

that all student missionaries who interact with students are evaluated on their cultural competency (Center for Culture, Ethnicity & Health, 2020; Osborn et. al 2022).

Volunteers from the local sphere and student missionaries will both be expected to be evaluated on their trauma-informed practice and behaviors when interacting with students. First volunteers will receive crisis and trauma-informed training such as learning psychological first aid (Wang et al., 2021). Then they will be evaluated on their understanding upon the completion of the training and then re-evaluated once a year. The purpose of having a trauma-informed evaluation would be to add a layer of protection for the children on campus and to review what trauma-informed trainings need to occur to increase competency on this topic for all volunteers (Mahon, 2022; Wang et al., 2021).

Strategies to Address Diversity

Organizations must be prepared for various peoples to be brought onboard to work or to be served. Therefore, by preparing strategies to address diversity as a forethought rather than an afterthought, the organization will be more prepared for situations that may call for intervention such as reports of cultural insensitivity. By adopting culturally informed strategies, Familia Feliz can better accommodate its diverse pool of short-term expatriate volunteers, recognizing the importance of addressing diversity proactively rather than reactively.

Culturally Informed Strategies

Familia Feliz has a lot of short-term expatriate volunteers. It has been noted in sports development that expatriate volunteers can become aware of cultural insensitivity regarding external agencies they work for and feel helpless in promoting culturally responsive and “localized approaches” in their development work (Lucas & Jeanes, 2020). In the study of a health development project, it was found that the views of volunteers are rarely sought (Novak & Kumar,

2022). By implementing the aforementioned 90-day mark interviews, Familia Feliz can empower volunteers with cultural concerns to voice those concerns to leadership and integrate concerns and feedback in real-time.

While intercultural learning among missionaries is a multi-dimensional concept that needs more research (Arnold, 2023), it is essential for a project's effectiveness and long-term sustainability to be culturally sensitive (Novak & Kumar, 2022) and understand the social values of the dominant culture (Penner, 2000). By integrating cultural competency screeners for volunteers, Familia Feliz can assess and intervene accordingly to help adjust volunteers' understanding of local social values and cultural sensitivity.

Due to the Seventh-day Adventist affiliation of Familia Feliz and the universities that supply short-term volunteers, Familia Feliz is especially susceptible to a "missionary ethos" that can lead to prioritizing "humanitarian aid" over local political and human agency, which promotes donations and dependency (O'Sullivan, 2014). International volunteers also bring with them "first-world expectations" that cause dissonance' ' when contrasted with the poverty facing them (Camus et al., 2022) exacerbating volunteers' tendency to perform relief instead of volunteer development work (Corbett, et al., 2014). A strategy to address this could be integrating culturally informed training once volunteers arrive. This training could include information about Bolivian values, parenting norms, and cultural expectations to promote collaboration and empowerment between volunteers and local staff.

Applicable Policy & Policy Description

Law No. 045, the "Law against Racism and All Forms of Discrimination" in Bolivia, was established to combat discrimination and racism across Bolivia, and specifically as a response indigenous people previously being barred from public areas (Añaños et al., 2020). The law's goal