing, 2008) the first international conservation holiday was established in mid 1980s. During the 80s and 90s many new non-profit organisations (NGOs) were founded and further developed concepts for volunteer opportunities, such as *Open Door International*. Many NGOs were dependent on donations and also volunteers, which fostered the increase in their number. At the end of 1990s over 500,000 volunteers were recruited (Rando, 2004, cited in Tourism Research & Marketing, 2008). Ever since, the demand for volunteer projects has grown extensively and in the 21<sup>st</sup> century commercial organisations spotted and entered the market along the pre-existing NGOs, such as *Pacific Discovery* (Tourism Research & Marketing, 2008).

The volunteer tourism market was further expanding and “in recent years many charities have teamed up with a tour operator” (Callanan & Thomas, 2005, p. 185) as they have financial limits and due to the large number of NGOs on the market the competition for funds increased. Hence they see the opportunity for a regular inflow of funds from business diversification (McCallin, 2001, cited in Callanan & Thomas, 2005). The development of volunteer tourism changed rapidly over the last few decades and is in the beginning to be dominated by profit-driven companies.

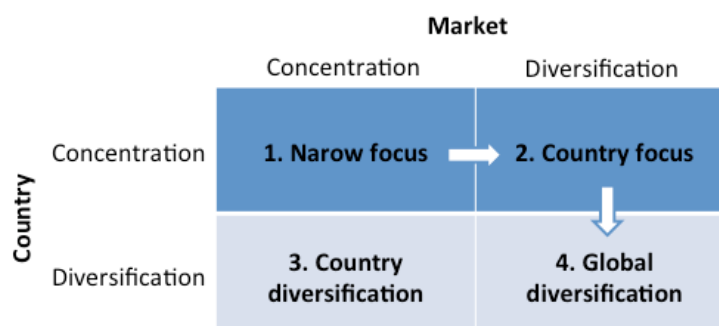
## 2.2 VOLUNTEER TOURISM AS A NICHE MARKET AND ITS EXPANSION

Volunteer tourism has been a market niche for many destinations and there is an immense potential especially for countries that are less developed in terms of tourism but also for developing countries which already possess established hospitality infrastructures to introduce volunteer tourism to their regions (Tourism Research & Marketing, 2008).

Globally the investment in developing countries was increased precipitously in the 90s, which led to growing markets and through the investment in emerging markets, the tourism industry amongst others was further established (Tourism Research & Marketing, 2008). Especially as tourists were seeking a more unique experience, niche tourism formed the counterpoint of mass tourism (Callanan & Thomas, 2005). Volunteer tourism falls under the category of niche tourism and depicts a unique product that detects its gap and audience in the market (Tourism Research & Marketing, 2008; Novella, 2005, cited in Wearing & McGehee, 2013). However, as in recent years the number of volunteer tourism suppliers exploded (Tomazos and Cooper, 2012), it is questionable if the appellation “*niche tourism*” is still appropriate. The category of niche tourism needs to be “large enough to produce sufficient business and small enough so it is overlooked by competitors” (Novelli, 2005, p. 5). The enormous increase of providers makes it challenging to get a decent overview of the industry as the variety of projects and the scale of destinations nowadays is huge.

As many tour operators have discovered the niche in the market they are further diversifying their business by offering volunteer tourism projects. The “*Stage of Development Model*” and the “*Five Market Expansion Strategies*” are both expansion strategies that can categorise and explain market expansion (Keegan, 2002). In terms of volunteer tourism, the “*Five Market Expansion Strategy*” displays the stage the industry is heading to (compare figure 1).

**Figure 1: Market expansion strategies**



Source: Adaptation from Aval and J.Zif. 1979. cited in Keegan. 2002. p. 254

Strategy one “*Narrow focus*” presents the beginning of most companies. A tour operator would concentrate on a few segments in a few countries. Volunteer tourism displays

business diversification for many tour operators and endorses their effort and image of being more responsible and sustainable. Hence, strategy two "*Country focus*" takes place by expanding the market with an additional market segment, such as volunteer tourism. Companies that started their business with volunteer tourism and not as a traditional tour operator, also moved towards strategy two by adding internships abroad, language courses and also sightseeing trips. They diversified their offer by adding various extras as part of the volunteer experience (Tomazos and Cooper, 2012). Most tour operators and organisations that offer volunteer tourism have their categories in just a few countries, however many opened up to be available for people all over the world to boost the overall volume and lower the costs (Keegan, 2002). Multinational commercially run companies added volunteer tourism to their portfolio (Raymond, 2008, p. 49), which would confirm the transformation towards strategy four "*Global diversification*", where "various business units and groups serve multiple segments" (Keegan, 2002, p. 254).

As mentioned before, it is not only commercial tour operators that deal with volunteer tourism; locally based NGOs and NGOs in developed countries do this too. Furthermore universities, conservation agencies, religious organisations and governments also offer volunteer tourism (Broad, 2003; Ellis, 2003; Södermann & Snead, 2008, cited in Guttentag, 2009). The two main reasons for the growth of the volunteer tourism industry are the growth of the tourism industry in general and a swelling willingness to volunteer abroad (Tourism Research & Marketing, 2008). The expansion of this industry led to a massive increase in the number of volunteers, which has reached 1.6 million people and a market volume of \$ US 1.3 Billion annually (Tourism Research & Marketing, 2008).

Vodopivec and Jaffe (2010) describe volunteer tourism as a packaged and marketable commodity and in order to satisfy the demand of such packages, more profit-driven and commercialised companies joined the market (Tomazos, 2009, cited in Tomazos and Cooper, 2012). However, as Lyons et al. (2012) perceived the growth of the packaged experiences, the loss of the overview of that industry questions the statement that volunteer tourism is the sustainable alternative to mass tourism despite its description in recent literature as sustainable tourism (Wearing & McGehee, 2013). Volunteer tourism has been made available to a wider range of people by reducing the barriers of entry over the last ten years (Wearing & McGehee, 2013), which will further be discussed in 2.3.

To gain a larger volume of volunteers, many providers used diversification by offering more projects in different destinations, which also “indicates better financial viability of the firm” (Benson & Hederson, 2010) and reduces risk (Pindyck & Rubinfeld, 2001). Volunteers can choose from a range of projects, for example conservation projects, scientific research, medical assistance, economic and social development and cultural restoration (Wearing, 2001). Callanan and Thomas (2005) categorised the projects as seen in table 1 (compare appendix A). They used cluster groups and categorised them with complementary sub-activities. Further, they developed “*A conceptual framework for volunteer tourism projects*” and volunteers (compare appendix B). This puts each project into three categories, whether they are shallow, intermediate or deep volunteer tourism projects. Callanan and Thomas (2005, p. 196) state that it is not possible to assign each project to one category, however it gives a “general conceptualisation of the range of volunteer projects and volunteer tourists around”.

The volunteer tourism industry is facing some challenges as they operate in countries that are politically and economically less stable (Benson & Hederson, 2010) and the trend on focusing on the volunteer and less on the community is raising critical voices. To satisfy the needs of the participant, rather than focus on the local communities concerned, has become more important in order to attract a larger amount of volunteers (Tomazos and Cooper, 2012). However, adding volunteer tourism to a company's profile to promote their responsible and sustainable image is of less value when criticised in public and in the long run the industries' image might be threatened (Mostafanezhad, 2013a). The industry has moved towards a more mainstream market, especially with the commercialised tour operators joining the market (Tomazos and Cooper, 2012). Still, for many providers<sup>3</sup> the promotion of volunteer tourism “has become more important than ever” (Callanan and Thomas, 2005, p. 186) and displays good business opportunities and diversification.

### 2.3 DEMAND FOR VOLUNTEER TOURISM

As mentioned above, there has been an increase in volunteer tourists. Especially in recent years and after incidents like September 11, 2001 and the Indonesian Tsunami, the combination of travelling and volunteering has gained in popularity (Nestora, Yeung, & Calderon, 2009, cited in Wearing & McGehee, 2013). The tourists have become more

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<sup>3</sup> Providers will be used as a synonym for commercial tour operators and non-profit organisations offering volunteer tourism.

discerning in terms of their time spent on vacation and are tired of the vast array of packaged holidays (Tourism Research & Marketing, 2008). They are seeking more adventure and excitement while travelling and to “become part of the elite of ethically driven and morally conscious tourists” (Tomazos and Cooper, 2012, p. 406). As they have to pay to participate in projects (Mostafanezhad, 2013a), they take the chance to take part in sightseeing tours and other extra activities the providers offer often for an extra cost.

The motivation of a volunteer can vary from altruistic to self-interest and depends on their background and experiences (Tourism Research & Marketing, 2008). As detected in the Tourism and Research Marketing (2008), the motivation of a volunteer can be curriculum vitae (CV) enhancement to help gain university entry or employment, to make a contribution to society, to have fun, to help people, to meet a challenge, to experience different people, cultures and places, or a desire to take a break from formal education or work. Also other authors pointed out that a volunteer vacation would be a “worthy activity on a participants’ CV” (Callanan & Thomas, 2005, p. 186). Also the point of facing a challenge while travelling was confirmed by Sin (2009). Sin (2009) also mentioned that in the end there is one main purpose, which is travelling. This does not mean, “altruistic motivations are mutually exclusive with leisure seeking or self-development motivations” (Sin, 2009, p. 487). As Wearing and McGehee (2013) asserted, one volunteer can have more than one reason to participate in a volunteer tourism project.

Most of the volunteer tourists are young adults. According to a study with 103 volunteers of Tourism Concern in 2007, 52 per cent were aged between 18 and 20. There is a strong leaning towards more female volunteers. Around 60 to 70 per cent are women (Cousins, 2007, cited in Tourism Research & Marketing, 2008). A rather conspicuous aspect of volunteer tourism is that volunteer tourists often do not see themselves as tourists, which would make referring to participants as volunteers and not tourists an important aspect of marketing (Mostafanezhad, 2013a).

### 3 CORPORATE RESPONSIBILITY IN THE VOLUNTEER TOURISM INDUSTRY

#### 3.1 DEFINITION AND MEANING OF CORPORATE RESPONSIBILITY

“Large companies need to build social issues into strategy in a way which reflects their actual business importance” (Davis, 2005). This quote of the former CEO of the business

consultancy McKinsey epitomises the importance of corporate responsibility (CR)<sup>4</sup> and its increasing value for businesses. For all that, to find a straightforward definition for CR is hard as the term contains further concepts and ideas and is covering a whole range of activities, which will be analysed in the following section.

After CR was first mentioned back in 1930, it went through three major eras: Industrial Revolution, the mid-twentieth-century welfare state and the globalisation era (Blowfield & Murray, 2008). During the globalisation era, many new concepts and ideas were related to CR. Since the 90s, environmental management and sustainability were established and tied to CR (Blowfield & Murray, 2008). In detail, writers mentioned the social, political, and environmental challenges of globalisation in relation to CR (Wood et al., 2006, cited in Blowfield & Murray, 2008). Hence, terms such as corporate social responsibility (CSR) were established to address firstly the individual business leaders and later the company as a whole in terms of responsibility in society and the return for communities (Blowfield & Murray, 2008). Further concepts such as corporate sustainability (CS), that explicitly addressed environmental issues and corporate citizenship (CC) that emphasises the role of business as a citizen, emerged (Blowfield & Murray, 2008). The right balance between profit maximisation and taking the needs of society into account is the biggest challenge for many businesses. These concepts, established in recent years, show the increasing meaning and importance of CR.

The definition by ISO 26000 (2009, cited in Blowfield & Murray, 2008) sums up the concept of CR and considers the main aspects of it:

*[CR is the] responsibility of an organisation for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that (a) contributes to sustainable development, health and the welfare of society; (b) takes into account the expectations of stakeholders; (c) is in compliance with applicable law and consistent with international norms of behaviour; and (d) is integrated through the organisation and practiced in its relationships.*

This definition takes the legal aspect and highlights the transparency of companies. Davis (1973, cited in Blowfield & Murray, 2008) claims, "CR begins where the law ends" (p.7),

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<sup>4</sup> The term CR and CSR are commonly used. CR was used earlier in history and describes the term more generally. Hence, CR will be used throughout this paper.

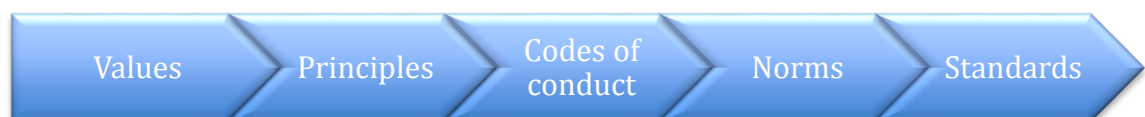


meaning the legal framework has to be met but CR is completely optional. Transparency displays a major point that is also related to corporate governance (CG). CR can be a useful framework for CG and has influenced the terms of accountability and transparency (Blowfield & Murray, 2008). Shareholders are accountable for the company's action and take up the financial risk. They hire the management, also referred to as the agent, who makes most of the decisions supposedly in the interest of the shareholders (Brink, 2011). Agents are predisposed to act in their own interest (Blowfield & Murray, 2008) and try to increase their own advantages (Brink, 2011). When agents act while not considering the needs of all stakeholders and society, the shareholders are made accountable for their actions (Blowfield & Murray, 2008). On the other hand, as the shareholders hold the financial risk, their interest in profit is high. Hence, "[CG] deals with the ways in which suppliers of finance to corporations assure themselves of getting a return on their investment" (Shleifer & Vishney, 1997, cited in Blowfield & Murray, 2008, p. 169). In other words, CG deals with the protection of shareholders' interest (Mullerat & Brennan, 2005). By using CR as a framework for regulations and more control, transparency should improve and redefine accountability, which then helps to balance economic and social goals (Blowfield & Murray, 2008). Thus, CG forms the foundation on which CR can be further enhanced and supports the guidelines of CG (Mullerat & Brennan, 2005).

### 3.2 STANDARDS AS INSTRUMENT IN CORPORATE RESPONSIBILITY

Standards have been included into the core activities of CR. One main task according to Blowfield and Murray (2008) are that values, which are set out in code of conducts and converted into standards, should be driven through the entire value chain. Also Leipziger (2010) argues that according to the evolution of CR, values are the basis before codes and standards are defined (compare figure 2).

**Figure 2: The corporate responsibility continuum - Evolution of corporate responsibility**



Source: Adaptation from Leipziger, 2010, p. 38

It is important to draw the line between codes and standards. Codes are usually internally formulated guidelines for a company, whereas standards can be applied broadly within an industry (Leipziger, 2010). Yet, as Leipziger (2010) classifies standards by sector, region, stakeholder focus and others, it shows the complexity and challenge to articulate standards that can be implemented for multi-stakeholder companies and throughout an entire industry. According to Blowfield and Murray (2008), standards should cover many areas, such as CG, human rights, reporting principles, corruption, labour and natural environment. As volunteer tourism is one of the most sensitive types of tourism, all aspects are very important, but especially those in regards to protecting children and communities, human rights is one of the central aspects. Standards should meet three criteria: they should be comprehensive, comparable and credible (Blowfield & Murray, 2008). The content should be clearly formulated, be comparable so that the performance can be assessed and finally the standard should be able to be implemented in order to conclude outcomes.

Thus, standards display an important management tool of CR (Blowfield & Murray, 2008) and help to improve the transparency and accountability (Leipziger, 2010). However, in order to compare business performance, companies use key performance indicators (KPIs). Standards are not always expressed in KPIs and as not every company within a sector is forced to imply standards, it makes it difficult to compare them clearly. Moreover, when multiple stakeholders are involved, the implementation and development of standards can be an issue as there are many aspects to consider in reaching out to all of the stakeholders concerned (Blowfield & Murray, 2008). Standards set expectations and if the implementation fails, this can harm the reputation and dissatisfy the stakeholders (Leipziger, 2010).

It is also argued that standards say little about the actual performance of the company in terms of CR as many companies still pay little attention towards the implementation and practices of standards in their daily routine (Blowfield & Murray, 2008). However, when companies conquer the challenge to establish the right standards, it could help companies to prevent crises (Leipziger, 2010). Furthermore they can “foster dialogue and partnership between companies and key stakeholders” (Leipziger, 2010, p. 46). This dialogue is important to respect the needs of all stakeholders.

### 3.3 REASONS FOR CORPORATE RESPONSIBILITY IN VOLUNTEER TOURISM

The volunteer tourism industry is hardly regulated and only a few institutions made an effort and try to set certain guidelines, such as the *International Volunteer Programme Association* (IVPA) (Tomazos & Cooper, 2012). As criticised in the media, the consequences of some volunteer tourism projects and the issue of no regulation has unearthed the truth about this industry and has started to bring a negative light towards volunteer tourism (Pattisson, 2014). There have been only a few costumer driven pressures to raise standards, however as volunteers usually accept lower standards in terms of accommodation and other material aspects, the regulation in regards to the social impact for locals has suffered (Benson & Hederson, 2010). As the demand for volunteer tourism increased over the years, a number of providers have concentrated on the hard sell in order to keep in business, as the competition increased (Tourism Research & Marketing, 2008) and companies have only few standardised procedures for their stakeholders (Homles & Smith, 2009).

There are three conditions according to Blowfield and Murray (2008, p. 97) that lead business to engagement with poverty.

*Condition 1: Business is more likely to act when poverty is associated with an identifiable risk to a company or industry, including risk to reputation, to the availability of commodities, to production, etc.*

*Condition 2: Business is more likely to act when poverty offers a favourable return on investment (ROI).*

*Condition 3: Business is more likely to act when poverty is associated with inefficiency. This accounts for initiative to combat corruption, enhance the poor's productive capacity, increase health and safety standards, invest education, and improve living environments.*

As volunteer tourism has been facing criticism, the reputation is at risk. Hence, the first condition applies already and is one reason for CR in volunteer tourism. On the other hand the second would lead to the conclusion that as the core business is poverty in developing countries, they are less likely to act in poverty prevention. Finally the last condition is also less of a reason for the industry to implement CR and fight poverty, as

this inefficiency has led the volunteer tourism sector to emerge and grow. Yet, Patten (1991, cited in Callanan & Tomazos, 2005) mentioned that crime prevention should be one of the main tasks for businesses and staff. Volunteer tourism has been influenced by criminal acts and corruption in target destinations (Pattisson, 2014), which is related to the third condition. CR has a strong positive influence on business performance and engages the business to consider all stakeholders involved (Blowfield & Murray, 2008). Here it is important to mention that the stakeholders in the volunteer tourism industry are the tourists, the providers and not to forget the host communities (Wearing & McGehee, 2013).

It is important to control volunteer tourism industry in order to ensure positive impacts on local communities. Therefore volunteers should be trained well before they leave to make a positive contribution towards the project (Tomazos & Cooper, 2012). There have been initiatives by providers to ensure that volunteers are better prepared for their work (Tourism Research & Marketing, 2008). However, more effort has to be done and the tourists are only one part of the stakeholders. The providers need to set higher standards throughout the entire process of volunteer tourism to insure a greater positive impact on children. Especially the strategic planning and involvement of the local organisation on site is vital to make volunteer tourism more sustainable. In tourism in general, the focus is on environmental matters and social issues are regarded as less important and are often not observed throughout the supply chain (Monshausen & Fuchs, 2010). CR helps as a framework to set core values for volunteer tourism providers to improve economic and social consequences and further to formulate standards for a broad approach in the entire industry. This is vital for child protection.

### 3.4 RISKS OF CORPORATE RESPONSIBILITY

Companies are under constant competition and pressured to outperform competition and use CR as a unique selling point (USP) and to blame other companies for just focusing on profit maximisation (Crook, 2005). This competition also affects business practice in CR (Blowfield & Murray, 2008). CR increases the cost and thus the prices need to rise in order to break-even or have positive profit margins. Yet, there is only mixed evidence that customers are willing to pay a higher price for products that are produced under improved social and economic conditions. Thus, it can cause the business to be less profitable and therefore is less effective in spreading welfare in society (Blowfield & Murray, 2008).

Furthermore, companies implement CR but shape the agenda to their own interests, (Blowfield & Murray, 2008) and try to show that their main interest is to achieve good service for the community however their main interest is still money despite their implementation of CR as they want to stay in business (Crook, 2005). The interest of profit of the shareholders is distracting the purpose of CR (Blowfield & Murray, 2008). “*Greenwashing*” is one term, describing companies who have set standards and codes, although the business still has aspects that are less sustainable and eco-friendly and the implementation is deficient (Bossetta, 2014). The reputation for doing “good” would improve, as companies would disguise the less sustainable aspects in their business. In order to prevent “*Greenwashing*”, financial transparency could be one tool to bring light behind the scenes to display financial distribution along the whole supply chain. This shows the conflict in CR, as it is used to improve transparency and accountability, but at a high risk of abuse for improving the reputation only by not being transparent. Hence, transparency is an important part in CR and not only financially.

As mentioned in 3.2, it is very hard to judge what to measure CR in to judge over the performance of a business and there is also little data such as KPIs on the social impact of CR (Blowfield & Murray, 2008). CR should contribute to sustainable development however authors have questioned the influence on sustainable contribution and claimed that CR has failed in its approaches (Blowfield & Murray, 2008). As volunteer tourism involves close contact to vulnerable children, it is one of the most sensitive types of tourism. As the volunteers are partly driven by good intentions, CR displays an important aspect to satisfy volunteer’s expectations for providers. When providers fail to consider human rights along the value chain, it could have impacts on their business.

#### 4 IMPACTS ON CHILDREN IN VOLUNTEER TOURISM

Volunteer tourism is often associated with sustainability (Sin, 2009) and the phrase “mutually beneficial for tourist destinations” (Vodopivec & Jaffe, 2011) is used frequently in the literature. Many authors have identified the benefits for volunteers participating in projects. Volunteers might change their outlook and values when returning home (Homles & Smith, 2009) through the direct contact with locals (Wearing, 2011, cited in Guttentag, 2009). Broad and Jenkins (2008, cited in Guttentag, 2009) suggested that volunteers develop new perspectives on life as they gain experience in a developing country.

However, this is only one side of the coin. On the other side are the communities and children that are impacted.

As McGehee and Andereck (2007, cited in Tourism Research & Marketing, 2008) exposed in a study of one community, 80 per cent of the members supported community planning by volunteer tourism. However, this was asked before volunteer tourism actually took place and community members might have not thought of potential risks and negative impacts. So far, impacts and consequences of volunteer tourism are usually assumed rather than researched (Tourism Research & Marketing, 2008) and only a few studies identified concretely the risks and benefits for local communities. Children are distinctively vulnerable (Richter & Norman, 2010). Although the demand for projects with children is high, projects with children involved were considered less frequently in research (Voelkl, 2012). The Convention on the Rights of the Child (CRC) commends their 25<sup>th</sup> anniversary in 2014 with 193 countries that have ratified the convention (Fass, 2010). Despite the effort of governments and other institutions, the rights of children are neglected particularly in volunteer tourism projects and need to be protected by providers, governments, NGOs, volunteers and the local communities. The following chapter identifies the benefits and negative impacts of volunteer tourism in regard to children and their communities.

## **4.1 POTENTIAL BENEFITS OF VOLUNTEER TOURISM**

### **Intangible - Increased motivation**

Work that is done by volunteers can affect children and their communities in many ways, thus also in positive ways. Children can gain intangible benefits (Guttentag, 2009) in terms of an increase in motivation. When volunteers teach in schools and orphanages, children get inspired and the motivation to learn in general increases (Tourism Research & Marketing, 2008). The motivation can go as far as that children are more willing to join the school, which has a positive effect on human capital (Zahra & McGehee, 2013; Homles & Smith, 2009).

### **Intangible - New skills**

Volunteers display role models for children through the knowledge the volunteers impart. Children learn some words in English and other skills such as mathematics, social behaviour, how to get dressed and hygiene (Voelkl, 2012). Without volunteers, many children would not learn at all and even though they teach them only basics, Voelkl (2012) argues that basics are better than nothing. Another positive effect in terms of motivation is the increased willingness to help each other. Workers within the communities of those schools, orphanages and centres recognise the work of the volunteers, support them and sometimes former helpers of those projects even come back and work on a voluntary basis (Zahra & McGehee, 2013). Hence, this increase in motivation improves social development outcomes (Holmes & Smith, 2009).

### **Intangible - Recognition**

Consequently, volunteer tourism creates caring relationships (Sin, 2009), which is important for children as they feel recognised, loved and appreciated (Voelkl, 2012). Children look for a caregiver, someone to trust, which they often find in volunteers as they pay attention to them and take the time to listen to the children (Zahra & McGehee, 2013). Due to the trusting relationships, volunteers are often able to give NGOs and providers of volunteer tourism the necessary feedback on educational programmes and the needs of children (Zahra & McGehee, 2013). This can be vital in understanding what needs to be improved and where the work of volunteers is necessary. Volunteers, host communities and especially children have images in their mind of each other. The formed caring relationship can break down stereotypes (Elliot, 2008, cited in Guttentag, 2009) and raise understanding of different cultures (Wearing et al., 2001, cited in Guttentag 2009). Furthermore, the interest in culture leads to the revival of cultural traditions and events. Local communities and children feel proud of their culture and traditions (Zahra & McGehee, 2013).

### **Intangible- Political outcome**

Finally through the union of NGOs, volunteer tourism providers and local communities, political structures can be overcome (Zahra & McGehee, 2013).

### **Tangible - Financial means, building capital, material supply**

Volunteer tourism can bring tangible benefits (Holmes & Smith, 2009), though not all affect children in a direct way. Financial means reach destinations that usually would not benefit from tourism (Galley et al., 2004, cited in Guttentag, 2009) through providing accommodation and food and beverages to volunteers. Also donations can increase and communities can get funding from NGOs (Guttentag, 2009). Another point is the work that volunteers do by enhancing building capital in terms of building and renovating schools and kindergartens (Sin, 2009; Zahra & McGehee, 2013). Tangible benefits are more likely to affect children in the long term (Sin, 2009) for example by enhancing the capacity of schools. Additionally, children also benefit from medical supplies and other material that is needed that volunteers might bring (Zahra & McGehee, 2013). Through the flow of financial means, infrastructure can also improve also within a community (Wearing, 2005), which leads to the best outcomes for the children. Table 3 sums up the potential benefits in volunteer tourism (compare appendix C).

## 4.2 IDENTIFIED RISKS

### **Intangible – Poverty marketing**

Poverty marketing creates the image of weak, vulnerable children, through playing with the emotions of potential clients by displaying poor children visually or talking about their disability (The International ecotourism Society, 2011). This can go against the CRC, for example article 40 1. (vii) stating to fully respect the privacy of a child at all stages (United Nations, 1989). It is difficult for tour operators to find the right balance to consider every stakeholder in volunteer tourism (Zahra & McGehee, 2013; Tomazos & Butler, 2010). Providers usually try to satisfy the tourists (Wearing & McGehee, 2013) and put their desires first to increase the volume (Guttentag, 2009). Wearing and McGehee (2013) argues that profit-driven companies are less established within a community leading to undermined labour markets (Guttentag, 2009) and randomly selected project sites (Sin, 2009), which increases the cost for development work due to unsuitable activities (Tourism Research & Marketing, 2008) or forged projects such as orphanages.

### **Intangible - Responsibility**



The reason why volunteers participate in projects is often embossed by selfishness (Guttentag, 2009) and it is up to every volunteer to decide how much they commit towards the project (Tomazos & Butler, 2010). Certain circumstances such as parties, cheap alcohol prices, and difficult working conditions hinder volunteers in committing to their duty as much as necessary (Tomazos & Butler, 2010; Tourism Research & Marketing, 2008). In some cases, they enter into a romance with locals, leading to sex tourism (Tomazos & Butler, 2010). In regards to children, the demonstration effect can have a big impact (Guttentag, 2009). The consumption patterns and behaviour of volunteers can set the wrong example for children in projects and can end in aspiration and jealousy (Guttentag, 2009). On the other hand, volunteers rationalise the poverty for children, as they seem *“poor but happy”* (Guttentag, 2009; Voelkl, 2012), which they use as an excuse for material inequality (Simpson, 2004, cited in Guttentag, 2009).

### **Intangible - Lack of skills**

Volunteers and even staff get access to children with no reference checks, which poses a child protection risk (United Nations Children's Fund [UNICEF], 2011). In a study by UNICEF (2011) in residential care in Cambodia, a ratio of 81 children to one staff member was noted. Providers of volunteer tourism set only low or no requirements for the tourist and only require minimal skills (Guttentag, 2009). The lack of skills and experiences are burdensome (Guttentag, 2009) for sustainable development for the children. In particular, a lack of language skills is a problem for the work in projects. All this can threaten years of professional development work that was done in advance in volunteer tourism projects (Simpson, 2004, cited in Zahra & McGehee, 2013). Additionally, every child has his or her own personality and characteristics. Some children respond to volunteers better than others; no one is able to predict this (Tomazos & Butler, 2010). Sometimes children try to get the attention of the volunteers by putting themselves at risk and attempt dangerous acts (Tomazos & Butler, 2010). Taking care of so many children might overwhelm untrained volunteers. Some try to organise a structured game to get some ease within the group, which might not be embraced by the children or is of no interest (Tomazos & Butler, 2010). This is not only due to a lack of skills, but also due to the high volunteer and staff turnover in the projects, as every volunteer and staff member has their own way of

organising and entertaining the children. This constant disturbance has a severe effect on the development of the children.

### **Intangible - Staff turnover**

Daily routines for children in orphanages and other institutions are hardly possible when new volunteers arrive every week (Tomazos & Butler, 2010; Voelkl, 2012). It can even remind them of their abandonment and induce hurtful memories. Many volunteers bring gifts, which creates expectations and stereotypes for children, which can also be described as dependency (Sin, 2009). The constant flow encourages the stereotype of volunteers giving and children receiving. Vodopivec and Jaffe (2011) also portray it as help givers and needy beneficiaries. Children associate the volunteers with a positive domain. However, their image can be disillusioned when volunteers do not stay in touch (Zahra & McGehee, 2013) as Sin (2009) claims further commitment towards the project and the children is limited. According to Guttentag (2009), 75 per cent had not sent donations to the projects they worked in and there is hardly any long-term interest. Relationships are often forged since volunteers know they stay for a short time (Sin, 2009). According to Richter and Norman (2010), this turnover of staff and volunteers negatively impact their socio-psychological development and long-term well-being. UNICEF (2011) claims children in residential care develop severe disorder of attachment, which is especially damaging considering the constant flow of volunteers. Through the unorganised care, some kids suffer malnutrition and lower growth rates (UNICEF, 2011).

### **Intangible - Emotional neglect**

Children in orphanages do not always have the security of one specific caregiver and suffer a lack of affection, develop hyperactivity, mental retardation such as growth and speech delays or personality disorders (UNICEF, 2011). This is due to the lack of stable attachment, which is needed to develop neurophysiological templates (Shonkoff & Phillips, 2000, cited in Richter & Norman, 2010). They miss their families and often their emotional needs are not met (UNICEF, 2011). The lack of exploration and learning influences the child's ability to develop, as they would do with their families or one care keeper that would encourage them. As the education can be limited, children are less prepared for society later on and suffer discrimination (UNICEF, 2011). The right stimulation and

supervision is very important especially for infants, as they are specifically vulnerable. Mortality amongst infants in residential care was higher than in other environments (Spitz, 1945, as cited in Richter & Norman, 2010). Another major threat that volunteer tourism supports by working in orphanages is the risk of exploitation and physical and sexual abuse (UNICEF, 2011). According to a study of UNICEF (2011), 63 per cent of children in orphanages in Cambodia claimed to be physically abused. In every institution that is dealing with children, abuse can take place (Scharlowski, 2008) and according to a study of the organisation *Save the Children* (2008), even humanitarian and professional development workers might abuse children and force them to sexual slavery. So volunteers and staff who undergo fewer background checks and get access to a large amount of vulnerable children, who are seeking warmth and affection, could take advantage of their affliction and it could lead to sexual or physical assault.<sup>5</sup>

### **Intangible - Exploiting**

According in a study of UNICEF (2011) in Cambodia, 85 per cent of the prospective orphans still have a living parent, although an orphan is defined as someone aged under 18 and has lost one or both parents (UNICEF, 2011). 45 per cent of children are placed in residential care because of poverty (UNICEF, 2011). Parents believe their children receive good education at the institutions, instead staff of orphanages exploit families and manipulate the volunteers by making up stories about the fortune of the children (Pattisson, 2014). In order to attract more tourists and volunteers, many children have to dance traditional dances instead of spending their time at school (UNICEF, 2011). Although UNICEF (2011) argues that residential care should be the last solution for children in need for many poor families, it is seen as a chance for the children to receive education. In the end, this can also be seen as child trafficking and in some cases parents were not able to get their kids out of the orphanage after realising that their children were being treated badly (Pattisson, 2014). International media, NGOs and tourism operators promote the image of vulnerable and poor children (Richter & Norman, 2010), increasing the demand for volunteer tourism. Although only due to the high demand, the number of new orphanages increased (UNICEF, 2011; Richter & Norman, 2010). 49.3 per cent of

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<sup>5</sup> As this paper is focused on the general impacts on children in volunteer tourism, the psychological effects can not be discussed in greater detail.

tourists believed children are in an orphanage because they have no family (UNICEF, 2011), showing the lack of awareness.

### **Intangible – Dependency**

Newly established orphanages are often built to generate profit from donations and funding from NGOs and tourists (Pattisson, 2014). “Many centres turn to tourism to attract more donors.” (UNICEF, 2011, p. 8), which explains why in Nepal 80 per cent of the orphanages are located within the three main tourist destinations (Pattisson, 2014). This causes financial dependency on external donors and volunteer tourism and the competition between different orphanages is increasing (Vodopivec and Jaffe, 2011). This could lead the people who are responsible for the children to let them appear even poorer in order to attract more volunteers. They sometimes change the names of children so international donors can relate to them (UNICEF, 2011). Many residential care centres are not officially registered (Abdulla et al., 2007, cited in Richter & Norman, 2010) and in Nepal for example, 90 per cent of those institutions fail to assemble the minimum operating standards enforced by the government (Pattisson, 2014).

### **Tangible – Material prosperity, food shortage**

People in charge of the children, staff or directors, want the children to appear in poor conditions to attract more tourists (Sin, 2009). This is not only happening in an intangible way by exploitation. The children receive no essential mosquito nets, mattresses or enough space to sleep (Voelkl, 2012). UNICEF (2011) claims that food shortage can occur, which also leads to malnutrition. Table 4 sums up the identified risks for children in volunteer tourism (compare appendix D).

## **5 ANALYSIS OF VOLUNTEER TOURISM PROCEDURES**

Since the risks and benefits are now identified, the other side of the volunteer tourism sector will be analysed in order to identify the status quo within the volunteer tourism industry with regards to procedures and children.

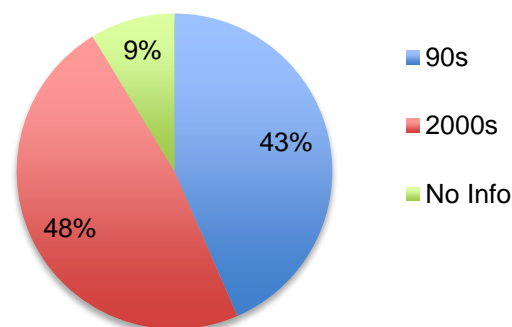
### **5.1 PROCEDURES OF VOLUNTEER TOURISM PROVIDERS**

The following analysis consists of 43 projects offered by 23 providers, analysed on the basis of certain criteria. The trend has been leaning towards profit-driven companies

offering volunteer tourism. Thus, out of the 23 providers, only three were non-profit orientated. As figure 3 shows, only 48 per cent of the providers were established in the 2000s and 43 per cent before the year of 2000. This is mainly due to the fact that nearly all providers have other offers in their

programme and only took up volunteer tourism in the 2000s (compare appendix [App.] F). The providers established in the 90s and earlier initially offered language courses, exchange programmes or internships abroad. For example *Travelworks* was established in 1991 for language courses abroad. They only enhanced their offer and started to offer volunteer tourism project in 2003 (Daten und Fakten zu TravelWorks, 2013). However, the providers that were established after the year of 2000 mostly offer more than just volunteer tourism projects. The collected data confirms the trend of volunteer tourism established in recent years as well as the use of business diversification when looking at the year of foundation and programming offers.

**Figure 3: Year of foundation [primary source]**

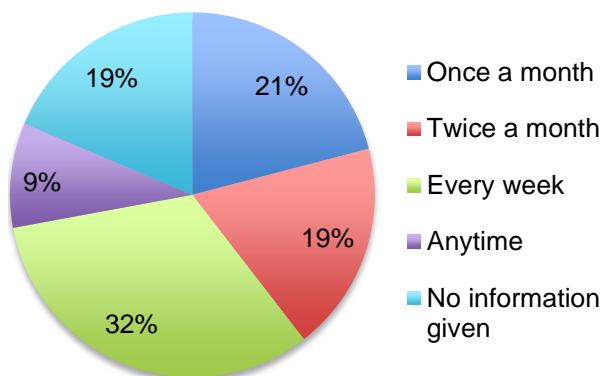


As the numbers of providers increased, the competition has intensified. In order to attract more volunteers, marketing has become extremely important for this niche market, especially for commercial providers (Vodopivec & Jaffe, 2011). One conspicuous feature was the fact that none of the providers refer to the volunteers as tourists. Tourists are usually connected with the negative term of mass tourism (Vodopivec & Jaffe, 2011); hence companies do not use it to attract more volunteers. Vodopivec and Jaffe (2011, p. 122) say that tourists are connected with “*problem-causers*” and volunteers rather as “*solution-bringers*”, which is difficult when trying to inform volunteers about the potential risks of their stay. Many providers have an extra section, where it explains why the volunteer is contributing positively even for just a short period of time. This is convincing the volunteers to believe there are no negative impacts of their trip. Many pictures of beautiful target destinations and happy volunteers surrounded by poor children support this marketing strategy visually, also referred to as poverty marketing, which involves child protection risks such as privacy and exploitation.

### 5.1.1 SELECTION PROCESS

The selection process on behalf of the volunteer tourism providers is vital to ensure that the most suitable volunteers join the projects. This is the first point of contact of the volunteer with the provider. Every provider has its own procedures and selection process. The following section will analyse the different methods for selecting volunteers.

**Figure 4: Beginning [primary source]**



When taking a closer look at the projects, the determination to be as flexible as possible can be reflected in the beginning time of projects. Flexibility equates to the expectations of volunteers since they pay a lot of money to participate, which sets the hopes higher for more flexibility. Figure 4 illustrates, 32 per cent of the projects

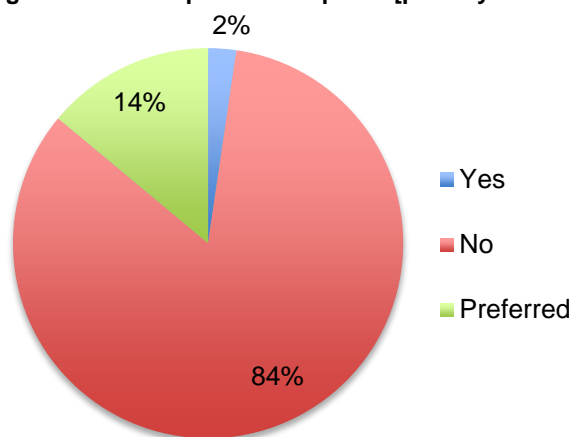
begin every week (also see App. E). Meaning, every week new volunteers get the chance to start working at the projects. 19 per cent start twice a month and nine per cent start at any day of the year. This displays one of the major problems of volunteer tourism: the high staff turnover. While projects that fall under the category “*building*” are less concerned, “*community*” and “*teaching*” projects all involve or possibly involve children (compare App. A), who experience severe consequences not only in their mental but also in their physical development. Only three projects fell under the category building, as selection was focused on projects with children and communities. Only one project could not be classified, as the information was very restricted.

Sexual and physical exploitation is also one major concern of researchers with regards to children. The industry already faced criticism, which could be an explanation for the relatively high number of providers who introduced the requirement for a police background check up. Already 44 per cent of the analysed projects require such a check up (compare App. I). However, this number should increase, as no volunteer should carry any criminal record when it comes to working with children. This check up is only one basic form of protection, which does not shield the children against sexual and physical exploitation. Yet, it limits the risks of having volunteers that have demonstrated

conspicuous behaviour in the past. This check up should be also introduced to every member of staff working in the projects directly, mainly to protect the children in the projects, but also to protect volunteers.

13 projects fall under the category of “teaching” and also within “community” projects, minor tasks often involve teaching. This would require special skills in order to ensure sustainable educational development for children in institutions. Also tasks such as caretaking and general contact with children require certain pedagogical abilities. However, specific skill requirements are usually not necessary to apply for a volunteer project (Vodopivec & Jaffe, 2011), which is also proven in the research. Only 21 per cent require a CV, where providers could check the educational background of the volunteers and additional social engagement (compare App. J). Nine per cent required additional references from external teachers or employers (compare App. K). References could also give further details about the background of the volunteers. The small number of projects that require reference can also be explained by the fact that as shorter the selection process, the more flexibility the provider can offer. Creating a reference demands time and effort by the volunteer. Hence, 91 per cent of projects demanded no references.

**Figure 5: Work experience required [primary source]**



Furthermore, 89 per cent did not require a special degree, meaning a high school degree or any particular educational certificate (compare App. L). A similar merit of 84 per cent can be found for the requirement of work experience. Figure 5 displays, only two per cent require special work experience. As shown, 14 per cent said that it would be preferable to have special work experience, but it

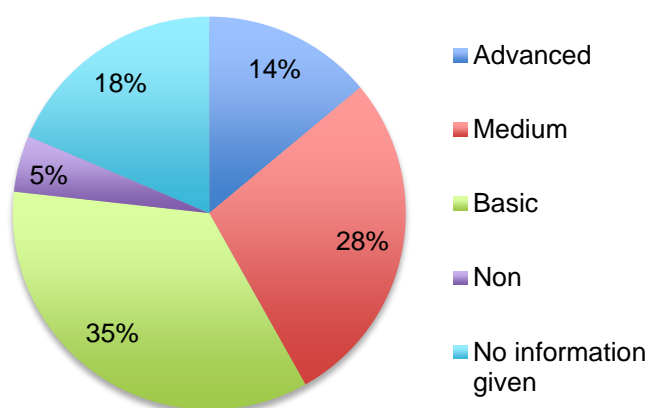
was not a must-have. This fact shows, that the entry barriers for volunteers are rather low. Only nine per cent required special skills and educational certificates. Moreover there are

**Best Practice:** One organisation, which required a CV, had a different selection process in general. They created a profile of the volunteer based on the CV and the local organisation could choose the volunteer most suitable for their project. This involves the local partner organisation much more.

Source: Based on author's research [primary source]

certain providers that overall have higher requirements, which can be seen when looking at the facts in detail. The provider, which required work experience, also required a CV for both of their projects and reference for one of the projects. As Vodopivec and Jaffe (2011) analysed in their study, companies advertise that skills can be substituted by passion and the willingness to work hard. Tasks like teaching demand special skills in order to have a sustainable outcome, still over one fourth of the projects fell into the category of “teaching” with a large lack of standards for applicants.

**Figure 6: Language skills [primary source]**



One major factor for successful work are language skills. According to Vodopivec and Jaffe (2011), language skills were one of the major issues while working. This also limits the ability of involvement of the volunteer in the project, as volunteers with a lack of language skills are usually taking over less responsibility as they would like to,

leading to frustration. According to figure 6 only 14 per cent of the projects required advanced language skills in so far as being fluent or a native speaker. The highest percentage represented only basic language skills. This low level of language requirement, despite the low barriers, is to attract more volunteers due to the fact that providers offer language certificates and schools. Volunteers can attend language courses at an extra cost besides their work in the projects. This generates higher profits and can be used as an essential marketing tool in terms of the volunteer, who is able to enhance her or his language skills while doing something good such as volunteering. Though, especially in “teaching” programmes the language requirements were higher, as teaching a language entails that the tourist should be able to speak it. On the other hand, some projects were promoted under the category “teaching” and stipulated only basic skills, which is especially questionable. Also, there were only limited ways of testing the volunteers on their language proficiencies. One way would be to hold interviews, however only seven per cent of the analysed projects asked for an interview (compare appendix M). No other procedures such as language tests or others were mentioned.



The regulations for the selection process are weak as for most providers volunteers only need to register but hardly need any proof of their educational background. Providers are mainly profit driven, thus more regulations during the selection process would require more time, more administrative work, less volunteers so less profit. Even though they are not profit driven, NGOs also have big gaps in their selection process. The providers that set more regulations usually have higher requirements in general, showing that they are more concerned about the ability of the volunteers.

### 5.1.2 PREPARATION

The preparation process is very different when comparing the projects. The preparation should set certain values and rules for the volunteers and give them the necessary knowledge about projects, local community, cultural setting and country.

#### **Preparation: Planning time**

As the providers are under constant competition, they lowered the barriers for volunteers to participate in projects and try to be as flexible as possible to live up to the expectations of tourists. This can be perceived in the time frame a tourist has to book the trip in advance. The shortest time period was only two weeks before. Commercial companies seek for profit, so a higher volume of tourists means more profit. Hence, even for volunteers who book on short notice, they would ensure she or he could join a project. Apart from one NGO, that had expiring application deadlines half a year in advance, the procedure was similar to that of the commercial companies. This short period of time between the booking process and the departure hardly allows enough preparation time. It can also be questioned, how much thought and dedication a volunteer has put into the project. Thus, this could lead providers to encourage tourists who tend to volunteer for selfish reasons. Testing the motivation would be an opportunity to evaluate the willingness to contribute in a positive manner and discover why volunteers are interested in working in projects. Nonetheless, only 14 per cent require a motivation letter (compare App. N). This is a very small number, leading to the conclusion that providers are less interested in the reason why volunteers want to participate, than keeping the barriers of entry low and gaining a higher volume of tourists.

**Best Practice:** One NGO with the highest minimal duration of 24 weeks and fixed application deadlines was the only one offering a pre-departure seminar due to a long planning time.

Source: Based on author's research [primary source]

## Preparation: Pre-departure

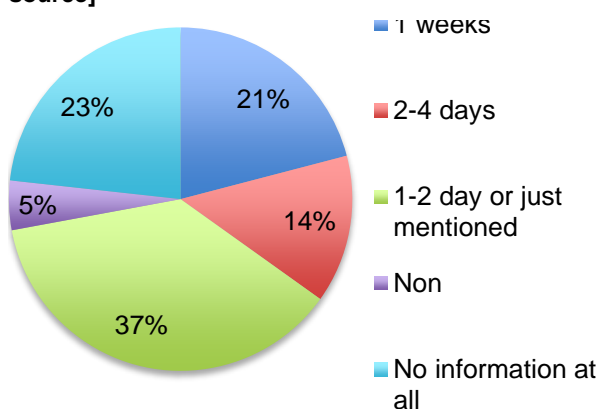
Another important aspect is a code of conduct, by which volunteers can orientate themselves. Codes usually just set the basis for standards, yet they give the volunteer an idea about the values of the chosen provider. The research showed that only 26 per cent of the companies have a code of conduct (compare App. O). Many companies are certified by organisations, which have their own code of conduct. Nevertheless, these are not specified for volunteer tourism organisations and therefore not counted as a “yes” in the research. However, out of these 26 per cent, representing six providers, only four considered children (compare App. G). Out of those, one just advised the volunteers what not to do when working with children such as not offering them presents. Hence, only three providers have a child protection code (compare App. G). All these three codes differ when comparing the content. One provider listed background information on their website, mentioning CRC, *UNICEF Child Protection Information Sheet*, *United Nations Global Compact* and *The Code*. As they are cooperating with one of the leading tour operator in Germany, they are acting according to their code of conduct. They are member of *The Code*, which is an organisation implementing a code of conduct for the protection of children from sexual exploitation in travel and tourism (TheCode, 2012). They include six different steps which, amongst others, including establishing a code of conduct, training the staff and providing travellers with information. However, no concrete child protection code could be found and there was no extra section in the code of conduct of the tour operator for the protection of the child. The second provider had a very short child protection policy, where it said that children should be protected against sexual and physical abuse. Furthermore, the “*two person rule*”, meaning all activities with children should always be completed by two people, was something not included in the other two policies. The last policy was very detailed, as it included not only the conduct but also an explanation why this should be done. It included not only the volunteers and staff but also the donors, corporate sponsors, journalists, supporters and trustees. It was clearly linked with the code of conduct of behaviour. Each member of staff working for the provider had to sign it as well as the volunteers, which was different from the other one as there only the volunteers had to sign the code. It had a whole section on “*Child protection in project partnership*” clearly stating that it is the providers’ responsibility to make sure that the partner is also respecting the policies also. Further, it included a detailed section

on the “*Reporting process*”, which is vital when it comes to protect the children. It started to educate the children involved in the projects about the reporting possibilities. Also, it had a list of signs indicating abuse of children. One provider referred to their code of conduct, which could not be found online. Included in the preparation process should be signing the code of conduct, to ensure volunteers have read it. Only three out of the six providers required signing the code. Moreover, one insisted upon signing the external code of the certification organisation. Codes set the values of a provider’s profile into words, which then can be transformed into standards. This result is showing that the code of conduct has not been seen as an important tool to set values. This could also be due to the fact that many providers offer more than just volunteer tourism.

Another type of preparation is supplying volunteers with material about the country, culture, etc. Though, no one can really control who is reading what. One provider required a certain dress code, which is vital to adapt to the style of the local communities to limit the demonstration effect. Additionally, providers have fundraising support for volunteers, which are encouraging them to raise money for their trip. For example, one of the major resource websites has established guidelines for fundraising, which could be a sign of more commitment towards the project (FundMyTravel, 2014). However, most of the money will go to the profit-driven provider itself and not to the project. But this will be further analysed in 5.1.4.

### Preparation: On-site training

**Figure 7: Preparation time of volunteers [primary source]** In order to be well prepared volunteers need to receive precise training (Tomazos & Cooper, 2012). According to figure 7, five per cent had no preparation at all. Only 21 per cent fell under the category one, meaning one week of preparation (compare App. E). The highest percentage was 37 per cent, meaning that volunteers received two or one day of preparation or it was just mentioned that a preparation will happen with no further specifications. The short time that providers use for preparation is



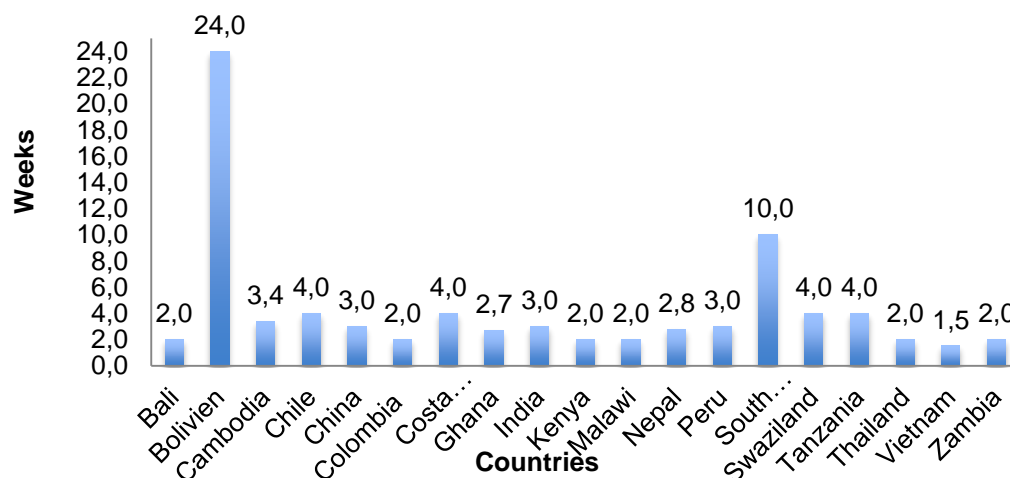
need to receive precise training (Tomazos & Cooper, 2012). According to figure 7, five per cent had no preparation at all. Only 21 per cent fell under the category one, meaning one week of preparation (compare App. E). The highest percentage was 37 per cent, meaning that volunteers received two or one day of preparation or it was just mentioned that a preparation will

happen with no further specifications. The short time that providers use for preparation is

also due to the duration of the stay, which will be further analysed in 5.1.3. For one or two weeks of volunteering a proper preparation would only be possible in advance as the duration of the stay is too short to secure one week of training. Also, the content of the preparation is fundamental. Many providers include sightseeing trips such as visiting touristy attractions or local communities and orphanages, usually on a voluntary basis. One offered local cooking classes. This is certainly a way of getting to know the culture, yet the obligatory training should include a deep understanding of the project, its impacts and which work would be useful. Visiting sightseeing occasions would give the volunteer no information on why development work is needed in this region. Consequently, even for a short preparation time frame, essential training could still help the volunteers. The time period is less important, rather the content and the level of intensity. When volunteers are less prepared, their tasks in the project are limited, which then has an effect on how serious volunteers take their duties, leading to frustration (Tomazos & Cooper, 2012).

### 5.1.3 PROCEDURES DURING STAY

Figure 8: Average minimal duration of stay per country [primary source]



The high staff turnover is related to the beginning point of projects as mentioned in 5.1.1 but also to the minimum duration time of each project. According to the research the average minimum duration time is 3,7 weeks (compare App. P). Looking at the figure 8, the target destination Vietnam had the lowest average rate with 1.5 weeks. Bolivia has the highest with 24 weeks, offered by one NGO. This indicates that most providers offer short-term missions.

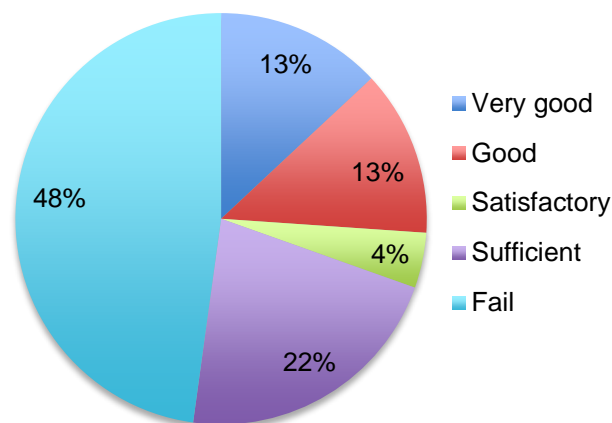
However, it is not only the high staff turnover that impacts children and local communities. As mentioned in 4.2 young children are especially affected as they are still developing. In the research the age of the children concerned in the project varies from zero up to 18 years old. While 74 per cent of the projects had no information about the age in the description given, 14 per cent of children involved were not even one year old (compare app. Q). One project in Tanzania was especially noticeable, as it was a baby orphanage with children aged between zero and three years old (compare app. G). Infants need to be taken care of adequately, as the risks of mortality, development issues and illnesses are very high.

During the stay some important procedures should be included such as reports. Only two providers introduced the procedure of preparing reports. The volunteers need to keep track of their activities so that the following volunteers will be able to know what for example the children learned already. Reports are important to improve the sustainability but also to bring to the volunteers mind what she or he has actually done in the project.

#### *5.1.4 FINANCIAL TRANSPARENCY*

Financial transparency is an important aspect when it comes to involvement of local organisations and hence protecting the children. There is a big conflict on how much money should go into projects and how much should stay with the volunteer tourism provider. In most of the cases it is still not transparent where the money of the volunteers goes (Tomazos & Butler, 2009, cited in Tomazos & Cooper, 2012). One provider argued that by giving nothing to the projects they would not start to depend on the provider Tomazos and Cooper (2012) claimed projects should be self-sustainable. Yet, giving no money also might display a difficult situation as some projects would not be able to survive or sustain themselves without extra funding and it also indicates the commitment of the provider towards the project. However, some projects take up volunteers even though they do not need any, only because of financial means (The Times, 2011, cited in Tomazos & Cooper, 2012). This shows that the right balance is needed to not encourage locals to set up projects just because of financial benefits. The right balance between giving money to the projects by helping them to become self-sufficient but not generally depend on funding in the long run, should be the goal of providers.

**Figure 9: Assessment of financial transparency of volunteer tourism providers [primary source]**



The providers were graded according to different standards (compare App. E). According to figure 9, only three providers were classified in category one, which displays very good transparency. All three providers in this category were NGOs. On the other side, 55 per cent fell under the last category “fail”. Those providers had no information at all on their website. Around 22 per cent mentioned that parts of the volunteer’s fee would go

towards the projects. This result depicts that most of the volunteer tourism providers are not financially transparent. This could be due to the fact that they are mainly profit orientated. One provider for example displayed the exact percentages and numbers, showing where the payment goes. It said that eight per cent would generate profit. This means that the company, after paying the staff and covering administrative cost, generates a profit of \$ US 461.538,46 per year. Some companies might not want their customers to know about how much profit the company is generating. The financial transparency is only indirectly related to the rights of children, however when providers are only profit driven, they focus less on the quality of the volunteers, which affects the children directly. On the other hand even NGOs, who are fully transparent, are found to be lacking in the selection process. Moreover child trafficking is mainly encouraged by the new institutions and orphanages are often established to generate profit for the owner only and not because of children in need. As the volunteer tourism providers are predominantly just the intermediate between the volunteer and the project, the financial transparency would not say conclusively whether the money spent on the projects is used to generate a decent profit for the owner or founder of the project, which then could encourage others to follow and increase child trafficking. Nevertheless, financial transparency would display that the providers have nothing to hide and give volunteers the chance to fully inform themselves on how much providers commit towards the projects. Working with local partners on-site, in the long-term should create trust. By sharing parts

of the donation of the volunteer, local partners are not just used to help providers to generate profit. In that way the volunteers help with the work and the money spent on the trip. Giving money to the project also moves the focus more towards the local community and increases the interest between provider, volunteers and local organisations.

Financial transparency would also display the amount of corporate work that is done between the local organisation and the provider. For example, developing a long-term strategy on how the volunteers will support the project and where the local project is aiming to be in a couple of years, would be vital for sustainable and sufficient work. This strategic work would not only show the involvement of the local organisation but could also be an indicator for a trustful partnership. Financial means also need to flow towards the project also in order to cover the additional expenditures that occur with the stay of volunteers for local staff by protecting the rights of the children. Financial transparency also sets very clear structures on where the three stakeholders (volunteers, sending and receiving organisations) stand. Furthermore it would set an example for all stakeholders involved to be also financially transparent, such as the local partners operating an orphanage. When transparency would be given, all stakeholders could clearly see where the money goes.

The prices volunteers pay are usually very high but can vary enormously. The lowest rate per week is 87.50 Euro per week. The highest rate per week was 1221.50 Euro (compare App. G). However, every project varies from the offer as some do and some do not include meals or the style of accommodation, which can vary from a guesthouse to local host families (compare App. G). The accommodation is also an indicator of the involvement of the local community. External guesthouses are less integrated into the local society than host families. The money spend on the accommodation would benefit the local host families directly. On the other side, this can display another contact with children, setting children at a higher risk of exploitation again. One major factor influencing the prices of the volunteer tourism providers is also where the headquarters are located. Headquarters located outside Europe offered a cheaper price, as overall costs can be kept lower. The lowest price per week with 87.50 Euro had the headquarters located in South America (compare App. G).

Especially noticeable, is the correlation between the shortest duration, indicating more flexibility, and the price. Both of the shortest durations (one week) are under the five highest prices. On the other side the three longest durations, indicating less flexibility, are all under the five lowest prices. As analysed the price can be related to the flexibility of providers and hence also to the preparation and the amount of beginnings per month, which are again related to the staff turnover and the skills of volunteers, who have major influences on the children concerned. Meaning, the price can be one indicator of the treatment of children leading to the conclusion, the more expensive the more dangerous for children, which would also confirm the study of Tourism Concern in 2014, "The more expensive, the less responsible" (News from Tourism Concern, 2014). As the more transparent providers there would be, the better understanding volunteers could get of the values and aims of the providers. The focus could move more towards the quality of the volunteers and the local communities, children and projects.

## 5.2 ASSOCIATIONS AND THEIR CODES OF CONDUCT

Over half of the analysed providers (64 per cent) are members in associations that each unify companies and organisations with special interests (also see App. R). As the volunteer tourism providers have additional offers such as language courses and internships or are initially a travel agent that offers leisure holiday trips, the analysed organisations are members of for example *The Travel Association* (ABTA) or *WYSE Travel Confederation*. All of these are not specified in volunteer tourism. There is only one association with special regards to volunteer tourism, the *International Volunteer Programs Association* (IVPA). All of these associations have their own code of conduct, which should apply to all its members and will be further examined.

The code of conduct by the associations that are not specified in volunteer tourism, are broad and not specific to for example the protection of the local community against exploitation. The codes address general ethical and professional behaviour. Furthermore, they address that companies and organisations should act according to the laws in the countries they are operating in. Generally this is too broad, however one important aspect is the registration of business and services, which is very important in volunteer tourism, as it was found that some of the local institutions were not registered by the government (UNICEF, 2011; Pattisson, 2014). It is the responsibility of the members of the association



to take care that all businesses and services are registered. In volunteer tourism this would help to avoid working together with illegal institutions, as those usually evade registering with the government. Another important aspect, also in volunteer tourism, is the statement about the handling of complaints, although they are kept very broad. The more detailed parts are usually the special interests these associations have. For example ABTA includes in their code of conduct, regulations about booking procedures, which are less relevant when it comes to protect the rights of the child (ABTA The Travel Association, 2014).

IVPA constructed their code of conduct with special focus on volunteer tourism. However, this code is not very detailed and kept very far-reaching. The focus is on the volunteers rather than the local communities. It states what material the volunteer should get before the trip, about insurance policies and what consequences she or he will expect of behaviour violation. It includes a statement, where it says that the staff can be hired seasonal, part-time, or full-time. It does not state that it should involve local staff in the target destinations. Besides, seasonal jobs might display an issue for locals, as they have to rely on a regular income. It further states, volunteers could bring materials and resources to the projects, but does not include what kind of materials and how to proceed with the materials. The only point about local communities and vulnerable locals included is that they should not be exploited for example by poverty marketing (Principles and Practices, 2014). Hence, this code of conduct is incomplete and had no section about protecting the rights of the child or local community involvement. The focus is on the volunteer rather than on people concerned in the projects, which would further lead providers to not take the needs of locals seriously and to involve all stakeholders in the process of volunteer tourism. And despite the lack of referring to local communities and children, Tomazos and Butler (2009, cited in Tomazos & Cooper, 2012) said that IVPA has no power of enforcement. This is due to the fact that only very few providers are members of that association.

### 5.3 PROCEDURES OF CERTIFICATIONS

Widely established in the tourism industry, certifications commonly engage in sustainable tourism. This trend resulted in a massive increase in certifications. As volunteer tourism has only developed strongly over the past decade, there are only a few certifications,

none of which are well known. Specific to volunteer tourism is for example *VOFAIR* or *Qualität in Freiwilligendiensten* (Quifd). Both proceed very differently and do not cover short-term commercial volunteer tourism providers.

Quifd was established in order to certify volunteer projects, however all of the certified organisations are usually NGOs, long-term programmes subsidised by the government or church or unions (Entsendeorganisation, n.d.). It covers volunteering domestically and abroad in Germany. It has not certified any international organisations or commercial providers that offer short-term volunteer tourism. The organisations are mainly focused on long-term missions when it comes to volunteering abroad. Quifd has established quality standards for volunteer tourism providers. This is an important aspect, but does not concern local communities or the protection of children at all. They offer providers support for self-evaluation, which could help to improve the evaluation of the sustainability of the providers' actions. The quality standards are established mainly with the focus on the volunteer, so the quality in the view of the volunteer is secured.

On the other hand, *VOFAIR* a small NGO founded in Santiago, Chile in 2013 is not certifying providers; they rather certify individual projects operated by small organisations (About *VOFAIR*, 2013). The approach to certify each individual project is important, as projects, which involve children, would not get certified. They do not work together with big volunteer providers or commercial travel agencies, rather give small organisations that need volunteers, the chance to set up a profile of their project on *VOFAIR*'s website. During the process of certification, *VOFAIR* includes the opinions of former volunteers, those of the organisation itself and those of its beneficiaries. Afterwards the team visits the projects, mainly concentrated in South America to decide if the project is contributing in a sustainable way. They clearly have their focus on the needs of local communities and address the issue of the protection of children within volunteer tourism. Yet, as they are still in their beginnings and depend on donations, they are not well known and not a solution for the increasing short-term volunteer tourism sector, now mainly profit-driven with giant tour operators in their back.

#### 5.4 GUIDELINES BY NON-PROFIT ORGANISATIONS

Tourism specialised NGOs have recognised the consequences and impacts of volunteer tourism and drawn their attention to develop guidelines especially for short-term volunteer

tourism. Rugman and Hodgetts (2003) discuss the position of NGOs and claim that they have gained power to influence the government in for example enforcing standards. Yet, the agenda of NGOs and the economic reality of global businesses usually do not match. It needs careful planning on the part of NGOs to provide volunteer tourism providers with realistic and effective guidelines to promote sustainable and positive outcomes of volunteer tourism for local communities. *The International ecotourism Society* (TIES) and also *Tourism Concern* have developed guidelines and code of practice for volunteer tourism providers.

TIES developed very detailed guidelines for providers of volunteer tourism in 2011 with a special focus on commercial tour operators (Voluntourism Guidelines, 2011). Tourism Concern created a code of practice together with the organisation Nidos. Both approaches deliver the message to focus on communities' needs. TIES implies to focus on long-term partnerships with local organisations and to develop a long-term strategy whereas *Tourism Concern* does not imply the long-term vision rather says when the long-term relationship is given regular meetings should be held. A long-term relationship is vital to create projects that are sustainable, have clear goals and a joint strategy with sending organisations, volunteers and local partners. Both organisations address that these goals should be adjusted any time changes occur. This flexibility is important to adjust accurately to the needs of communities and children, which might change over time. Furthermore, both organisations give clear guidelines for marketing and censure poverty marketing, which displays children as creatures completely dependent on the volunteers help. *Tourism Concern* refers to the *European Code of Conduct on Images and Messages relating to the Third World*, which would be appropriate as volunteer projects mainly take place in developing countries. Providers should give clear information on every detail in order to not disappoint the expectations of the volunteers. In that way the volunteers know exactly what to expect and how much they are contributing towards the project, which can often be minimally but is supportive. Both organisations demand on-phone interviews, a detailed selection process and pre-orientation or clear training schedules, in order to find the most suitable volunteers. They clearly state that volunteers can be turned down, where TIES suggests to offer other opportunities to volunteers that want to contribute in a positive way such as exchange programmes that can support cultural exchange. In that

way, unsuitable prospective volunteers realise that other programmes would be more suitable for them.

Feedback is vital to volunteer tourism in many ways. TIES and Tourism Concern address community needs assessments in order to know what local communities need. However, the providers should also give feedback to local communities on what they are planning and how they proceed with the volunteers. Also the feedback of volunteers is indicated as important, so volunteers can choose the right project for them and know what to expect. Volunteers should get the whole image of providers, hence transparency financially and generally is very important and one of the main points in TIES guidelines. The transparency for financial means and also the feedback communities give in their assessments on how effective volunteer tourism is received and the impacts should be displayed openly.

Monitoring projects is also addressed, which is important to be able to tell where and how volunteer tourism is effective and contributing. Rather than creating dependency for volunteers, volunteers should support long-term local staff. In that way the TIES “exit strategy” can apply in case no volunteers are available anymore, the project is able to be self-sufficient. Finally, TIES also includes environmental concerns that should be looked after as well as recommendations that all providers should establish a code of conduct. The possibility of turning volunteers down, should also apply during the project with a zero-tolerance zone.

Both guidelines are focussing on local concerns, which is positive. *Tourism Concern's* code of practice is broader and not as detailed as the one of TIES, who also displays examples in their guidelines of best practice. Further, *Tourism Concern* is not addressing the issue with the handling of children, which TIES does mention and claims a child protection policy. However, as these guidelines have the right approach for sustainable volunteer tourism, the implementation is usually the problem and not many providers act accordingly. Yet, TIES was supported by *Planterra Foundation*, which is again partner with for example STA travel, a tour operator offering short-term volunteer tourism projects (Freiwilligenprojekte, n.d.). Hence, this can be a start to introduce providers to those guidelines and slowly start the implementation.

Additionally, even though *The Code* is not specifically related to volunteer tourism, it is a thorough procedure to respect the rights of children in tourism. The six steps in figure 14 involve all necessary procedure to implement standards for the protection of children (compare App. S).

## 5.5 GOVERNMENTAL REGULATIONS

There are different ways in which the government plays a role in volunteer tourism. On the one hand government supports volunteer tourism projects and on the other hand the government sets the legislative background in which the project is happening. As volunteer tourism takes place in many developing countries, where governments are often corrupt and threatened by political unrest, they can influence volunteer tourism. However, as it is difficult to gain concrete information on governments handling volunteer tourism, the following part will display some examples of how the government can be important.

According to Marketing and Tourism Research and Marketing (2008) the trend of governments funding projects is increasing. There are several organisations that offer subsidised projects to volunteers, mainly long-term orientated. One reason is to improve the accessibility of skills and labour on site (Tourism Research & Marketing, 2008). The government of Singapore subsidised projects for a special reason. The government sent young volunteers on volunteer missions in developing countries to display how good life is back in Singapore (Yin, 2005, cited in Sin, 2009). These “*guilt trips*” are failing the approach of sustainable volunteer tourism, as there is no balance between the volunteers and the local people concerned in the projects. This creates a “superior position of the volunteers” (Sin, 2009, p. 495) and submits the wrong key approach of why volunteer tourism should happen. However, as governments in developing and developed countries inject more money into volunteer tourism, they might implement more control and regulations.

This would be important in order to avoid projects that are established for profit-driven reasons and not because of the need of children. The example of orphanages in Cambodia shows that many orphanages do not register with the government, as they do not take care of the children and only aim for money (UNICEF, 2011). However often the government institutions in developing countries are not well structured and have little control to enforce regulations. Even though the government of Cambodia has minimum

standards for residential care, they have less control over the implementation as not every orphanage is registered with them (UNICEF, 2011). Further, the minimum standards are not covering important areas such as that only staff that has prior experience with children can be employed (UNICEF, 2011).

On the other hand, also in developed countries such as Germany, the legislative background is important. Even though the plan of action for protecting children and young adults against sexual exploitation of the federal republic of Germany includes police background check-ups for public institutions handling children, these are regulations not applying to tour operators in the tourism sector, hence not in volunteer tourism (Bundesministerium, 2011). Implementing such rules would force tour operators to adjust their selection processes and protect the rights of children.

The question of government regulations in volunteer tourism displays a big challenge, not only because several nations are always involved but also due unstructured, corrupt and not well established government institutions responsible for those areas and improvement of the implementation of certain regulations throughout the tourism industry in developed countries.

## 6 GAP ANALYSIS FOR RISK IDENTIFICATION

The gap analysis is usually used to analyse business performance and looks at the present and future state of a business and identifies the gaps that need to be fulfilled in order to reach the analysed future state in order to improve business performance (Keegan, 2002). The gap analysis has been used widely in many sectors including the tourism sector (P.E. Murphy & A.E. Murphy, 2004). Parasuraman et al. (1985, cited in P.E. Murphy & A.E. Murphy, 2004) described a gap analysis for service qualities, which he applied broadly to a tourism community instead of only one specific business. Hence, the following gap analysis will be taken to the meta-level in order to gain an overview of all gaps that influence children within volunteer tourism. The analysis will identify the gaps between the current state as just mentioned and the future aim that no child will be negatively impacted or harmed through volunteer tourism. The following gaps have been identified:

### **Gap 1: Unsuitable volunteers and staff**

Volunteer tourism providers lack in the selection process of volunteers and staff on site. Not all providers require a police background check-up when working with children in the projects. Also, most providers do neither request references, CVs, special work experience or special degrees and vital language skills. There is hardly any provider that includes interviews during the selection process. Also, the preparation time is too short and filled with wrong content in order to prepare volunteers adequately, which is encouraged by the short planning time most providers offer. This can lead to a lack in responsibility of volunteers, which can cause an increased demonstration effect, leading to aspiration and jealousy. Furthermore, the lack during the selection process and preparation might bring volunteers with unsuitable or no skills to the project, which causes children suffer from inadequate care and insufficient and non-sustainable educational development. As staff on site and in local projects, but also other people that are in contact with the children during the volunteer tourism project, lack in background checks, there is a high risk of physical and sexual exploitation for children. This is mainly due to neglected project selection and management.

## **Gap 2: Neglected and false project selection and management**

Schools, institutions and projects that do not need support by volunteers get selected for volunteer tourism as a result of a lack of community involvement. Inappropriate project selection with infants involved lead to higher risks of mortality and developmental disorder. Furthermore, forged projects to gain profit only occur, when projects are not selected carefully and checked intensely and lead to child trafficking and family disruption. The lack of managing and implementing a child protection policy leads to a lack in protecting the rights of children and material prosperity, which includes not enough space for the children to live, wrong room accoutrement, food shortage and a lack of material for education. Food shortage can be especially problematic, leading to malnutrition and physical constraints. The amount of beginnings per months of the projects and the low average duration time results in a high staff turnover, leading to emotional neglected children that suffer disturbance, socio-psychological development constraints, disorder of attachment, malnutrition and growth and speech delays, a lack of affection, develop hyperactivity and discrimination. The absence of preparing reports is further holding back

sustainable development for work with children. To sum up, this is due to a lack of common comprehension of regulations and intent.

### **Gap 3: Lack of common comprehension of regulations and intent**

The implementation of codes of conduct amongst volunteer tourism providers has not been seen as a necessity, which results in inadequate management of volunteer tourism projects along the value chain. There is not one common and established association, which gives the chance for exchange and leading the way to a more efficient and less harmful volunteer tourism sector in regards to children. The lack of certification for commercial and short-term volunteer tourism providers indicates the lack of common regulations. The effort of tourism oriented NGOs that arranged guidelines for sending organisations with focus on the community and less on the volunteer's well being, is a beginning to move the industry in the right direction, but has not been well implemented yet due to the lack of enforcement for providers. Despite that, there is a lack of focus for protecting the rights of children. Lastly, the government does not see the urge to enforce certain regulations in protecting the children in volunteer tourism or is lacking the control over providers and local establishments to do so. The lack of common regulations is also influencing the transparency, as there are no regulations to enforce transparency.

### **Gap 4: No transparency**

There is a lack of transparency, which refers to financial transparency and general transparency. Wrong marketing, also categorised as poverty marketing, is communicating the wrong message to volunteers, undermining the children's ability for independency. There is no transparency on information about the needs of local communities, including children. This disguises the way in which providers and local partner organisations cooperate and plan strategically ahead. Financial transparency could give a clue about the partnership between local organisations and providers, however most providers are not financially transparent. The lack of transparency is leading volunteers to pay a higher price in the belief that projects contribute in a positive way, financially and also by the tangible and intangible work the volunteer is completing. Further, it leads to bad cooperation, resulting in inadequate volunteer tourism creating dependency for local



communities and projects on funds, donations, revenue, the labour market and material objects.

## 7 DERIVED RECOMMENDATIONS OF ACTION

Volunteer tourism has only intensified over the past decade and the trend has been moving from non-profit orientated organisations offering long-term mission towards more profit-driven providers offering more flexibility to meet the expectations of the demand, hence the volunteers. This trend will be further increased over the next years, as the niche market offers a profitable opportunity and a counter point of the mainstream of mass tourism. On the basis of the identified gaps that lead to risks for children involved in volunteer tourism, the following recommendations of action for volunteer tourism providers were derived:

### **Step 1: Implement a strategy for human rights in volunteer tourism**

The first step would be to conduct a survey, which gives conclusions as to where human rights are hurt and threatened within the process of volunteer tourism. This survey should include reporting and remedy in order to find the risks for human rights, especially in regards to children. By including this procedure into the business on a frequent basis, the strategy can be adjusted when changes occur. The result of the survey builds a strategy for protecting human rights, which should be realised by setting values for volunteer tourism, expressing them into codes of conduct and finally implementation them into standards.

### **Step 2: Set the right values for volunteer tourism, express them into codes of conduct and finally implement them into standards**

Each volunteer tourism provider should set values with the focus on a long-term partnership with local organisations and their needs that is delivered to each stakeholder. This message should answer the questions as to why they offer volunteer tourism and with what intent. In order to get the values right, analysed guidelines of NGOs can be a helpful tool. However, it is important to set up an extra section about the protection of children, where children focused NGOs such as *Save the Children* can be asked for consultancy. Moreover, other providers that already successfully implemented a child

protection policy, such as *globalteer*, can be used as role models (Child Protection Policy, n.d.). The established values should be communicated to all stakeholders very clearly and will raise the awareness of how volunteer tourism can have negative impacts, when done in the wrong way. The increase in awareness of efficient volunteer tourism, where the protection of children is one focus, will be a competitive advantage for providers, who do emphasise their attention on the projects and the sustainability of volunteer missions. It is important to display these values, which will be expressed in codes of conduct through media, such as websites, social media and offline material. This exhibits not only a marketing tool but can also help to formulate and implement standards for each provider. These standards should be implemented throughout the entire value chain and help to enforce more transparency for all stakeholders.

### **Step 3: Enforce more transparency for all stakeholders**

Standards should set rules to encourage transparency in a financial and general manner. The financial transparency is easily reached, by setting up standards for displaying percentages of generated revenue and annual reports. This can also show the amount of money that is spent on strategic planning with the local organisation for a long-term mission. This partnership is also improved through funds coming from the volunteers' fees. Furthermore, general transparency through accurate standards for marketing procedures, where exact information is given for the intent, potential negative impact, procedures to avoid these negative impacts, information on the project and detailed work description in order to avoid disappointed expectations is given. Through monitoring standards, transparency can be encouraged. There should be a way of monitoring volunteers, local organisations, children, local communities and staff. The results should be delivered to all stakeholders and help to improve and adapt the selection process for volunteers, staff and projects along common standards.

### **Step 4: Improve and adapt the selection process for volunteers, staff and projects along common standards**

In order to improve the general process of volunteer tourism, minimise the risks for children, implemented standards should help as guidance and allow adjustments. It begins with an intense check up of the local partner organisation and projects and their

intent. Forged projects with profit-driven intent should be excluded. Also, the selection process of volunteers needs to be further advanced, also involving the risk of turning volunteers down. The increased intensity of selection processes moves away from a high volume of volunteers on site. Interview, motivation letter, CVs, references and certainly police background check ups should be the norm. The planning process of the trip should allow enough time for an intense pre-departure training and on site preparation. For turned down volunteers, other opportunities such as exchange programmes and inbound volunteering could be provided. This standardised selection process should apply also to all staff working with children in projects, including donors, journalists, local and international staff. It is important to build up a long-term project with long-term and professional staff to protect the children's development. This long-term vision leads to the conclusion that no short-term missions, involving direct contact with children, should be offered at all.

#### **Step 5: No short-term missions involving direct contact with children**

The main impacts of volunteer tourism on children are down to the high staff turnover, encouraged through the increasing flexibility providers try to offer. However, given the severe impacts on the child's development, no short-term staff and volunteers should be involved. Volunteers could do the preliminary work for long-term staff, only in direct contact when staff are present, on a limited basis. Hence, children could still benefit from the positive impacts on children through volunteer tourism such as motivation, new skills and recognition. But each child should have one long-term professional and well-educated care keeper giving the child the trustful relationship a family member could be.

## **8 CRITICAL REMARK**

Volunteer tourism is only at the commencement of its development and the related research. The impacts on children have not yet been fully studied and analysed and in order to establish best practice in volunteer tourism, additional critical analysis is necessary. Despite that, all the found benefits and risks are restricted in their importance as every child's characteristics and the individual circumstances vary. This study of the providers is clearly limited to the information on the website and due to the range of the thesis only to 43 projects. As limited to this information, important aspects such as the

cooperation between the providers and local organisations need further investigations in order to gain a better understanding of the development of the sector. All actors in this sector are important, however this study could only briefly analyse some of them. The issue of local people supporting child trafficking in order to benefit from volunteer tourism providers is a major threat of this industry and needs to be further investigated. This can only be reached by the cooperation of all stakeholders, including the government. Further investigations, such as in the role of the government to set the legislative basis for social protection systems and enforce it, needs to be conducted in developed and developing countries to prevent children and families being exploited due to volunteer tourism.

## 9 CONCLUSION

Profit vs. child protection. Volunteer tourism is facing a challenge by being on the edge to be dominated by profit-driven providers, which is making it difficult to attract sophisticated tourists. The study showed that the current providers, even NGOs, have big gaps in their process of volunteer tourism. Most providers are not transparent on financial means and cooperation with local partner organisations. The implementation of codes of conduct, standards and regulations is still at the beginning and has not yet been seen as an important tool to prevent harm to children. The non-regulation of the industry has severe consequences for children in a mental and physical way. In order to operate volunteer tourism at a reasonable level, further research and the awareness within the industry needs to be taken to the next level. The implementation of CR leads providers, despite the competitive advantage at this stage, to child protection. The critic on volunteer tourism has only started, however with a raise of awareness, CR displays a vital tool for volunteer tourism providers.

This thesis leads to the conclusion that there should be no short-term projects in direct contact with children. The recent trends for profit maximisation will lead providers to further offer projects with children, unless the awareness of severe impacts on children in the industry will increase rapidly and reach the large number of volunteers to decrease the demand for such projects. Standards display a useful instrument and need to be carefully developed to insure child protection. However, as CR is not a compulsory procedure and profit maximisation is currently dominating, child protection needs to also be enforced by governments and responsible drivers of the industry to successfully protect children.

## APPENDIX

### APPENDIX A

**TABLE 1: PROJECT CLUSTER GROUPS AND THEIR SUB-ACTIVITIES**

Name of cluster group	Sub-activities
Community welfare	Care for the elderly, care for children, refugees, social services, legal assistance, counselling, youth work, non-violent conflict, disability, supporting peace actions, AIDS education
Teaching	Teaching a foreign language, in-class instruction, vocational training, i.e. IT skills, indigenous issues
Business development	Farming business (organic, sustainable), IT/finance projects, local businesses
Environmental regeneration	Conservation work – enhancement, wildlife – breeding programmes, plants, i.e. rainforest conservation, gardening and landscaping
Building projects	Constructing new buildings, i.e. hospitals, schools, renovating buildings, architecture
Cultural developments	Progs personal dev. – empowerment of women, cultural work exchange progs, indigenous progs, arts progs
Environmental research and education	Interpretation trails, animal and plant research, learning about looking after the environment, lang mapping for zoning
Environmental protection	Preservation – maintaining current form, land care, wildlife monitoring and rehab care, ranger work
Medical	Working in a hospital/doctor's practice, working with AIDS patients
Other/Miscellaneous Journalism	Working with local press, development of language/communication

Source: Reproduction from Callanan and Thomas, 2005, p. 188

### APPENDIX B

**TABLE 2: A CONCEPTUAL FRAMEWORK FOR VOLUNTEER TOURISM PROJECTS**

	Shallow VTP	Intermediate VTP	Deep VTP
Flexibility in duration of participants	High degree of flexibility & choice for volunteers	High degree of flexibility & choice of volunteers	Time periods typically determined by organisation rather than volunteer
Promotion of project vs. the destination	Strong promotion of the destination and additional travel opportunities	Promotes the project within the context of the destination	Strong emphasis on the project, the activities, the local community and area and the value of the project to the area
Targeting volunteers – altruistic vs. self-interest			
Makers	Promote the experience and skills to be gained with specific reference to academic credit	Promote the experience and skills to be gained with specific reference to academic credit as well as the contribution to local area	More focus on the value of the work to the local community and area. Promote cultural immersion, intrinsic rewards and reciprocal relationships
Skills/Qualification of participants	No/limited skills required	Limited to moderate skills required but desirable	Focus on skills, experience, qualifications or time
Active/Passive participation	Passive participation	Moderate participation	Active participation, immersion in local area
Level of contribution to locals	Contribution of volunteers is	Contribution of volunteers is	Contribution of volunteers is

	limited on an individual basis but collectively can be of value to the local area. Limited information provided on local involvement in decision-making	moderate on an individual basis but collectively is of clear value to the local area. Limited information provided on local involvement in decision-making	explicit with a direct impact on local area. Clear information on how locals are involved in the decision-making process of the project
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Source: Reproduction from Callanan and Thomas, 2005, p. 198

## APPENDIX C

**TABLE 3: SUMMARY OF THE POTENTIAL BENEFITS OF VOLUNTEER TOURISM [PRIMARY SOURCE]**

Benefit		
First level	Second level	Third level
Intangible	Motivation	Education, community engagement
	New skills	Building, hygiene, values, language, environmental issues
	Recognition	Trust, intercultural understanding, community pride, communication
	Political outcome	Influence of NGOs and local communities
Tangible	Financial means	Revenue, funds, donations
	Building capital	Construction, maintenance, environmental conservation, infrastructure
	Material supply	Medicine, books, food, etc.

## APPENDIX D

**TABLE 4: SUMMARY OF IDENTIFIED RISKS IN VOLUNTEER TOURISM [PRIMARY SOURCE]**

Risks		
First level	Second level	Third level
Intangible	Poverty marketing	Undermined capacity, wrong image, rights of the children
	Responsibility	Volunteer's irresponsibility, sex tourism, demonstration effect, aspiration, jealousy
	Lack of skills	Sustainable development for children, education
	Staff turnover	Disturbance, Sustainable development for children, contacting, socio-psychological development, disorder of attachment, malnutrition, lower growth rates
	Emotional neglected	Lack of affection, hyperactivity, growth and speech delays, personality disorder, discrimination
	Exploitation	Physical and sexual abuse, child trafficking, family disruption
Tangible	Dependency	Donations, funding, revenue, labour market, material objects
	Material prosperity	Limited space, room accoutrement, material for education
	Food shortage	Malnutrition, physical constraint

## APPENDIX E

**TABLE 5: CRITERIAS ESTABLISHED BY THE AUTHOR FOR THE RESEARCH [PRIMARY SOURCE]**

Financial Transparency		
Nr	Valuation	Criteria
1	Very good	Detailed percentages of entire expenses of the volunteer, plus financial report
2	Good	Detailed percentages of entire expenses of the volunteer
3	Satisfactory	Percentage how much percentage of entire expenses of the volunteer goes to the local partner organisation
4	Sufficient	Just mentioned that part will go to the project

5	Fail	No information at all
---	------	-----------------------

Preparation		
Nr		Criteria
1		1 weeks
2		2-4 days
3		1-2 day or just mention preparation is happening but no specification on how many days
4		Non
5		No information at all

Beginning		
Nr		Criteria
1		Once a month
2		Twice a month
3		Every week
4		Anytime
5		No information given

Language skills		
Nr		Criteria
1		Advanced
2		Medium
3		Basic
4		Non
5		No information given

## APPENDIX F

**TABLE 6: RESEARCH - COMPANIES' PROFILES [PRIMARY SOURCE]**

Number	Project Code	Companies Name	Founded	Headquarters	For Profit	Foundation	Code of Conduct	Children considered	Communities considered	Other offers	Member in association	Financial Transparency
1	AW_P#	Auszeit Weltweit	2011	Germany	Yes	No	No			Yes	No	5
2	RGV_P#	Rainbow Garden Village	1999	Germany	Yes	Yes	No			Yes	No	5
3	CI_P#	Chile Inside	2003	Chile	Yes	No	No			Yes	Yes	5
4	KM_P#	Karmalaya	2010	Austria	Yes	Yes	Yes	No	No	Yes	No	3
5	STAT_P#	STA Travel	1971	Germany	Yes	Yes	No			Yes	Yes	4
6	PW_P#	Praktikawelten	2004	Germany	Yes	No	No			Yes	Yes	4
7	PCH_P#	Praktikum.ch		No Info	Yes	No	No			Yes	Yes	5
8	TW_P#	Travelworks	1991	Germany	Yes	No	No			Yes	Yes	5
9	SI_P#	Stepin	1997	No Info	Yes	No	No			Yes	Yes	5
10	EX_P#	Expelio	2006	No Info	Yes	No	No			Yes	Yes	4
11	VS_P#	Volunteering Solutions	2007	India	Yes	No	Yes	No Info	No Info	Yes	Yes	5
12	IVHQ_P#	International Volunteer HQ	2007	New Zealand	Yes	Yes	Yes	Yes	Yes	No	No	2
13	PA_P#	ProjectsAbroad	1992	No Info	Yes	No	No			Yes	Yes	5
14	GF_P#	Gap Force	1989	No Info	Yes	No	No			Yes	No	5
15	KY_P#	Kaya	2008	No Info	Yes	No	No			Yes	No	4
16	ART_P#	Adventure Road Trip	2012	Thailand	Yes	No	No			No	No	5
17	PD_P#	Pacific Discovery	2001	New Zealand	Yes	No	Yes	Yes	Yes	Yes	Yes	2
18	IESG_P#	IES Global	1992	No Info	Yes	No	No			Yes	No	4
19	RG_P#	Real Gap		Germany	Yes	No	Yes	Yes	No	Yes	Yes	5
20	ITI_P#	i-to-i	1994	United Kingdom	Yes	No	No			Yes	No	2
21	ODI_P#	Open Door International	1983	Germany	No	No	No			Yes	Yes	1
22	ICJA_P#	ICJA	1949	Germany	No	No	No			Yes	Yes	1
23	GT_P#	Globalteer	2006	Cambodia/ Peru	No	No	Yes	Yes	Yes	No	Yes	1



## APPENDIX G

TABLE 7: RESEARCH - PROJECTS [PRIMARY SOURCE]

Project Code	Country	Duration Min in weeks	Duration Max in weeks	Preparation	Type of project	Children involved	Age min of Children involved	Age Max of Children involved	Weeks of Price	Price in €	Registration Fee	Sum of Price	Price for one week	Accommodation
AW_P1	Cambodia	2	0	1	Community	Yes	0	15	4	€ 899,00	€ 49,00	€ 948,00	€ 237,00	No Info
AW_P2	Tanzania	4	0	3	Community	Yes	0	3	4	€ 899,00	€ 49,00	€ 948,00	€ 237,00	No Info
AW_P3	Kenya	2	0	3	Community	Possibly			2	€ 899,00	€ 49,00	€ 948,00	€ 474,00	Host Family
AW_P4	Kenya	2	0	3	Teaching	Yes			2	€ 899,00	€ 49,00	€ 948,00	€ 474,00	Host Family
RGV_P1	Ghana	4	52	1	Teaching	Yes			4	€ 1.690,00	€ -	€ 1.690,00	€ 422,50	No Info
RGV_P2	Nepal	4	26	1	Teaching	Yes	5	11	4	€ 1.590,00	€ -	€ 1.590,00	€ 397,50	Host Family
CI_P1	Chile	4	26	5	Community	Yes			4	€ 275,00	€ 75,00	€ 350,00	€ 87,50	Guest House
KM_P1	Nepal	2	12	1	Building	No			4	€ 1.080,00	€ -	€ 1.080,00	€ 270,00	Guest House
KM_P2	India	2	12	1	Teaching	Yes			4	€ 1.080,00	€ -	€ 1.080,00	€ 270,00	Host Family
STAT_P1	Vietnam	1	12	5	Teaching	Yes			1	€ 759,00	€ -	€ 759,00	€ 759,00	Guest House
STAT_P2	Cambodia	2	2	5	Community	Yes			2	€ 734,00	€ -	€ 734,00	€ 367,00	Guest House
PW_P1	Ghana	4	52	2	Teaching	Yes	0	6	4	€ 990,00	€ -	€ 990,00	€ 247,50	Guest House
PW_P2	Peru	3	25	1	Community	Yes			3	€ 1.150,00	€ -	€ 1.150,00	€ 383,33	Guest House
PW_P3	Nepal	4	12	3	Building	No			4	€ 1.140,00	€ -	€ 1.140,00	€ 285,00	Host Family
PCH_P1	Cambodia	4,5	24,5	2	Teaching	Yes			4,5	€ 930,00	€ -	€ 930,00	€ 206,67	Host Family
PCH_P2	Zambia	2	12	2	Community	Possibly			2	€ 940,00	€ -	€ 940,00	€ 470,00	Guest House
TW_P1	Vietnam	2	8	2	Community	Yes			2	€ 890,00	€ -	€ 890,00	€ 445,00	No Info
TW_P2	Cambodia	4,5	24,5	4	Teaching	Yes			4,5	€ 930,00	€ -	€ 930,00	€ 206,67	No Info
SI_P1	Cambodia	2	0	1	Teaching	Yes			2	€ 525,00	€ -	€ 525,00	€ 262,50	No Info
SI_P2	Nepal	2	0	1	Teaching	Yes	5	15	2	€ 525,00	€ -	€ 525,00	€ 262,50	No Info
EX_P1	South Africa	12	24	3	Community	Yes	0	6	12	€ 1.350,00	€ -	€ 1.350,00	€ 112,50	Guest House
EX_P2	South Africa	8	8	3	Community	Yes	0	8	8	€ 1.799,00	€ -	€ 1.799,00	€ 224,88	Guest House
VS_P1	Ghana	2	2	5	Teaching	Yes	7	18	2	€ 623,00	€ 170,00	€ 793,00	€ 396,50	Host Family
VS_P2	Thailand	2	8	2	Community	Yes			2	€ 540,00	€ 170,00	€ 710,00	€ 355,00	Guest House
IVHQ_P1	Cambodia	2	24	3	Community	Yes			2	€ 256,00	€ 182,00	€ 438,00	€ 219,00	No Info

Project Code	Country	Duration Min in weeks	Duration Max in weeks	Preparation	Type of project	Children involved	Age min of Children involved	Age Max of Children involved	Weeks of Price	Price in €	Registration Fee	Sum of Price	Price for one week	Accommodation
IVHQ_P2	Colombia	2	24	3	Community	Possibly			2	€ 198,00	€ 182,00	€ 380,00	€ 190,00	No Info
PA_P1	Ghana	2	24	3	Community	Yes			2	€ 1.565,00	€ -	€ 1.565,00	€ 782,50	Host Family
PA_P2	Cambodia	4	24	3	Community	Yes	3	6	4	€ 1.655,00	€ -	€ 1.655,00	€ 413,75	Guest Hosue
GF_P1	Ghana	2	52	5	Teaching	Yes			2	€ 918,00	€ -	€ 918,00	€ 459,00	No Info
GF_P2	Ghana	2	52	5	Community	Possibly			2	€ 1.224,00	€ -	€ 1.224,00	€ 612,00	No Info
KY_P1	Cambodia	12	52	5	Community	Yes			12	€ 2.069,00	€ -	€ 2.069,00	€ 172,42	No Info
KY_P2	Swaziland	4	12	5	Community	Yes			4	€ 1.745,00	€ -	€ 1.745,00	€ 436,25	No Info
ART_P1	Bali	2	8	5	Community	Yes	4	5	2	€ 515,00	€ -	€ 515,00	€ 257,50	Guest House
ART_P2	Nepal	2	8	5	Community	Yes			2	€ 422,00	€ -	€ 422,00	€ 211,00	Guest House
PD_P1	Cambodia	2	2	4	Building	No			2	€ 2.443,00	€ -	€ 2.443,00	€ 1.221,50	No Info
IESG_P1	China	3	8	3	Community	Yes			3	€ 1.590,00	€ -	€ 1.590,00	€ 530,00	No Info
IESG_P2	China	3	8	3	Community	Yes			3	€ 1.590,00	€ -	€ 1.590,00	€ 530,00	No Info
RG_P1	Costa Rica	4	12	3	Community	Yes			4	€ 877,00	€ -	€ 877,00	€ 219,25	Host Family
ITI_P1	Cambodia	2	12	3	Community	Yes	7	18	2	€ 879,00	€ -	€ 879,00	€ 439,50	Guest House
ITI_P2	Malawi	2	12	3	Teaching	Yes			2	€ 799,00	€ -	€ 799,00	€ 399,50	Guest House
ODI_P1	India	4	12	2	Community	Yes			4	€ 1.290,00	€ -	€ 1.290,00	€ 322,50	No info
ICJA_P1	Bolivia	24	52	1					24	€ 4.200,00	€ -	€ 4.200,00	€ 175,00	Host Family
GT_P1	Cambodia	1	12	3	Community	Yes			1	€ 625,00	€ -	€ 625,00	€ 625,00	Guest House
										Flight included				Can choose to stay in an apartment

Colour	Meaning
	Amongst the lowest
	Amongst the highest
	Only <i>Building</i> projects/ only projects with no children involved

## APPENDIX H

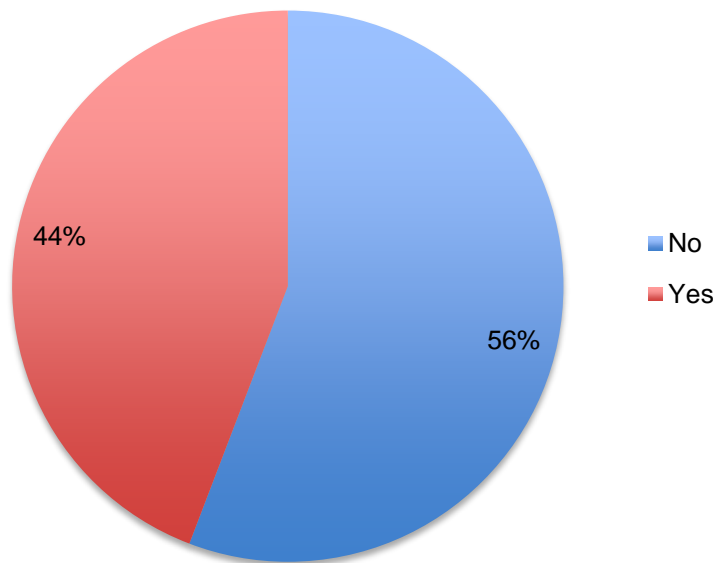
**TABLE 8: RESEARCH - REQUIREMENTS FOR PROJECTS [PRIMARY SOURCE]**

Project Code	Age min	Beginning	Police check up	CV	Language skills	References	Reports	Special degree	Motivation letter	Work experience	Signing code of conduct	Interview
AW_P1	18	3	Yes	No	3	No	No	No	No	No	No	No
AW_P2	18	3	Yes	No	3	No	No	No	No	No	No	No
AW_P3	18	3	No	No	3	No	No	No	No	No	No	No
AW_P4	18	3	Yes	No	3	No	No	No	No	No	No	No
RGV_P1	16	4	No	No	2	No	No	No	No	No	No	No
RGV_P2	17	4	No	No	2	No	No	No	No	No	No	No
CI_P1	18	5	No	Yes	3	No	No	No	No	No	No	No
KM_P1	16	5	No	Yes	3	No	Yes	No	Yes	No	Yes	No
KM_P2	16	5	Yes	Yes	3	No	Yes	Preferred	Yes	No	Yes	No
STAT_P1	18	5	Yes	No	2	No	No	No	No	No	No	No
STAT_P2	18	5	Yes	No	3	No	No	No	No	No	No	No
PW_P1	17	3	Yes	No	3	No	No	No	No	No	Yes	No
PW_P2	18	3	Yes	No	3	No	No	No	No	No	Yes	No
PW_P3	18	3	Yes	No	3	No	No	No	No	No	Yes	No
PCH_P1	18	1	Yes	No	2	No	No	No	No	No	No	No
PCH_P2	18	1	Yes	No	2	No	No	No	No	Preferred	No	No
TW_P1	18	2	Yes	No	1	No	No	No	No	No	No	No
TW_P2	18	1	Yes	No	1	No	No	No	No	No	No	No
SI_P1	17	3	No	No	2	No	No	No	No	No	No	No
SI_P2	17	3	No	No	2	No	No	No	No	No	No	No
EX_P1	18	4	No	No	3	No	No	No	No	No	No	No
EX_P2	18	4	No	No	3	No	No	No	No	No	No	No
VS_P1	17	2	No	No	5	No	No	No	No	No	No	No
VS_P2	17	2	No	No	3	No	No	No	No	No	No	No

Project Code	Age min	Beginning	Police check up	CV	Language skills	References	Reports	Special degree	Motivation letter	Work experience	Signing code of conduct	Interview
IVHQ_P1	19	2	Yes	No	1	No	Yes	Yes	No	Preferred	Yes	No
IVHQ_P2	18	2	Yes	No	1	No	Yes	Yes	No	No	Yes	No
PA_P1	16	5	No	No	2	No	No	No	No	No	No	No
PA_P2	16	5	No	No	5	No	No	No	No	No	No	No
GF_P1	0	1	No	No	5	No	No	No	No	No	No	No
GF_P2	0	1	No	No	5	No	No	No	No	No	No	No
KY_P1	0	1	No	Yes	3	Yes	No	No	Yes	Preferred	No	Yes
KY_P2	0	1	Yes	Yes	5	No	No	No	No	Yes	No	No
ART_P1	18	3	No	No	5	No	No	No	No	No	No	No
ART_P2	18	3	No	No	5	No	No	No	No	No	No	No
PD_P1	10	5	No	No	4	No	No	No	No	No	No	No
IESG_P1	18	1	No	Yes	2	Yes	No	Yes	Yes	Preferred	No	Yes
IESG_P2	18	1	No	Yes	2	Yes	No	Yes	Yes	Preferred	No	Yes
RG_P1	18	3	No	No	5	No	No	No	No	No	No	No
ITI_P1	18	2	Yes	Yes	1	No	No	No	No	No	No	No
ITI_P2	17	3	Yes	Yes	1	No	No	No	No	No	No	No
ODI_P1	18	2	No	No	2	No	No	No	No	No	No	No
ICJA_P1	18	2	No	No	2	Yes	No	No	No	No	No	No
GT_P1	18	3	Yes	No	4	No	No	No	Yes	Preferred	Yes	No

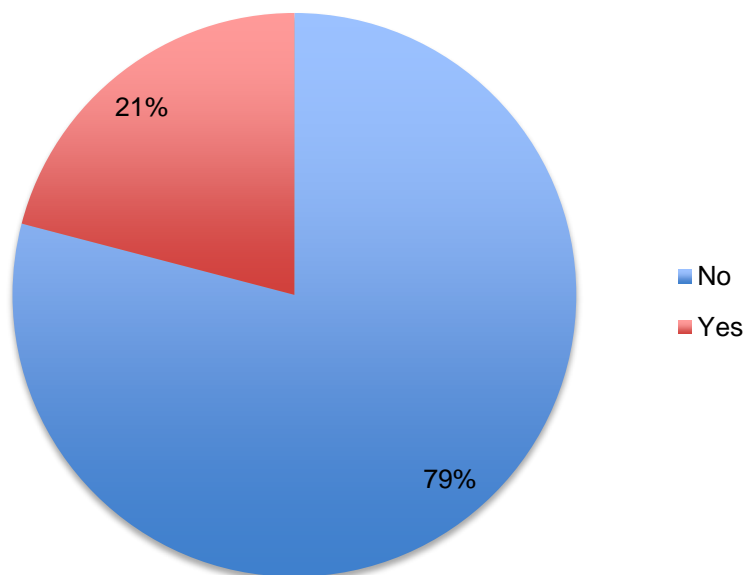
## APPENDIX I

*FIGURE 10 – POLICE CHECK UP REQUIRED [PRIMARY SOURCE]*



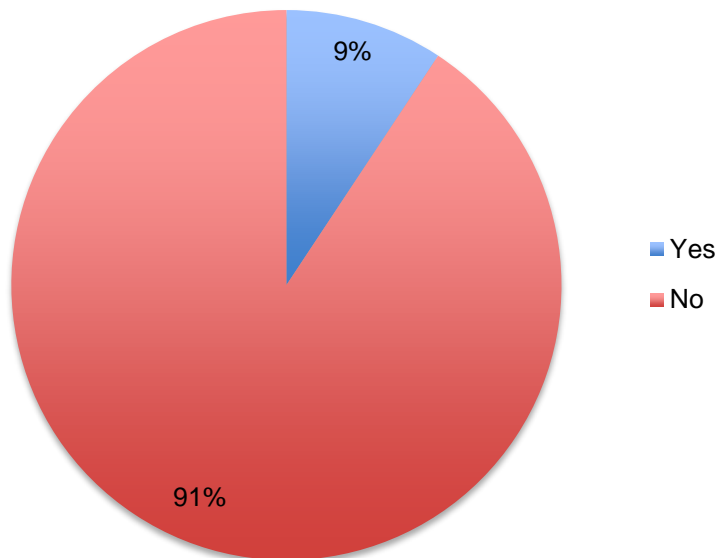
## APPENDIX J

*FIGURE 11 – CV REQUIRED [PRIMARY SOURCE]*



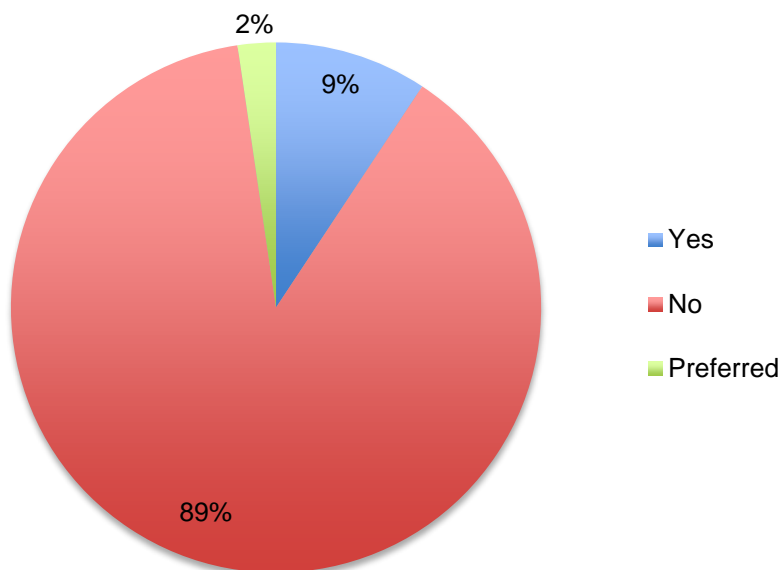
## APPENDIX K

*FIGURE 12 – REFERENCES REQUIRED [PRIMARY SOURCE]*



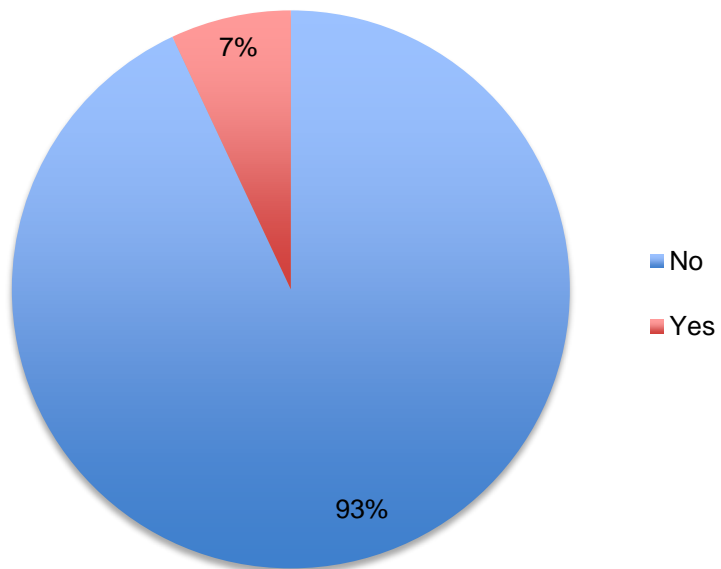
## APPENDIX L

*FIGURE 13 – SPECIAL DEGREE REQUIRED [PRIMARY SOURCE]*



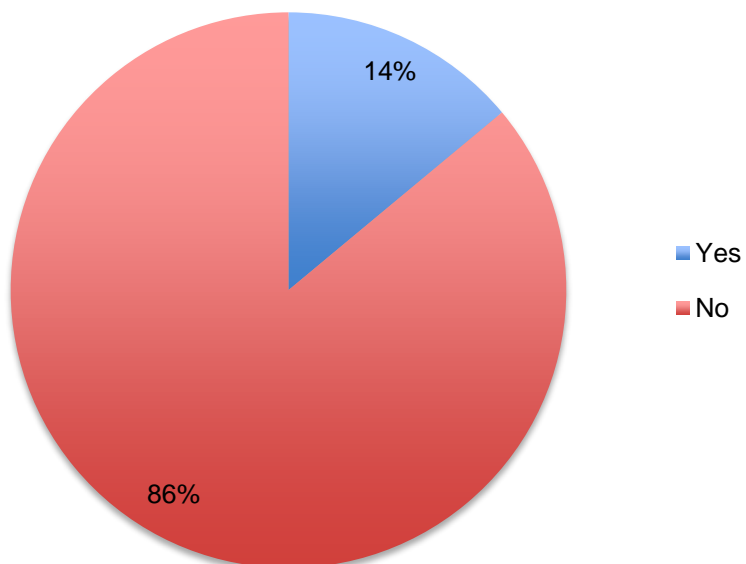
## APPENDIX M

*FIGURE 14 – INTERVIEW REQUIRED [PRIMARY SOURCE]*



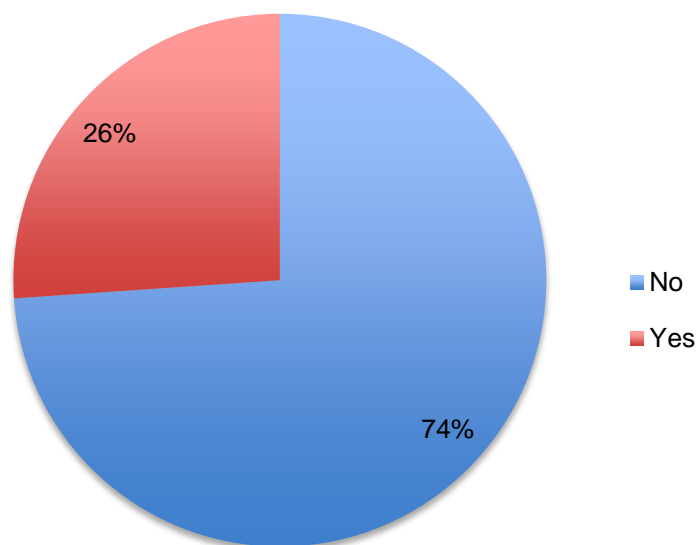
## APPENDIX N

*FIGURE 15 – MOTIVATION LETTER REQUIRED [PRIMARY SOURCE]*



## APPENDIX O

FIGURE 16 – CODE OF CONDUCT [PRIMARY SOURCE]



## APPENDIX P

FIGURE 17 – AVERAGE MINIMAL DURATION IN WEEKS PER COUNTRY [PRIMARY SOURCE]

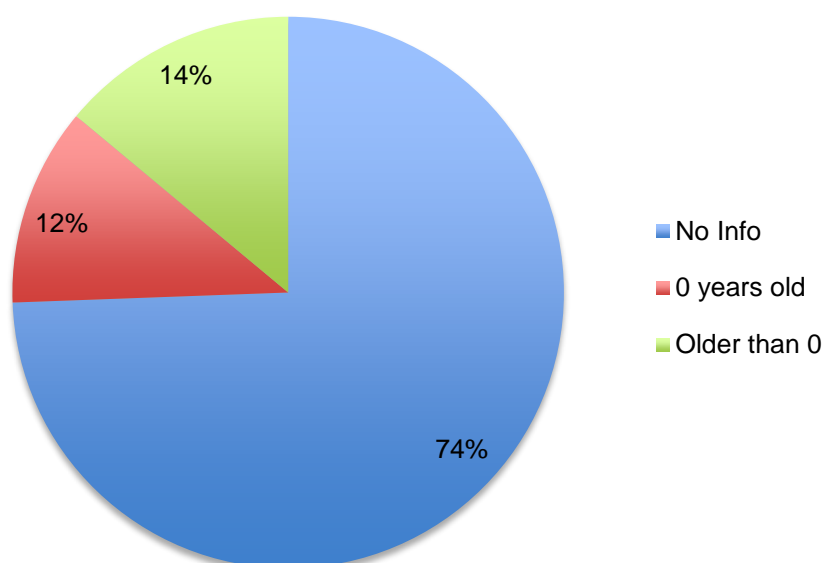
Country	Average minimal duration in weeks
Bali	2,0
Bolivia	24,0
Cambodia	3,4
Chile	4,0
China	3,0
Colombia	2,0
Costa Rica	4,0
Ghana	2,7
India	3,0
Kenya	2,0
Malawi	2,0
Nepal	2,8
Peru	3,0
South Africa	10,0
Swaziland	4,0
Tanzania	4,0
Thailand	2,0
Vietnam	1,5
Zambia	2,0
<b>Overall result</b>	<b>3,7</b>

Colour	Meaning
	Lowest and highest value



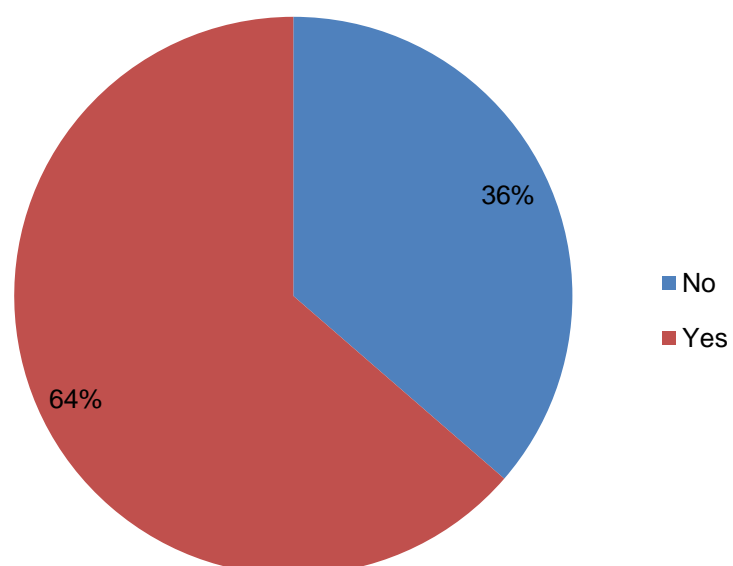
## APPENDIX Q

*FIGURE 18 – MINIMUM AGE OF CHILDREN IN PROJECTS INVOLVED [PRIMARY SOURCE]*



## APPENDIX R

*FIGURE 19 – MEMBER IN ASSOCIATION [PRIMARY SOURCE]*



## APPENDIX S

*FIGURE 20 – SIX STEPS TO PROTECTING CHILDREN*

- 
- 1 TO ESTABLISH A POLICY AND PROCEDURES**  
against sexual exploitation of children
  - 2 TRAIN EMPLOYEES**  
in children's rights, the prevention of sexual exploitation and how to report suspected cases
  - 3 INCLUDE A CLAUSE IN CONTRACTS**  
throughout the value chain stating a common repudiation and zero tolerance policy of sexual exploitation of children
  - 4 PROVIDE INFORMATION TO TRAVELERS**  
on children's rights, the prevention of sexual exploitation of children and how to report suspected cases
  - 5 SUPPORT, COLLABORATE & ENGAGE STAKEHOLDERS**  
in the prevention of sexual exploitation of children
  - 6 REPORT ANNUALLY**  
on your implementation of The Code

Source: Reproduction of TheCode, 2012

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## SIGNED DECLARATION

I, Friederike Hertwig, hereby affirm in lieu of oath, that the work presented in this thesis is entirely my own, without external help. I have used only the sources and aids indicated, and have marked passages included from other works, whether verbatim or in content, as such. If the thesis has already been submitted, wholly or in part, as a thesis or other assessed paper, I have made this known to the examiners and the examination board.

*Berlin, 16<sup>th</sup> July 2014*

  
Friederike Johanna Hertwig