2018

Seoul NPO Center
Sustainability Report

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About this Report
This is the sustainability report of the Seoul NPO Center. We publish this report with the various opinions of our stakeholders in mind. In order to fulfill our social role, this report provides information, identifies tasks, and plans to improve activities and operations.

Report Principles   This report was prepared in accordance with the NPO Sustainability Reporting Guidelines (NSRG) 2016. NSRG had been developed by the Seoul NPO Center in collaboration with outside experts to support NPOs publishing sustainability reports, based on the internationally recognized Global Reporting Initiative (GRI) G4 Guideline. In the reporting of 2018, we, also, refer to the reporting principles of GRI Standard 2016 (GRI-Referenced).
* NSRG can be downloaded at www.snpo.kr.

Scope of the Report This report covers all activities and operations of the Seoul NPO Center, for the full calendar year of 2018. We have issued a sustainability report annually since 2014. The reports are always available on our website. The English version of the report is available from the 2018 version.

* Some of the contents include the first half of 2019.
* The Korean version of the Seoul NPO Center's sustainability report 2018 was published on May 31, 2019.

Reporting Target   The target of this report are our stakeholders, NPOs, public/private researchers and citizens.

Report Verification   A third party has verified this report.

Contents

A message from the Chairperson

Dear Reader

After taking its first steps in 2013, the Seoul NPO Center entered the second stage under the banner of 'Support that Makes Changes' in 2017. In the first stage (2013-2016), we focused on providing practical support while strengthening the foundation of NPOs for the public interest activities. During the second stage (2017-2019), we are actively promoting various projects for the growth and changes within the public interest activities of Korean civil society. The year 2018 was the mid-point of the second stage and a year of full-fledged experimentation and challenges for the development of the public interest ecosystem.

We helped public interest activists in the Korean society to grow into subjects of change and focused on attempts and experiments to solve the core problems of NPOs. We have established ways to bring about change together and strengthened our network to achieve such changes. We sought to broaden the public sphere to provide policy and institutional bases for the development of civil society. In order to further enhance the public interest activity ecosystem, we have widened the routes of participation in public interest activities and established the basis for coexistence between various NPOs through collaboration with parties in different fields. Thanks to the participation and support of our various stakeholders, we are confident that the health of the public interest ecosystem has improved.

The word 'sustainability' is a good term that we enjoy using but it is a very difficult thing for organizations to actually achieve. This is because on one hand, one has to increase the efficiency of the organization and the public status outside the organization. While on the other hand, meeting different demands of various stakeholders. Therefore, we have made efforts to include improvements to be made in the future in this Sustainability Report by investigating work performance and limitations identified through communication with various stakeholders.

The Seoul NPO Center serves as a public good for various organizations and individuals both inside and outside civil society. With your active participation and support, we will continue to forge ahead to ensure cooperation and co-prosperity for our public interest activities. We ask for your continued interest and encouragement so that we can enhance the sustainability of public interest activities in order to revitalize civil society

시민
사단법인

사단법인 시민
The SIMIN, Civil Society Revitalization Group is an entrusted agency of the Seoul NPO Center. It was established in February 2013, to support and revitalize the civil society movement across the country.

www.simin.or.kr

Hyunchin Lim   Chairperson and the President of SIMIN

A message from the Chief Executive Officer

The fifth Sustainability Report has been released. This year's report provides information on our activities last year. The Sustainability Report, which has been issued annually since 2015, contains information on what we think is important, activities we have focused on, and plans for the future. It also contains the voices of many groups and activists who have been working together with us.

In the process of preparing the sustainability report of 2018, we found that there are mainly three groups of stakeholders who have formed a relationship with us. There are those that say, "It is important to strengthen the capacity of activists and organizations"; those that say, "Seoul NPO Center is one of the important options"; and those that say, "Seoul NPO Center is the most important." I think that the third group is the one with the strongest relationship with us, and so we need to formulate our activity strategy to ensure we have more activists in this group.

However, I think that another interpretation of these three views is also possible. The first group is saying that the growth of activists and organizations are the power of civil society growth; the second group is saying that we need more support organizations for the growth of a civil society and the third group is saying that we should strengthen our expertise to support NPOs. From this point of view, I think we need a strategy to maintain balance between these three views without bias.

It is clear that enhancing the sustainability of public interest activities through the support for organizations and activists is one of our key roles. In addition, we should ensure to grow small groups and new activists in the public interest ecosystem, and attempt different ways to support organizations to make them focus on their own activities.
The public support system for the growth of civil society needs to change old systems, policies, and laws on which it is based, and the support system created using private capital needs to change its methods of cooperation in order to increase effectiveness and efficiency. We will analyze how NPO support differs from the support of other entities such as villages, social economy, and urban regeneration, and define the core elements for cultivating professional competence.

The Seoul NPO Center's activities during the past six years have focused on enhancing the sustainability of public interest activities and promoting change. Now, we are concentrating on how to become a strong asset of a civil society. To this end, it seems that strengthening the relationship between the Seoul NPO Center, organizations and activists should be the first priority.

We will consider carefully and seriously about the message from the three points of views, and will work together with NPOs and activists. Please keep your interest and affection for us.

Cheong, Ran-A   Chief Executive Officer of the Seoul NPO Center

1. Vision & Mission

Vision

**A Base Camp for
the Public Interest Activities of
the Citizens in Seoul**

where to obtain tools needed,
share experiences,
exchange useful information on public interest activities,
and respond to future changes

Mission

**To support the sustainable
growth of public interest
activities of various citizens
and NPOs for strengthening
their social influence**

Healthy organization
- Growth of people
- Sustainability of resources
- Impact of activities
- Operational stability

**Variety of public interest
activities**
- Small experiments, practices
- Network building
- Sharing experience
- Expansion of public interest
  activity ecosystem

SEOUL NPO CENTER

The CI of the Seoul NPO
Center has focused on the
term 'Non-Profit Organization
(NPO)' in order to make the
word NPO more familiar to the
people.
The seven points above
'NPO' symbolize impact,
empowerment (organization),
capacity building (individual),
sustainability, activists,
platforms, and networks.

Core Goals for 2018

Promoting attempts and experiments for
capacity-building in order to respond to
changes

Improving the system and policies of
Seoul and the government to support
expanded public interest activities
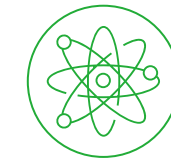
Finding shared resources and expending
linkage with NPOs to expand the
ecosystem for support public interest
activities

Connecting subjects, methods and bases
for innovation of public interest activities

Direction of Support

Sustainability
We provide support for
the sustainability of
NPOs' operations, the
growth of activists and
for the activities of these
organizations.

Public Good
We record, organize and share
the results of all activities
so that anyone interested in
public interest activities can
utilize them.

Capacity to make relationship
We support public interest
activities to work on
relationships through
various networks of people
and exchanges rather than
through the distribution of
projects and budget.

Core Goals for the Second Stage (2017-2019)
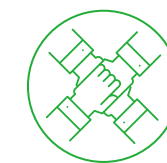
Spreading the
healthy culture of
NPOs' operations

Creating a decent
environment for new
subjects to work

Diversification of
resources that NPOs
can share

Supporting innovation
of an NPOs' activity for
social change

2. Management

* As of May 2019

The Committee for the Promotion of Citizens' Public Interest Activity (CPCPIA) of the Seoul Metropolitan Government	SIMIN, the parent corporation		
	Board of Directors		
Seoul NPO Center	Steering Committee		
	Human Resources Committee		
	Selection Committee		
	Planning Office	Management and Operations	· Budgeting and implementation · Space rental and operation · Establishment and execution of all sorts of rules for operating organization
		Public Relation/ Information Archive	· Public Relation and Communication · Archive for information related to NPOs from domestic and overseas
		Strategic Planning	· Planning new project and establishment of strategy · General management for sustainability report
	Change Support Office	Support project for organizational change	· Support for customized capacity building for NPOs and activists
		Nonprofit Startups Support Project	· Support and incubating various solution for social issues
		International Conference / Consultation for NPOs	· Support innovation for the new flow of change of public interest activities · Support Pro Bono linkage for operation NPOs
		NPO Partner Fair	· Vitalizing business to support NPOs and to support network collaborations
		External Relations / Policy	· Support for building partnerships · Networking between support organizations working for support NPOs · Cooperation with Seoul Metropolitan Government · Support research and creation of public sphere for revitalizing civil society

3. Governance

Committee for the Promotion of Citizens' Public Interest Activity (CPCPIA) of the Seoul Metropolitan Government

Basis for the establishment of the committee
Article 6, the Seoul Metropolitan Government Ordinance on the Promotion of Public Interest Activities by Citizens

Role
Advice on the promotion of the citizens' public interest activities and development of a civil society
Deliberation and decision on projects and operations of the Seoul NPO Center

Composition
2 city councilors (recommended by the Administrative and Autonomous Committee of the Seoul Metropolitan Council), 1 city official (Seoul Innovation Planner),
9 civil society activists, 1 academic, 1 lawyer, 1 journalist (9 males/6 females)

Meeting
Jan. 17, 2018/ May 16, 2018/
June 26, 2018/ Oct. 31, 2018

* It is held four times a year.

Steering Committee

Role
Discussing and advising on the projects and management issues of the Seoul NPO Center

Composition
4 civil society activists, 2 academics, 1 journalist, 2 experts on social economy, 1 city officer (5 males/ 5 females)

Meeting
Jan. 23, 2018/ Apr. 17, 2018/
July 17, 2018/ Oct. 19, 2018

* It is held four times a year.

Selection Committee

Role
Selection of candidate projects on open competition for groups/ institutions/individuals and contracts on outsourcing service/commission

Composition
Experts in related fields for projects of the Seoul NPO Center

Human Resources Committee

Activity
Deliberation and decision on recruiting and punishing staff

Composition
4 directors (appointed by the Board of Directors of SIMIN, the parent corporation of the Seoul NPO Center) and, 2 external personnel

4. History

2013

October – November
- (SIMIN) Selected as the entrusted agency of Seoul NPO Center
- Opened temporary office

2014

April – May
- Published NPO Sustainability Reporting Guidelines (NSRG)
- Started support projects on
  - Impact Story
  - Leadership Training for mid-level activists
  - Consulting for diagnosis of organizations
  - Publication of the sustainability report
  - Scholarship for activists

June – October
- Launched 'MeetShare' platform to support the sharing of experiences on public interest activities
- Moved to a new office and held opening ceremony
- Held an exhibition 'Life After a Catastrophe'
- Started support projects on
  - Co-working space for public interest activities
  - Training programs for NPOs

November – December
- Developed 'Accounting with Excel for Beginners' program' for nonprofit organizations
- Started
  - 'Map of Capacity' program for activists' capacity-building
  - Partnership Innovation Forum

2015

January – April
- Held 1st policy forum, 'Social Impacts of NPOs and the Issue Flow'
- Started Support Project for Pro Bono Linkage

May – July
- Held policy forums
  - 2nd, 'Plan to improve the support system for Nonprofit organizations'
  - 3rd, 'The geography of change in civic education'
- Started 'Impact Table' consulting project to build capacity of organizations
- Published the Seoul NPO Center Sustainability Report for 2014

August – October
- Started Support Project for Linkage with NPO Accounting Experts
- Held policy forums
  - 4th, 'Finding a way forward for civic education'
  - 5th, 'Tasks to reform legislation on support nonprofit organizations'
  - 6th, 'Ways to utilize unused public facilities for NPOs'
  - 7th, 'Seeking a new funding method for NPOs'
- Published research report 'The Factors Related to the Capacity of Public Interest Activists'

November
- Held the NPO Agenda Forum X Seoul 2015
- Held NPO leadership academy, 'Working Together Across Generations' with invited experts from abroad
- Held 8th policy forum, 'Seeking a New Supporting System for Public Interest Activities'
- Published research report 'The Social Impact Framework'

December
- Held 'MeetShare Conference 2015'
- Held 9th policy forum, 'Availability to Utilize Social Impact Framework'
- Developed guidelines for NPOs on
  - Human Resources Management
  - Privacy
  - Human Rights Principles for Activists
- Published research report 'Development of Medium and Long-term Strategy to Support NPOs'

2016

January – April
- Held the 'NPO Ja-Ri', a Presentation on projects of the Seoul NPO Center 2016
- Held a featured MeetShare event, 'MeetShare X Vote'
- Held Partnership Innovation Forum

May
- Started support projects on
  - 'Exciting Study to Strengthen the Capacity of Activists' (HwallYeokShinGong)
  - Commenced consulting for strengthening organizational capacity, 'Impact Table'
  - Sustainability report publication
- Held a presentation on 'SeMoim' project (consortium of MeetShare, YouthCHam, and Project Sa-Yi)
- Held '7 Questions for Imaging Changes in Seoul', an open table event of 'NPO Agenda Forum X Seoul'

June – July
- Held a featured MeetShare event, 'MeetShare X CAMP'
- Held a workshop for Understanding Public-Private Cooperation
- Launched ICT/Archiving Advisory Program for Nonprofit Organizations

August – September
- Published the Seoul NPO Center Sustainability Report 2015
- Held a featured MeetShare event, 'MeetShare X CINE'
- Held the 'International Conference on Governance 2016'

October – November
- Started operation of co-working space of 2016.
- Held a presentation on the result of a study trip for cases of public-private cooperation and support for civil society in UK
- Held the NPO Agenda Forum X Seoul 2016 - 'N Questions That Raises Answers'

December
- Held events
  - 2nd MeetShare conference – 'Taste of Activity'
  - HwallyeokShingong networking party – 'Hwallyeok Shower'
  - Public Interest Activity Forum 2016 – '10 Questions Necessary for Civil Society and Activists Right Now'

2017

March – April
- Held a Presentation on projects for the Seoul NPO Center 2017
- Launched Support Project for Strengthening Intermediate Support Capacity in Northeast Seoul
- Started support project to strengthen practical skills (Haebonda School)

May
- Started support projects on
  - 'Exciting Study to Strengthen the Capacity of Activists'(HwallyokShingong)
  - Consulting for Healthy Strategy Planning
  - Publication of Sustainability Report for NPOs
- Held a presentation event to share performance in 1st period of the Seoul NPO Center (2014-2016)
- Selected a group to settle the 'Hub Facility for Housing Agenda' in Southwest Seoul
- Started operation of co-working space (first half of 2017)

June – July
- Organized a policy training tour to benchmark incubating for nonprofit startups in USA
- Launched 50+ NPO Fellowship Cooperation Project
- Signed MOU with Kyung Hee University Graduate School
- Selected students for scholarship forof KyungHee University and Hanyang University
- Prepared 'Thinking More Forum' as a deliberation program to develop agenda for Governance Seoul 2018
- Published the Seoul NPO Center Sustainability Report 2016

August
- Started support projects
  - Nonprofit startups, Small Experiment
- Held the summer workshop for Council of Civic Support Centers in Korea
- Held the Nonprofit Startups Networking Forum

September
- Held a forum on establishment of Northeast Seoul NPO center
- International Conference of NPO 2017
- Conversation meeting on the direction of tasks for Moon Jae-In Government and the activation of civil society

October – November
- Held the NPO Partner Fair 2017
- Signed MOU to activate the Hub Facility for Housing Agenda in Southwest Seoul with SH
- Prepared School of Governance for participants of Governance Seoul 2017
- Started operation of co-working space with selected organizations (second half of 2017)

December
- Held the NPO Agenda Forum x Governance, 'We are Connected through Governance'
- Held the Nonprofit Startups Showcase
- Held a workshop for Cooperation of Intermediate Support Organizations

2018

March
- Held a Presentation on projects of the Seoul NPO Center 2018, 'Surfing on the Wave of Change'
- Started the Organizational Change Laboratory

April
- Started support projects on
  - Nonprofit startups
  - Building Capacity for Activists (HwallyeokHyangyeon)
- Operated Consultation for NPO (April - August)
- Organized a Network of foundations to support public interest activities

May
- Operated the 50+ NPO Fellowship Cooperation Project
- Held policy forums on civil society (Total of 9 times)
- Organized a network to enhance accountability of NPOs – 'We Are, the Network for Public Interest'

June
- Held Nonprofit Startups Networking Forum (June, August, October)
- Held a conversation meeting with civil society activists to lay foundation for public-private governance
- Selected candidates of activists for scholarship in the master's course of KyungHee University and Hanyang University
- Held special lectures for Organizational Change Laboratory

July – August
- Conducted a joint research to develop convergence task for innovative intermediate support organizations in Seoul
- Held a presentation on the result of Research on the Performance Measurement of the Support Project for Citizens' Public Interest Activities (MeetShare)
- Conducted a survey to develop policy for activation of civil society in Seoul
- Held a joint workshop for Civil Society Support Network
- Started operation of co-working space

September
- Held the summer workshop for Council of Civic Support Centers in Korea
- Held a forum on innovative intermediate support organizations in Seoul
- Organized a policy training tour to find keywords of new strategies and changes of NPO support in USA
- Held International Conference of NPO 2018

October
- Held NPO Partner Fair 2018
- Organized a policy training tour to find solutions to build infrastructure for social values and compensate for performance in Canada
- Held a presentation on Public Interest Activists Forum 2018
- Opened the 'Seoul Housing Lab', as part of the support project on the Hub Facility for Housing Agenda
- Published the Seoul NPO Center Sustainability Report 2017

November
- Held the Nonprofit Startups Showcase
- Held 'We are the first Button', a workshop for Public Interest Network
- Selected candidates of activists for scholarship in the master's course of KyungHee University and Hanyang University
- Opened 'First Penguin Campaign', an archive on the case of changes
- Awarded the Korean Sustainability Report Award at the Korean Readers' Choice Awards 2018
- Held a presentation on the result of research on the NPO Trend
- Renewed the Seoul NPO Center website
- Held 'When Activities Become Researchers', a presentation of HwallyeokHyangyeon

December
- Organized a workshop for the network of young activists of civil society
- Held presentations on the result of
  - 'Basic Research on Creation of the Hub Facility for Public Interest Activities (in Southeast Seoul Area)'
  - 'Study on the Space Concept for NPO Library'

1. Stakeholders

Internal Stakeholders

Executives
Planning, implementation, and performance management of projects based on our vision and mission

Committee
Advising, approving, and voting on our activities to establish a foundation of social trust

Parent Corporation, SIMIN
Fulfilling social responsibilities as the entrusted agency of the Seoul NPO Center and supporting the continuous communication and connection of civil society

External Stakeholders

NPO/Public interest activists
Increasing the social influence of public interest activities by solving social problems through various experiments and attempts, participating in our projects, and performing as a co-producer and co-planner

Seoul Metropolitan Government and Council
Reforming the public support system to improve civil society, cooperating to establish policy, and monitoring transparency of our activities and operations as well as compliance with all sorts of guidelines on fairness

Various partner organizations in private sector
Sharing resources and information on methods, contents and subjects of support for public interest activities and cooperation to form strategies suitable for expanded civil society

Intermediate support organizations in Seoul
Finding tasks for convergence and cooperation between sectors, implementing the role together as cooperative partners of the Seoul Metropolitan Government, and taking action to reform the system to fulfill the social impact as intermediate support organizations

Researchers
Supporting the establishment of long-term strategies to grow and revitalize civil society, and identifying as well as proposing tasks on system and policy

Citizens
Supporting and participating in activities of NPOs, and forming the basis of recognition on the contribution of activities of NPOs
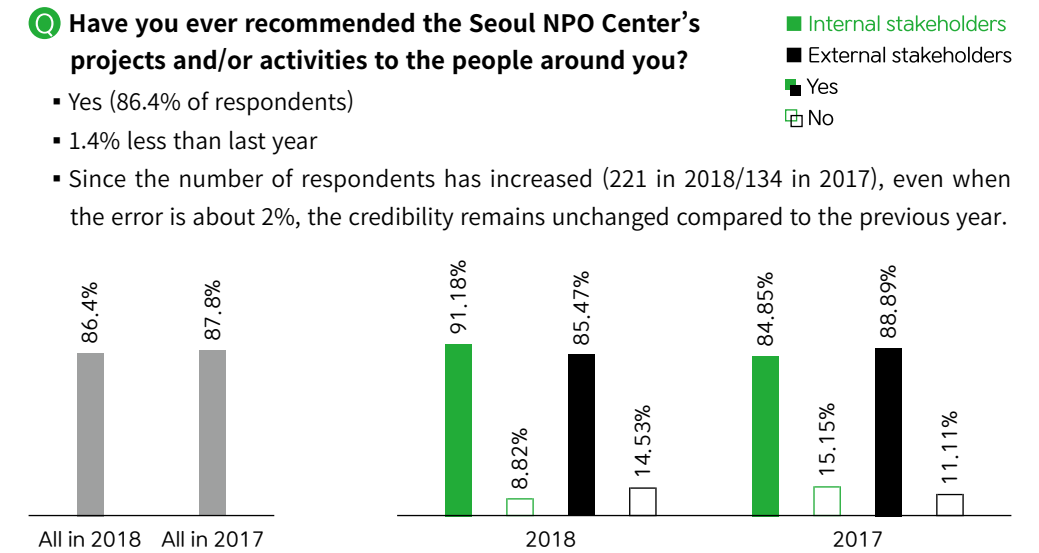
2. Stakeholder Opinion Survey

Credibility of projects / Brand of the Seoul NPO Center

🔄 **Maintaining previous status**

Q **Have you ever recommended the Seoul NPO Center's projects and/or activities to the people around you?**

- Internal stakeholders
- External stakeholders
- Yes
- No

- Yes (86.4% of respondents)
- 1.4% less than last year
- Since the number of respondents has increased (221 in 2018/134 in 2017), even when the error is about 2%, the credibility remains unchanged compared to the previous year.


| All in 2018 | All in 2017 | 2018 | | 2017 | |
| 86.4% | 87.8% | 91.18% / 8.82% | 85.47% / 14.53% | 84.85% / 15.15% | 88.89% / 11.11% |

Q **How likely are you to recommend the projects and/or activities of the Seoul NPO Center to the people around you?**

- For internal stakeholders, the likelihood to recommend rose slightly from the previous year.

9.17   8.30   9.03   8.38
■ Internal   ■ External   2018   2017
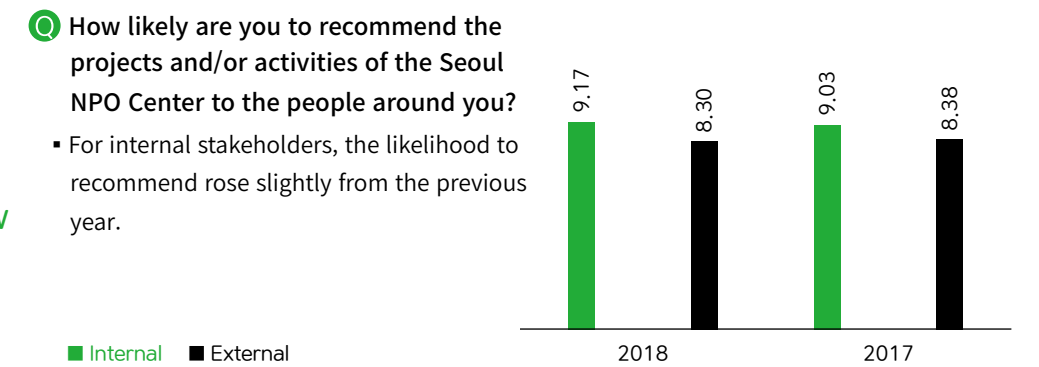
Q **To what extent do you trust the Seoul NPO Center?**

- Although it has decreased slightly from the previous year, given the increased number of participants, it can be seen as maintaining its' previous status.

8.79   8.53   8.97   8.64
■ Internal   ■ External   2018   2017
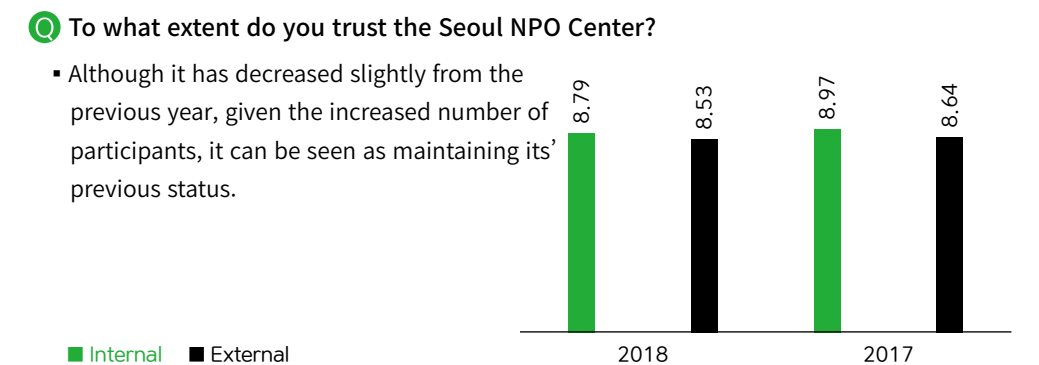
Survey Overview

Subjects
559 key stakeholders

Subject selection method
Convenience sampling

Survey tool
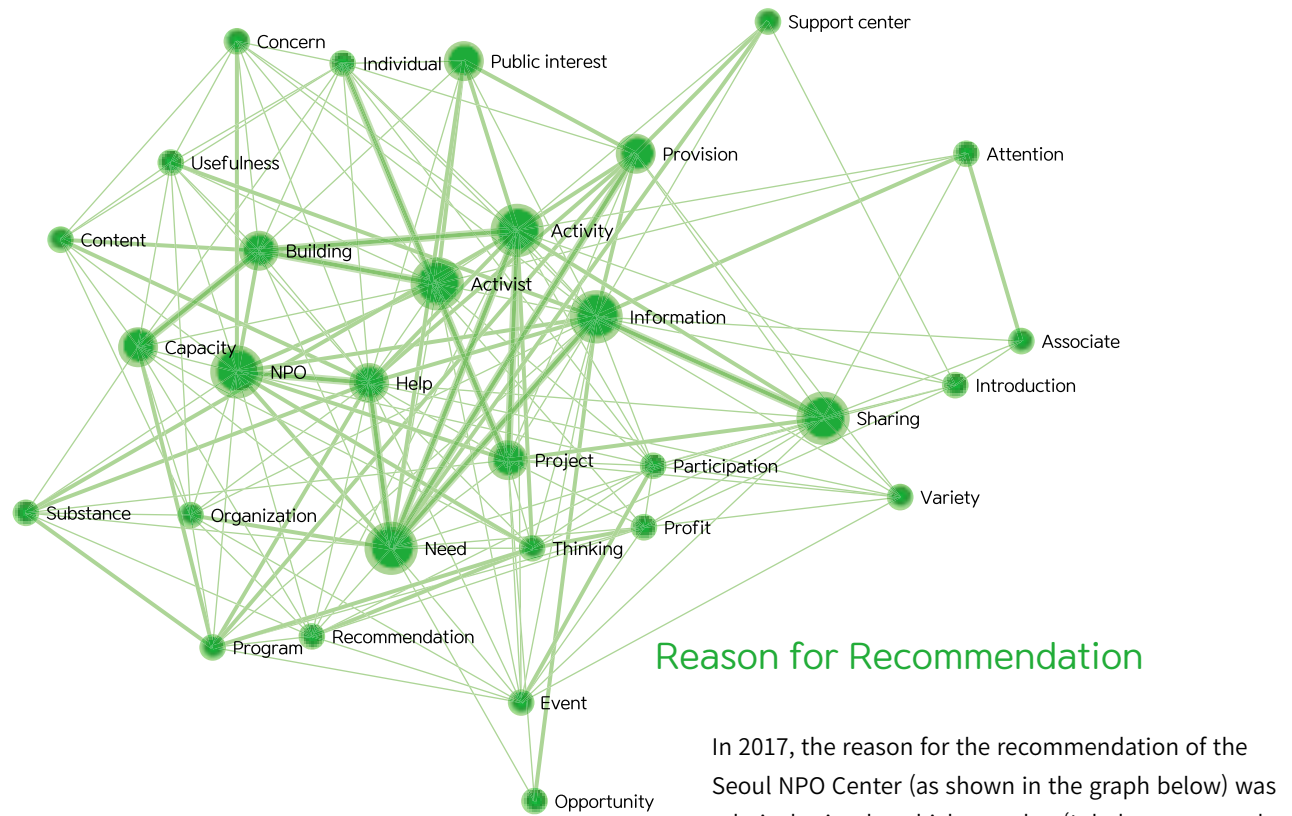Email

Survey period
2019. 3. 4. ~ 3. 14.

Number of responses
211 (response rate: 37%)
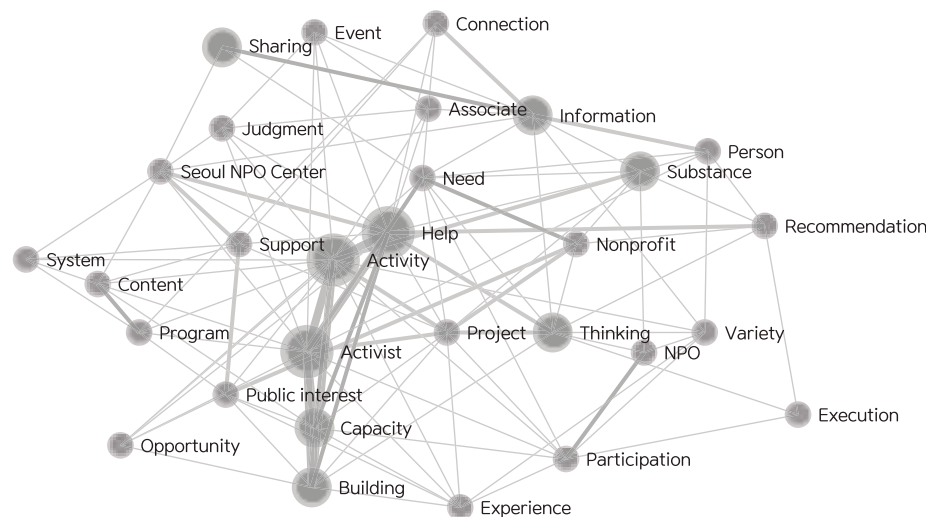
Stakeholder Classification
34 internal
177 external

Network graph on the reason for recommendation in 2018

Reason for Recommendation

In 2017, the reason for the recommendation of the Seoul NPO Center (as shown in the graph below) was relatively simple, which was that 'It helps to strengthen the capacity of group activities and activists'. In 2018, we can see the connection density of various words on the graph has increased. It seems that the stakeholders' views on the activities of the Seoul NPO Center are diversifying.
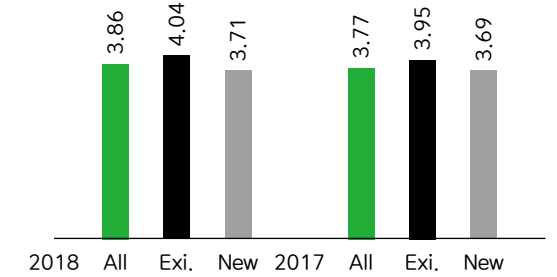

Network graph on the reason for recommendation in 2017

Awareness

↻ **Slight increase**

Q **How do you think the awareness of the Seoul NPO Center has changed?** (5-point scale)

- Approximately 0.1 point higher than the previous year
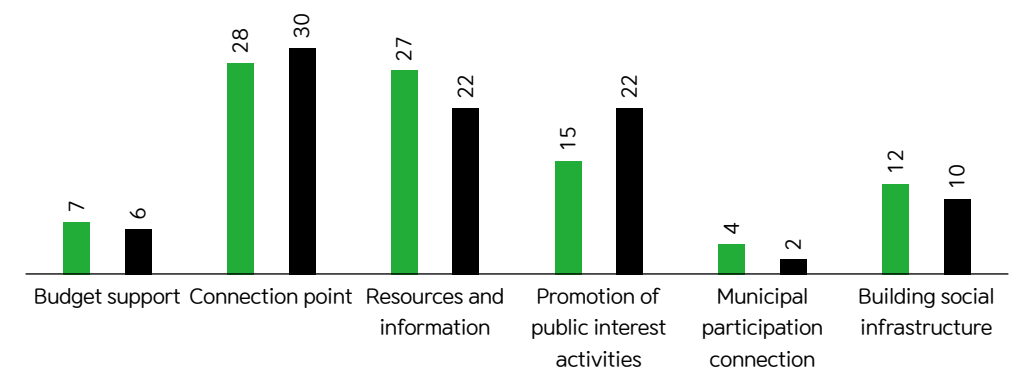- Increased in both existing(Exi.) and new respondents (New)

	2018			2017		
	All	Exi.	New	All	Exi.	New
	3.86	4.04	3.71	3.77	3.95	3.69

Change of Perception

↻ **A place where**
- NPOs can be linked to various sectors
- People can get resources and information necessary for public interest activities

- The perception as 'a place where people can get resources and information for public interest activities' increased 5% and 'a place where promotes public interest activities' decreased 7% less than the previous year.

■ 2018 ■ 2017

	Budget support	Connection point	Resources and information	Promotion of public interest activities	Municipal participation connection	Building social infrastructure
2018	7	28	27	15	4	12
2017	6	30	22	22	2	10

The above changes in image are thought to be a reflection of the fact that the Seoul NPO Center facilitates communication between NPOs and citizens through the growth of NPOs, rather than the Seoul NPO Center addressing citizens directly.

In addition, the perception that Seoul NPO Center's resources and information are useful has increased compared to the previous year, and it seems that the Seoul NPO Center is becoming pivotal in the activities of NPOs.

3. Conversations with Stakeholders

We hold conversations with stakeholders to share ideas about our activities and projects, and reflect on them later. To do this, we invite core stakeholders classified into several groups to hear their voices.

We provide data and the results of the survey on our activities to stakeholders to help them understand the current status. Conversations with Stakeholders are held once a year.

Overview

Date April 9, 2019
Place Seoul NPO Center 'Pum-ta'

Opinions on the Identity and Roles of the Seoul NPO Center

Through Conversations with Stakeholders, opinions about the roles and identity of the Seoul NPO Center are gathered in two broad categories.

First, it serves as a platform for system improvement. The roles of collecting and organizing the inconveniences, difficulties, and concerns felt by NPOs and activists were proposed. In addition, there were many opinions expressing the need to improve the system which is the current obstacle to solve these problems.

Second, it was hoped that the public and private sectors would work together to establish a new strategy for making changes in the social environment and the topography of civil society.

Minseok Jeong Secretary-General of the Human Rights Foundation SARAM

"I feel that NPOs are very constrained when they do business. They recognize that there are inconveniences but they just endure them. I think there needs to be a process for collecting the inconveniences and difficulties experienced by organizations."

Soyeon Kim President of Deulpa

"I think that the Seoul NPO Center should gather opinions on the specific obstacles being faced by those in the field, reveal such obstacles, and speak for those in the field. I think that we will all be able to move on to the next level by exposing these struggles."

Wonsun Yu Chief Operating Officer of Chidren's Foundation "walking with us"

"NPOs agonize over the ways to communicate with citizens and operate systematically, and they have the desire to do well, but regulations are a huge barrier. When I try to overcome this barrier with my will, I feel that it is just too high. Small organizations are particularly struggling to survive. So I strongly feel that organizations need to have general discussions together and raise relevant issues. I think intermediary support organization need to cultivate an ecosystem in which small organizations survive."

Heesuk Lee Attorney at the DONGCHEON Foundation

"There have been a lot of reviews and discussions on various systems and laws for revitalizing civil society, but there is a lack of positive action. I think the time to move past the discussion phase and on to the action phase has come. Because it's complicated and difficult for individual organizations to do business, I think it would be good if the Seoul NPO Center facilitated this action."

Youngyun Koh Director of FriendAsia

"I agree that there are a lot of difficulties in terms of settlement procedures, donation laws, etc. In the field, there are many organizations not sure what the solutions are or if a solution is even possible. So, if the Seoul NPO Center raises issues and gathers opinions, and improves the system based on the voices of those in the field, I think it would be more effective."

Minchang Kim Director of DONUS

"Small organizations need infrastructure to work efficiently, and technology also needs to be viewed from the perspective of co-investment. I think that it will be necessary for the Seoul NPO Center to expand connection with places that can provide the solutions that the small organizations need."

Suggestions for the Direction of the Seoul NPO Center's Activities

Discussion
Happy Activist
Strong CivilSociety
Publicizing
Archiving
Media
Change of Perspective Principles Cooperation
Activist Capacity
Sustainability
Actualization
Solidarity
Expansion
Systematization
Hardening
Connection
Basic Expertise
Sharing Expertise

Jeonggeun Lim Kyunghee Cyber University Professor

"We use a lot of information and resources from the Seoul NPO Center. The evaluation of the Seoul NPO Center's archiving is good, and I think that it would be a good idea to consider ways to further activate this."

Donghyeon Han President of Dream Lab

"I think that cooperation with the regional support centers will be important. Please consider ways to share the expertise of the Seoul NPO Center."

Hongseok Kim President of Choyul Collective

"I hope that the Seoul NPO Center continues to concern itself with the question of what an 'organization of happy activists' means. I think that sustainability can be achieved when activists are happy. Some say that the DNA of civil society is sacrificing, but I think that's not sustainable."

Suggestions for Projects

Stakeholders focused on the project for activist capacity-building, which has received an overwhelming support on the importance of short- and mid-term projects at the survey.

Most participants agreed about the necessity of strengthening the capacity of activists, but there was a wide variety of opinions as to preferred approaches and methods.

An interesting point is that many held the opinion that the writing program will improve communication capacity and the organizational culture.

The more diversified the components, the more stable the ecosystem. So, the Seoul NPO Center seeks to revitalize the public interest ecosystem through various connections and cooperative endeavors. It is therefore important to create an environment in which small organizations can be healthy and sustainable in the ecosystem.

The Seoul NPO Center strives to identify what will allow small organizations to avoid dwelling on administrative matters and instead concentrate on key issues, and plans new attempts to such ends. We also focus not only on strengthening the capacity of activists, which has been continuously emphasized, but also on the activities to build institutional basis and changes of perceptions to make NPOs' social value recognized.

Seungjae Oh
Team Leader of Solidarity for LGBT Human Rights of Korea

"I participated in the Seoul NPO Center's 'HwallyeokHyangyeon' (activist research support project), and I believe that I was able to enhance my capabilities through that program. 'HwallyeokHyangyeon' serves as a suitable program for the Seoul NPO Center to strengthen the various capabilities of activists. I think it would be better if there were more opportunities to share feedback with research participants."

Heesuk Lee
Attorney at the DONGCHEON Foundation

"I think that there must be a lot more places for activists to give presentations themselves rather than just be educated in the short term. Presentations are always given by just directors and presidents, so if it became possible for all activists to give a presentation or conduct research, then this would also enhance their leadership skills and serve as a basis for motivation."

Hyeongcheol Kim
Expert advisor of Ageumak

"I think the skills of reading, speaking, listening, and writing are important for activists. I believe that these competencies are reflected in their work. Clearly, there are intergenerational problems within organizations and we can't avoid conflict. Communication skills are important for managing this conflict. Just by practicing communication skills, the capabilities of activists and organizations will increase."

1. Work Performance in 2018 at a Glance

Total 130 organizations

Total 3,896 participants

Total 393 rental

Support for Changes of NPOs

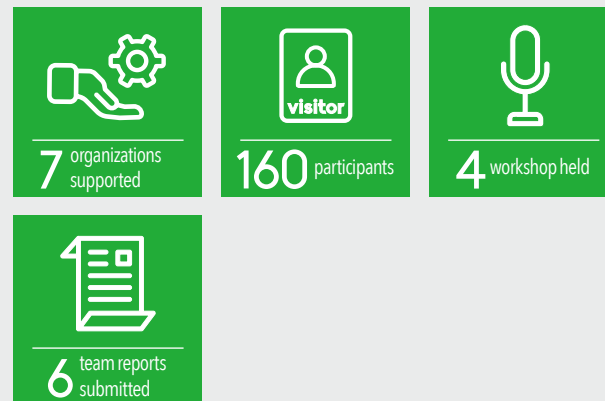### HwallyeokHangYeon (Activists' Capacity Building Support Project)
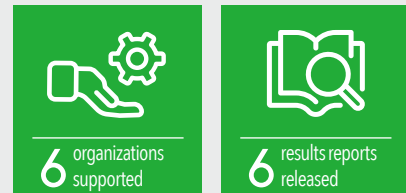
8 research teams selected

8 research reports published

Organizational Change Laboratory

6 organizations supported

6 results reports released

Public Interest Activist Forum

1 workbook published

7 workshops held

180 forum attendees

Nonprofit Startups Support Project

7 organizations supported

160 participants

4 workshop held

6 team reports submitted

Activation of Public Interest Ecosystem

NPO Partner Fair
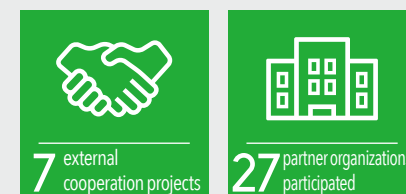
69 participating booths

2,600 visitors

Consultation for NPOs

5 times operated

144 consultations provided

External Relations

7 external cooperation projects

27 partner organizations participated

Establishment of Foundation for Public Interest Activities

International Conference

6 collaboration sessions/organizations

483 participants

123 follow-up participants

Civil Society Development Research

6 workshops held

5 policy proposed
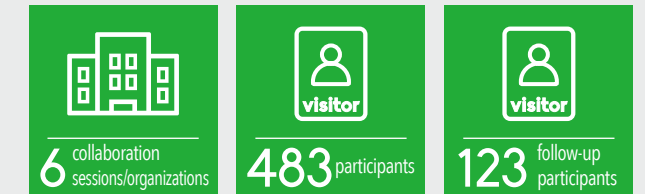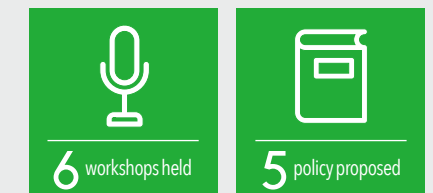
Activation of Hub Facility for Public Interest Activities

2 spaces supported

4 housing agendas selected

Public Relation and Information Archive

snpo.kr **710** Thousand web visitors

facebook **12,887** followers

newsletter **8,989** subscribers

100 Thousand blog views

486 news posted

343 cases of outside projects registered

265 press reported

archive **400** posted, modified

archive **30** cases of change registered

2. Key Issues from the Importance Analysis

Results

Radar charts show the average responses of stakeholders regarding the importance of short and medium-term projects. This year there was no statistical difference between internal and external stakeholders.

Project importance from the short-term perspective
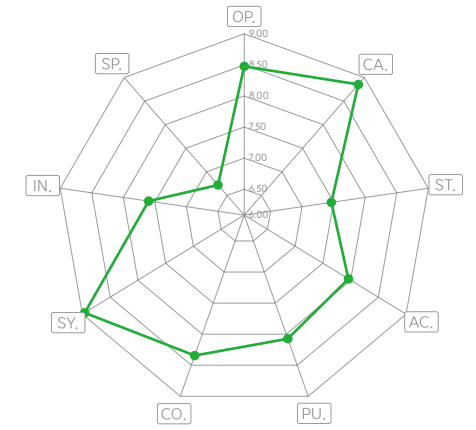
Project importance from the mid- to long-term perspective

Compared to the previous year, changes were identified in perceptions of some projects. In particular, the increase in the perceived importance of strengthening the capacity of public interest activists in both the short and mid-term is remarkable. Additionally, it can be noted that the perceived importance of the expansion of spaces and the creation of a public sphere for public interest activity has fallen sharply.
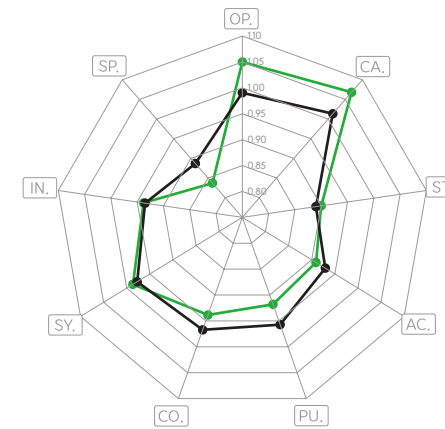
Comparison of scores to average on project importance from short-term perspective
■ 2018 ■ 2017
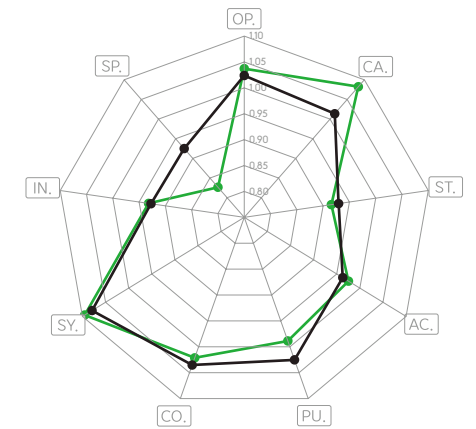
Comparison of scores to average on project importance from mid- to long-term perspective
■ 2018 ■ 2017

As the number of respondents increased, the overall score dropped. In the analysis of the survey results, it was confirmed that the drop in the score was the result of the total number of respondents being divided into three groups, in addition to the effect of the increase in the number of respondents. The three groups are as follows.

Question on the importance of short-term projects
Please indicate the degree of importance of the project that the Seoul NPO Center should focus on over the next three years (i.e. short-term perspective).

Question on the importance of medium and long-term projects
Please indicate the degree of importance of the project that the Seoul NPO Center should concentrate on over the next 5 to 10 years (i.e. mid- to long-term perspective).
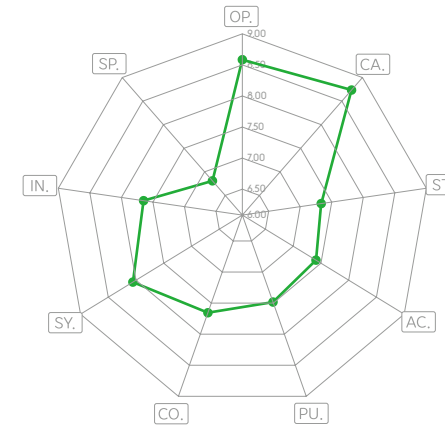
List of important issues
Created by rearranging the Seoul NPO Center's projects with a focus on project goals and objectives

- Strengthening the operational capacity of NPOs [Operation] OP.
- Strengthening the capacity of public interest activists [Capacity] CA.
- Supporting startup of NPOs operating in a new way [Startup] ST.
- Activation of public interest activities led by citizens [Activities] AC.
- Creation of public sphere on public interest activities [Public Opinion] PU.
- Network cooperation for the activation of public interest activities ecosystem [Cooperation] CO.
- Building institutional infrastructure for public interest activities [System] SY.
- Sharing information on public interest activities [Information] IN.
- Activation of spaces available to citizens and NPOs [Space] SP.

	People who passively use the Seoul NPO Center Capacity building group	People who selectively use the Seoul NPO Center Ecosystem growth group	People who actively use the Seoul NPO Center All-round strengthening group
Ratio (number of persons)	13% (28)	32% (67)	55% (116)
Characteristics	These participants have a low level of trust in the Seoul NPO Center and don't prioritize us when looking for current information.	These participants trust the Seoul NPO Center and use the information we provided to them to some extent; however, they are not likely to refer the Seoul NPO Center in the future and don't prioritize us when seeking information.	These participants have a lot of confidence in the Seoul NPO Center and are highly likely to recommend us in the future. This group also prioritizes the Seoul NPO Center when looking for information.

	People who passively use the Seoul NPO Center Capacity building group	People who selectively use the Seoul NPO Center Ecosystem growth group	People who actively use the Seoul NPO Center All-round strengthening group
Trust	7.22	8.54	9.18/10
Recommendation rate	0.78	0.84	0.94/1
Likelihood of future recommendation	7.15	8.27	9.29/10
Information priority	5.19	6.83	8.25/10
Future information priority	5.85	7.65	8.72/10
Change in awareness	3.48	3.8	4.14/5
Period of recognition (years)	3.74	3.5	3.53

The people that actively use the Seoul NPO Center gave a high score to both the urgency and importance of projects due to the high level of all-around support for all the projects that the Seoul NPO Center conducts. The people that selectively use the Seoul NPO Center placed more importance on items related to ecosystem growth as important projects that the Seoul NPO Center conducts. Finally, the people that passively use the Seoul NPO Center highly evaluated projects for building the capacity of individuals or NPOs; however, they gave a low score for other projects. This in turn, decreased the overall score.

Additionally, consistency within each group can be seen from subjective responses.

	People who passively use the Seoul NPO Center Capacity building group	People who selectively use the Seoul NPO Center Ecosystem growth group	People who actively use the Seoul NPO Center All-round strengthening group
Things that would be missed if the Seoul NPO Center didn't exist	• Physical space • Help related to support	• Intermediate support role • Linking role • Growth ecosystem	• Overall projects
Future roles for the Seoul NPO Center	• Strengthening the capacity of activists and existing organizations • Resources rather than systems	• Institutional support • Focus on sustainability	• Projects in various fields • Active role

It seems to be noteworthy that there are differences of opinion among groups. Overall, mid- to long-term institutional policy and improvements demonstrate the same pattern as last year, but the opinions of the groups are divided. In terms of the importance of projects such as startup support for new types of NPOs, opinions about the importance are clearly divided.

In the future, how the diverse needs and demands of NPOs will be linked to projects and activities is seen as an important challenge for the Seoul NPO Center.

3. Performance Report   by Issue

1) Establishment of Project Planning and Management System

The Seoul NPO Center has established
a system for evaluating and improving projects.

- For each project, we set key goals and created corresponding indicators of change (including output indicators) at the beginning of project planning and implementation.
- Through the project monitoring process, we have made continuous improvements in project operations.
- We have comprehensively inspected our projects on a quarterly basis through the key goals check progress chart. (Promotion process, partnership management, risk management, performance relative to goals, etc.)
- We measured qualitative and quantitative performance against targets and assessed which values were created and whether they led to actual changes.
- The results of performance evaluation and improvements were reflected in the project plans for the following year.

2) Report by Project

The report for the projects
included highly important issues
in the following order.

Issue 1. Strengthening the Capacity of Public Interest Activists
Issue 2. Strengthening of Operational Capacity of NPOs
Issue 3. Building Institutional Infrastructure for Public Interest Activities
Issue 4. Sharing Information on Public Interest Activities
Issue 5. Network Cooperation for the Activation of Public Interest Activities Ecosystem
Issue 6. Creation of Public Sphere for Public Interest Activities
Issue 7. Supporting Startup of NPOs Operating in a New Way
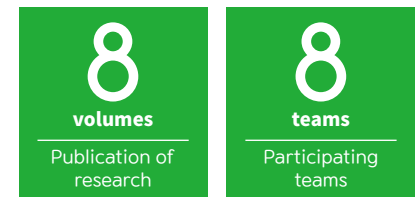Issue 8. Activation of Spaces Available to Citizens and NPOs

Research Support Project for Activist Capacity Building, "HwallyeokHyangyeon"
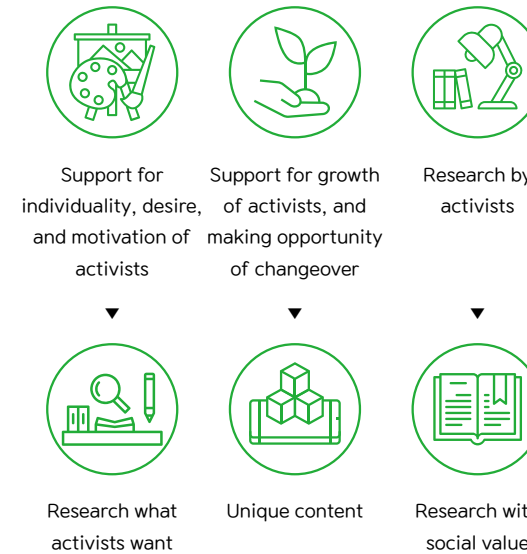
HwallyeokHyangyeon provides opportunities for research so that activists can create their own content to increase the sustainability of activities based on the expertise of individual activists.

Through research, activists explore, develop, and grow their own capabilities.

Performance as a quantitative indicator

8
volumes
Publication of research

8
teams
Participating teams

Keywords

Support for individuality, desire, and motivation of activists

Support for growth of activists, and making opportunity of changeover

Research by activists

▼

▼

▼

Research what activists want

Unique content

Research with social value

Performance as a change indicator

Follow-up planning through research process and results

01. Side projects: That's my work even if I don't have a business card.
03. Era of technology; the concern of activists
07. The life, desires, and sustainability of Public interest activists – women, married

Improving environment

02. Traveler's guide to the interpretation world
04. A study on the necessity and method of social support for guaranteeing LGBT workers' rights
08. Consideration of the hierarchical relationship between the autonomy of sexuality and public norms

Career change and strengthening the expertise

05. A study of the work (life) transition experience of women activist with a career
06. Report on activities to solve the waste and pollution problem around the goshichon (a town of civil service examinees) in gwanak-gu, seoul

Sharing experiences

Project evaluation

This is a capacity building program based on the needs of public interest activists. It helps activists to discover content that will become their own activity assets, thereby increasing the sustainability of their activities.

Through the 'HwallyeokHyangyeon', activists develop the power to brand their activities as planners rather than as beneficiaries of education.
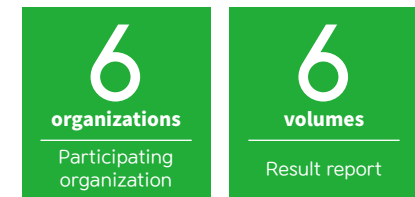
"Organizational Change Laboratory"

Organizational Change Laboratory is a project that helps NPOs to experiment and attempt changes. It aims to establish a new strategy for the direction of change that can appeal to organizations.

📊 Performance as a quantitative indicator

6 organizations
Participating organization

6 volumes
Result report

🔄 Performance as a change indicator

😊😊😊 Strongly agree 😊😊 Neutral 😊 Strongly disagree

	Based on empathy	Reflecting the characteristics of organizations	Attempt differentiation	Sustainability	Consistency*
Creating a new pipeline to expand resources					
Group A	😊😊😊	😊😊😊	Product development through tools such as storyboards, value proposing canvases, and logic trees	Development of fundraising products (goods)	😊😊😊
Group B	😊😊😊	😊😊😊	Production of goods for 2030 women through use of target analysis, design thinking, etc.		😊😊😊
Creating a new organizational culture through conversion of working system					
Group C	😊😊😊	😊	Increased efficiency using digital tools such as online conferencing, Telegram, and Google	Re-establishing core values, establishing norms for working together, and introducing 'Jandi' messenger for business	😊😊😊
Group D	😊😊😊	😊😊😊	Improving attitudes towards, and methods of, discussion with online communication	Necessity to reaffirm the consensus of organizational members about change	😊😊😊
Group E	😊😊😊	😊😊😊	Creation of duty board and core value notes	Continuous checking of organizational status with the core value notes	😊😊😊
Preparing for generation replacement in a healthy manner					
Group F	😊😊😊	😊😊	Diagnosed organization and identified tasks and plans to improve operation through focus group interview with executives and staff	Establishment of a leadership conversion action plan	😊😊😊

*Diagnosing – Planning – Implementation - Evaluation

Project evaluation

We have attempted to organize the fundamental problems of organizations to be solved through the process of consensus among organization members. Additionally we have performed experiments with external experts in accordance with organizational characteristics. Short support periods and differing views on how to solve problems were found to be problems in performing experiments. There were many opinions expressed suggesting that it is necessary to provide multi-year follow-up support instead of one-year support. Support was not significant, the number of participating organizations was small, and the experiment was somewhat lacking in its capability to categorize the problems faced by NPOs and the ability to create an experiment manual. In 2019, we have improved the project so that organizations can exercise more initiative in experiments and trials on selected topics without setting up support topics to deal with more diverse types of issues.

Issue 2

Consultation for NPOs

Consultation for NPOs offers practical solutions for various problems that arise during the operation of NPOs through one-to-one tailored consultation with experts.

📊 Performance as a quantitative indicator

5	9 *	144
held	fields	consultations provided
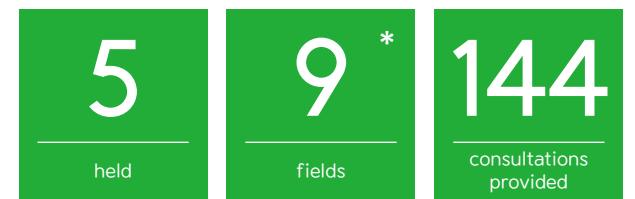
* Labor, law, accounting/tax, public relations, establishment, fundraising, newsletter, website, patents

🔄 Performance as a change indicator

1. Specific troubleshooting help : ★★★★★ 4.8 rating

2. Appropriateness of counseling field

	Labor	Law	Accounting	Public Relation	Establishment	Fundraising	Newsletters	Website	Patents and trademarks
April	💬💬💬💬	💬💬💬💬	💬💬💬💬💬💬	💬💬💬💬💬					
May	💬💬💬💬	💬💬💬	💬💬💬💬💬💬💬	💬💬💬💬	💬💬💬				
June	💬💬💬💬💬💬💬		💬💬💬💬💬💬💬	💬💬💬💬💬		💬💬💬💬💬	💬💬💬💬💬💬		
July	💬💬💬	💬💬💬	💬💬💬	💬💬💬💬	💬💬💬💬	💬💬💬💬💬	💬💬💬💬	💬💬💬💬💬💬	
August	💬💬💬	💬💬💬💬💬	💬💬💬💬💬💬💬	💬💬💬💬💬💬	💬💬	💬💬💬💬💬💬	💬💬💬💬💬	💬💬💬💬💬	💬💬💬
Total	22	14	36	24	9	14	13	9	3

※Finally we have run 9 fields with additional fields in demand for consultation

3. Development of consultation procedure

Liaison with experts → Application for consultation → Advance review → Confirmation → Consultation → Satisfaction survey → Results of consultation

Satisfaction of counselees	Intention of experts to re-participate
★★★★☆ 4.3 rating	★★★★★ 4.7 rating

Project evaluation

The level of satisfaction among the counselees and experts with the project was high on this new project. However, there were needs for continuous operation, sufficient time and a manual of consultation contents. We are looking for ways to ensure stable consultation services through linkage with specialized agencies dealing with law, accounting, and human resources. We will do our best to provide the access of consultation dealing with all matters pertaining to organizations. We will do so by, including establishment, organization culture and strategy establishment–beyond mere issues relating to management. This will be conducted through expansion of partnerships such as those with new professional agencies, pro bono, and former activist groups.

Issue 3   Civil Society Development Research

Civil society development research is aimed at publicizing system- and policy-related issues for revitalization of civil society, and to establish civil society communication and response systems related to the major agendas.

📊 Performance as a quantitative indicator

6 Policy forums held

5 Policy suggestions

* Establishment of the Citizens' Committee on Public Interest,
Improvement of the Private Trust System,
Establishment and Systematization of the Public and Private Governance Foundation,
Basis for Social Value of Public Interest Activities and Performance Compensation Plan,
Policy Development for the Activation of Civil Society

🔄 Performance as a change indicator

1. Diversity and frequency of connections in civil society sector

- Research Planning Meeting for Activation of Civil Society (May 17, 23)
- Review of Major Issues and Alternatives for Improvement of the Private Trust System (May 29)
- Conference for Evaluation of Governance Administration and New Proposals by Area (June 20, July 11)
- Establishing basis for social value of public interest activities and Performance Compensation Plan (August 7)

2. Regular or emergency response regarding policy issues and agendas

- Emergency Response
  · Raised concern and changed the Guidance on Support Project for Public Interest Activities of Nonprofit Organizations of the Ministry of Interior and Safety.
  · Reviewed and submitted a written opinion on the bill on establishment of public interest committee and activation of public interest corporations

- Regular
  · Submit a written opinion on
  – revision of the private trust system of intermediary organizations
  – revision of the Act on the Regulation of Donation Collections
  – needs of policy to create and support nonprofit job
  – legislation of the Basic Law of Civil Society Development

Project evaluation

As the Seoul Metropolitan Government and the Korean Government establish governance and innovation policies, there are more active discussions on support projects for organizations, social innovation sector, and residents than ever before. However, many people have indicated that there have only been debates, with no actual improvements being made. In particular, support for organizations and private assistance are not easy to agree on, even though the problems with systems and the

directions for improvement are clear. It is important to note that the Seoul Metropolitan Government can improve its guidelines if doing so is not a legal violation.
Based on this, we will continue to follow up on various issues and take consistent action.

Support for Activation of the Hub Facility for Public Interest Activities
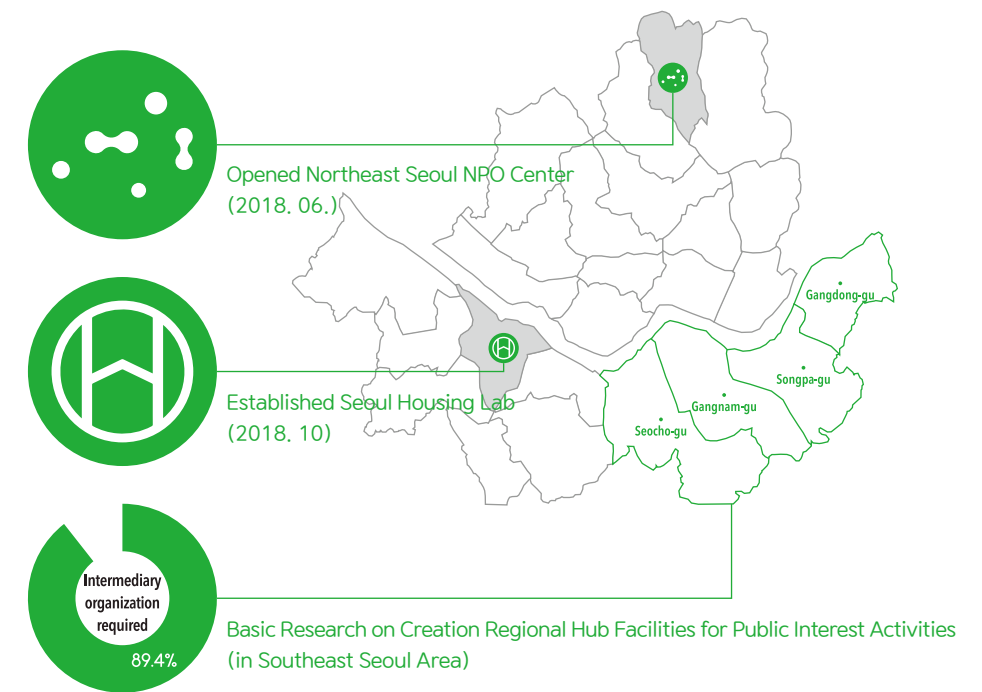
The goal is to activate hub Facility for public interest activities by developing strategic model for support spaces reflecting the characteristics of agenda and area.

📊 Performance as a quantitative indicator

2 hub facilities supported

4 * housing agendas selected

* single middle-aged individuals, universal sink, companion animals, food for single household youth

🔄 Performance as a change indicator

Opened Northeast Seoul NPO Center (2018. 06.)

Established Seoul Housing Lab (2018. 10)

Intermediary organization required 89.4%

Basic Research on Creation Regional Hub Facilities for Public Interest Activities (in Southeast Seoul Area)

Project evaluation

One regional support center and one hub facility were established in Seoul. An 'anchor' is not just a space but has a mixture of elements, creates new vitality, and gives rise to new plans. In other words, it is not only a space that NPOs use, but a space where NPOs create programs and invite citizens, conduct diverse experiments, attempts to solve social problems, and create debates for a better society.
We think it is an important role to establish regional support centers focusing on living zone. With the regional support centers, we will try

to strengthen cooperation to provide support for public interest activities and the growth of organizations and activists.

Public Relation & Information Archive

We aim to contribute to the sustainability of the Seoul NPO Center and NPO ecosystem by promoting NPO activities and projects, and sharing information on NPOs.

Performance as a quantitative indicator

711,590	12,887	8,989
website visitors	Facebook page followers	newsletter subscribers
102,316	486	343
blog views	NPO news posted	cases of outside projects registered
265	400	30
press reported	information registered	cases of change registered

Visit Program

Introduction on status and operation of the Seoul NPO Center
14 teams (domestic and overseas) (total 138 visitors)

Performance as a change indicator

Information Archive User Survey Results
Conducted in December 2018
Survey tool：Email and Facebook
209 responses in total (duplicate responses possible)

What information do you usually use on our website?

Civil society news (events, etc.)	16.6%
Seoul NPO Center project news	13.1%
Information related to various support projects	17.2%
Seoul NPO Center publications	5.5%
Practical materials useful for activities (useful sites, guides)	20.6%
News related to nonprofits such as activity cases, etc.	15.7%
Searching for information	11.3%

What information do you often look for on the Information Archive?

Information related to fundraising, public relations, etc.	14.1%
Information related to the operation of nonprofit organizations	15.9%
Social trends, latest issues of the Seoul NPO Center	19.5%
Overseas materials (reports, etc.)	7.5%
Campaigns that inspire activities	17.3%
Publications produced by the Seoul NPO Center	7.6%
Free software, sources, etc.	7.1%
Toolkits, guidebooks, manuals, etc.	11.0%

When do you search the <Information Archive>?

When I wonder what information there might be available	32.6%
When downloading the Seoul NPO Center publications	8.3%
When checking regularly updated material	6.8%
When searching for practical information	28.6%
When wondering about issues related to the nonprofit sector	22.1%
Other (newsletters, etc.)	1.6%

Project evaluation

According to the results of the stakeholder survey in 2018, information archive is recognized as an important function of the Seoul NPO Center. In particular, there was high demand for new trends and issues relating to public interest activities, materials that inspire activities, and practical information. (See the above user survey results)
In 2019, we will gather domestic and international data on social value-based compensation, social investment, and social recognition related to public interest activities with new trends and issues.

We want to focus more on providing and disseminating information relating to the social performance of NPOs, rather than our projects and activities. The public relation and information archive projects ultimately go beyond the function of media to spread awareness of the Seoul NPO Center, and aim at creating an information-sharing platform relating to the public interest activity ecosystem.
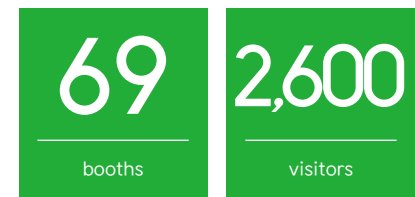
NPO Partner Fair

The NPO Partner Fair is a fair of support and industry for NPOs where visitors can meet a range of potential public interest activity partners in a single place.
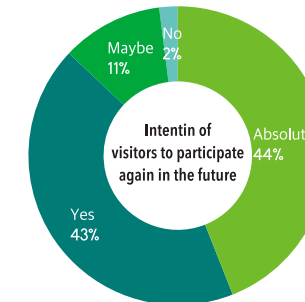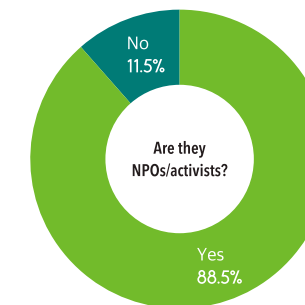By providing opportunities to build partnerships with booth participants who meet the needs and desires of NPOs, we aim to revitalize the NPO support ecosystem.

📊 Performance as a quantitative indicator

69	2,600
booths	visitors

🔄 Performance as a change indicator

1. NPO-oriented participants (visitors)

Are they NPOs/activists?
- No 11.5%
- Yes 88.5%

Intentin of visitors to participate again in the future
- Maybe 11%
- No 2%
- Absolutely 44%
- Yes 43%

Purpose of participation

- To gain business expertise
- To find out about the NPO ecosystem
- To find new partners and services

2. Linking booth participants with NPOs

Number of booths per visitor

15 visited on average

4 collaborations considered on average

Project evaluation

We hope that NPOs will be able to work in partnership via the NPO Partner Fair to help solve social problems more effectively and efficiently.

In 2018, visitors and booths increased compared to the previous year and the exhibition was completed successfully. More importantly, is how participants would proceed after the fair. It is important to create strong cooperative ties between participating institutions and NPOs on the basis of motivation and desire to gather in one place. We will continue to evolve the fair for the purpose of cooperation in solving social problems rather than economic transactions.

External Relations

The Seoul NPO Center has established a network of NPO support organizations to facilitate the convergence of resources and capabilities. We aim to expand support for NPOs and to promote change.

Performance as a quantitative indicator

7 *
external cooperation projects

27
participating organizations

151
participants

* 50+ NPO Fellowship Cooperation Project

Intermediary Organization Cooperation Project

Scholarship Support Project for Activists (8 in 2018 and 3 in 2019)

Support for Youth Activists Network

Private Foundation Cooperation Project

'We Are' the Network for Public Interest

Civil Society Support Network Cooperation Project

Performance as a change indicator

1. Establishment of common goals

- Linking NPOs with experts 50+ years of age
- Changes in NPO support environment through collaboration
- Collaborative research to identify convergence projects
- Development of NPO self-diagnosis index (57 indicators in 5 areas)

2. Building a structure of continuous communication

- Consultation meeting of Intermediary Organizations / monthly
- Private foundation networking / bimonthly
- 'We are', the Network for Public Interest / monthly
- Joint secretariat meeting with Civil Society Organizations Network in Korea, DongHang Activist Co-operative and SIMIN / monthly

3. Improvement of activity conditions

우리 조직은
안녕 - 한가요?
Is our organization healthy?
Development of transparency self-diagnosis index to enhance the responsiveness of NPOs to laws and institutional changes

50+

50+
NPOs that participated in cooperative projects said that the project was very helpful for their work with a satisfaction rate of 92.8%.

Project evaluation

The public interest network 'We Are' was created by activists from eight NPOs. It is a network that seeks to reveal the common tasks of civil society for self-responsibility and to actively respond to changes in laws and institutions for the social accountability of NPOs.
External cooperation projects are those that support networks created by various combinations of NPOs, groups and activists.

NPO International Conference

The Seoul NPO Center aims to promote change in NPOs by establishing a forum to share trends in changes in domestic and overseas public interest activities and to establish an award as an NPO international conference.

📊 Performance as a quantitative indicator

| 6	483	123*
partner organizations	participants	follow-up participants
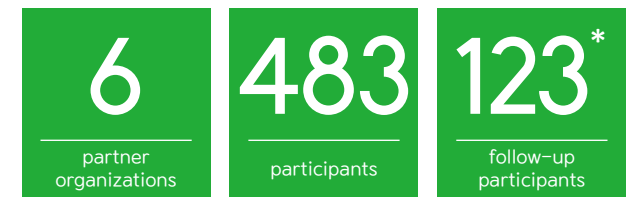
* Follow-up projects after the conference by organizations that participated in conference collaboration sessions

🔄 Performance as a change indicator

1. Inspirational theme

Dispersion Involvement Commoning Sharing

- Participant Satisfaction
  ★★★★☆ 4.2 rating

Intention of Participants to Re-participate

76%
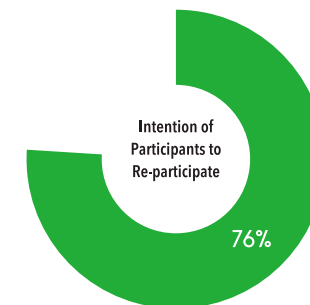
2. Consensus with partner organizations

- 8 interviews
- 8 planning and operation meetings
- 6 partner organizations
- 4 cooperative sessions + 4 'After 1 Month' project

BLOCKCHAIN FOR GOOD SOCIETY

빈고

26 경의선 공유지 26번째 자치구
경의선 공유지 시민행동

slowalk.

3. Expansion of awareness

- Participation of NPOs, intermediary organizations, government, and educational institutions: 84.4%
- New participants: 398 (85%)
- High rate of new participants

Nonprofits	233	48.2%
Social enterprises, cooperatives	9	1.9%
Intermediary organizations	47	9.7%
Investment institutions	1	0.2%
Government (Council)	16	3.3%
(Public) Companies	40	8.3%
Schools	72	14.9%
Journalists	1	0.2%
Independent	64	13.3%
Total	483	100%

Project evaluation

The topics of the conferences were 'The Blowing Wind of Change' (2017), and 'How to Make a Change' (2018). The last topic of the change series is 'How to Know the Change' (2019). Many people suggested that 'change' was a good topic for the theme of the conferences covering the nonprofit sector. Additionally, positive comments were made about keynote presentations and cases, focusing on life, people, and values, rather than changes in technology and environment.

Following on the change series, we are contemplating what topics should be covered in what manner at conferences after 2019. We believe there will be a way for those in the nonprofit sector to gather their strengths together and create the status of a nonprofit conference in Korea. The reason why we are considering various operational plans is that it should be an event at which new topics are consistently raised. We want you to think with us carefully about what we should address in the future.

Public Interest Activist Forum

The need for common guidelines for civil society organizations and activities was identified in the 2016-2017 Public Interest Activist Forum. In 2018, we will promote changes in the operation of civil organizations through the creation of basic guidelines for non-profit organization operations and activities.

📊 Performance as a quantitative indicator

1 *	7	180
workbook (guide) published	workshops held	cooperative forum attendees

🔄 Performance as a change indicator

1. Reflecting feedback from those in the field

- 2016, " Questions Necessary for Civil Society and Activists Right Now"
- 2017, 'Conversations with Activists for the Public interest activity Guide'
- Production of 'Questions and Conversations Workbook' in 2018

2. Promotion of intra-organizational discussions

Project evaluation

Since 2016, public interest activists have asked questions and shared conversations through the public interest activists' forum. We have published the 'Workbook of Questions and Conversations to help Individuals and Organizations grow together' by gathering the key issues discussed at the public sphere in two years.

This workbook is structured to allow members to discuss and debate common basic principles that organizations and activists should observe. We hope that this workbook will be utilized as a tool for establishing principles within the organization.

Nonprofit Startups Support Project

We aim to cultivate nonprofit startups as a new public interest activity model.

Performance as a quantitative indicator

7 *
participating organizations

4
networking forums

160
showcase participants

* Participating Teams

Saessak ('New Sprout') Center
Labor rights education that leads active participation of youth in new ways

Ongi ('Warming') Center
Conveying sympathy and consolation through hand-written letters

DREAM LAB
Growth education for young change makers

Off the menu
Supporting the self-sustenance of artists through operating the 'Sharing Atelier' and the Citizens' Communication Program

PRISMING
Development of a transparent goods donation management system using blockchain technology

REFLECTOR
Spreading social value through online promotion and marketing collaboration

Traveling teachers
Growth movement connecting youth and university students in remote islands/mountainous regions.

Performance as a change indicator

	Problem-solving nonprofit startup suitability	Linking with various resources	Plan to grow into a public interest organization
	Very suitable	Youth group demonstration class	
	Very suitable	Social enterprise mentoring	
	Very suitable	Youth agency mentoring CSR cooperation project	Preparing to a nonprofit organization status
	Very suitable	Discussing cooperation	
	Very suitable	Partnership project for private foundation donations	
R	Very suitable	Youth agency mentoring	During the transition to a nonprofit organization, activities continue
	Very suitable	Alternative education mentoring	

Project evaluation

The term "nonprofit startup" is well-known and spreading through nonprofit startup support projects in 2017 and 2018.
The Seoul NPO Center is incubating nonprofit startups that create solutions for solving social problems through these projects.
After receiving support, the participating teams will be nonprofits, social enterprises, and cooperatives.
Simplifying the process of establishing a nonprofit organization and improving institutional constraints can increase participation in establishing nonprofit organizations. To this end, nonprofit startup assistance should be extended to new areas such as nonprofit job creation, social recognition of public interest activities, and social contribution-based compensation.

Workshop 'Rohingya, Nonexistent People'
(Aug. 24 ~ Sept. 8, 2018 at Seoul NPO Center)

Issue 8

Space Rental for Public Interest Activities

The Seoul NPO Center has a policy that gives priority to NPOs in space rental. We select renters under these conditions - A program for public interest activities, by nonprofit organizations, and with public interest activists.

Space Rental

Renters				Programs	
Category	Number of times (%)	Number of institutions (%)		Category	Rental frequency (%)
NGO (civil society organization)	776 (67.2%)	281 (71.5%)		Education	403 (34.9%)
Social enterprise/cooperative	43 (3.7%)	25 (6.4%)		Conference	330 (28.6%)
Volunteering/welfare facilities	35 (3%)	11 (2.8%)		Event	290 (25.1%)
Meeting	75 (6.5%)	39 (9.9%)		Meeting	132 (11.4%)
Intermediary organizations	113 (9.8%)	9 (2.3%)		Total	1,155 (100%)
Foundation	49 (4.3%)	9 (2.3%)			
Other	64 (5.5%)	19 (4.8%)			
Total	1,155 (100%)	393 (100%)			

Rental frequency

Number of institutions

Rental type

NGO (civil group)   Social enterprise/cooperative   Volunteering/welfare facilities
Meeting   Intermediary organizations   Foundation
Other

Education   Conference
Event   Meeting

Project evaluation

The utilization rate has improved 3.7% over the average of past three years (2015~2017). Assuming the utilization rate of active rental spaces is 70%, it seems that our rental project is well activated with 78%.

Introducing the 2018 Exhibition

An Incomplete Straight Line

Namhun Seong and two others
Jan. 8 - Feb. 23, 2018

[ㅅ]Sai Shiot: Rest Between You and Me

Ilsun Lee
May 16 - June 25, 2018

Rohingya, Nonexistent people

Humanitarian organizations, journalists, and art groups related to Rohingya refugees in Myanmar
Aug. 24 - Sept. 8, 2018

Citizens Art Project No. 3 Two Me's

Soyeon Choi and 5 others
Nov. 7 - Dec. 6, 2018

Looking in

Heejin Lee and 10 others
Apr. 16 - May 9, 2018

Between Danang and Hoi An

Gyeongil Koh
June 27 - July 27, 2018

Self-employed

Jiyeon Kim
Sept. 11 - Oct. 31, 2018

Exhibition and NPO BOX

NPO promotion space (NPO box)

Stories on Public Interest Activity

Seoul NPO Center
Jan. 15 - Mar. 16, 2018

Seoul African Festival

Seoul Africa Festival Organizing Committee
Apr. 23 - May 18, 2018

Energy service platform, Wattmall

Wattmall
Oct. 1 - Nov. 30, 2018

Banner display

Promotional banner display for NPO Partner Fair, Organizational Change Laboratory, etc.

Seoul NPO Center, etc.
Oct. 1 – Nov. 30, 2018

Myanmar Refugee Music School

Myanmar Refugee Music School
Apr. 16 - May 9, 2018

Refugee Film Festival

Refugee Support Network
May 21 - June 30, 2018

Self-employed publishing history

Publisher 'April Snow'
Oct. 1 - Nov. 30, 2018

<Common Memory_Trauma> Special Film Show

Seoul NPO Center and 4.16 Solidarity
Apr. 16 - Apr. 19, 2018

Yemen × Korea's Memory Archive

Dowalkamal(moonlight) Library
Nov. 4, 2018 - Jan. 3, 2019

1. Financial Administration

3 years (2016–2018) budget status and execution rate

Unit: million, KRW

2018
Total 1,942

- 800 39%
- 737 36%
- 405 20%

- Project expenses
- Labor costs
- Operating expenses

Execution rate: 95%

2017
Total 2,284

- 1,136 46%
- 697 28%
- 451 18%

Execution rate: 92%

2016
Total 1,842

- 807 40%
- 590 30%
- 445 22%
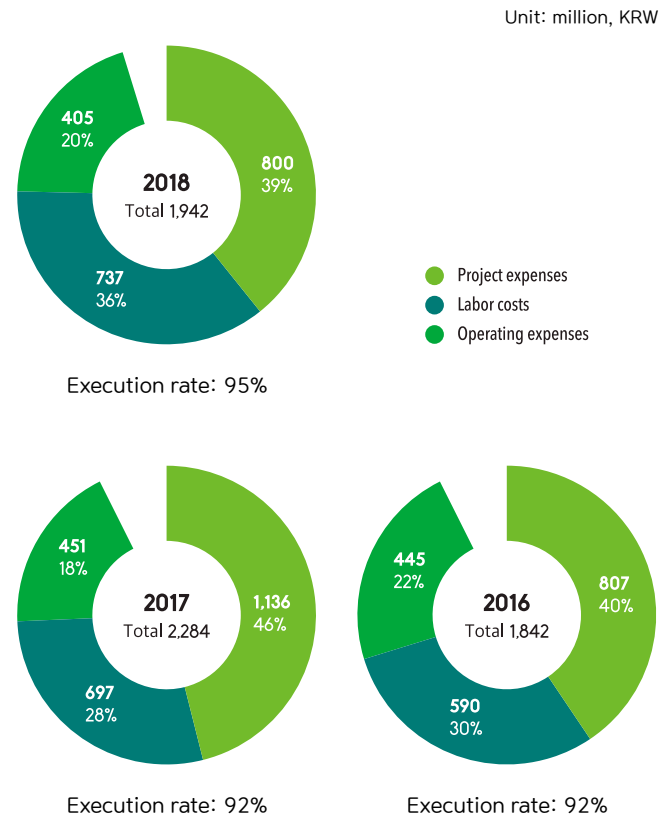
Execution rate: 92%

In 2018, the total budget execution rate was 95%, so it was appropriately executed compared to the original plan, and project expenses were reduced by 4% compared to in 2017. It shows our efforts to plan the budget based on execution of the previous year, check the execution rate on a quarterly basis and calculate the project cost accurately.

The Seoul NPO Center receives a quarterly review of the appropriateness of settlement from an external accounting firm (Samhwa Accounting Corporation), and the annual audit of financial statements is performed by InSung Accounting Corporation. The results of the audit are disclosed through the website.

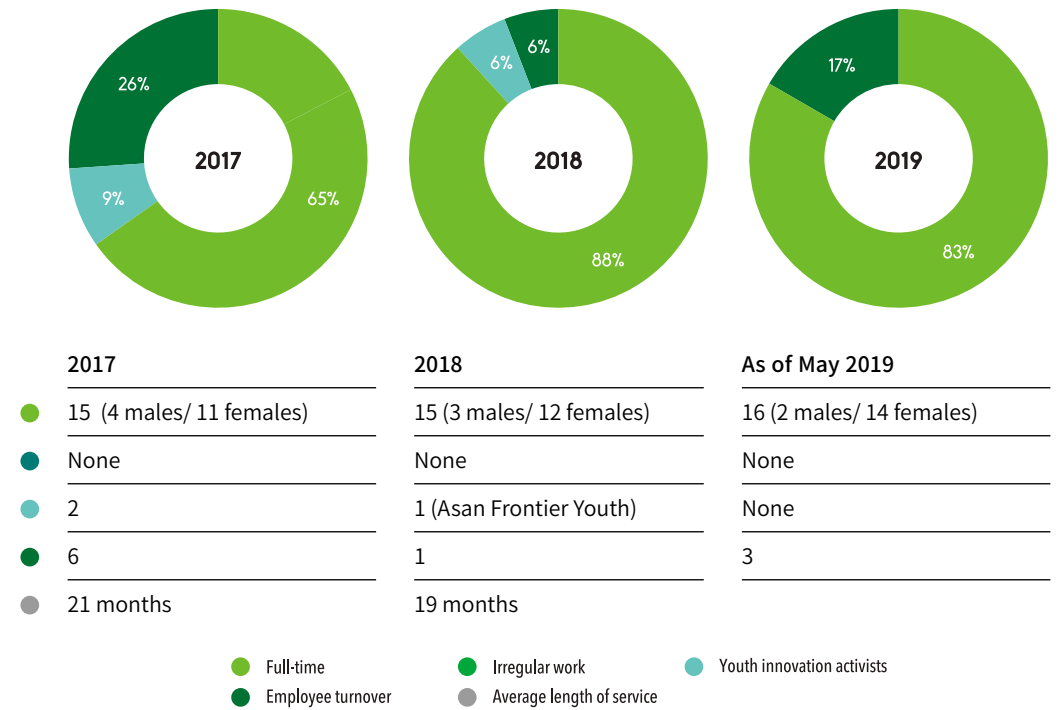# 2. Organizational Operation

Evaluation on the performance of the entrusted work: 85.46 points

Based on Article 18 of the Ordinance on contracting-out the Administrative Work (Evaluation on Management) and Article 10 of the Enforcement Regulation thereof (Objects of Evaluation on Management), we received a performance evaluation.
The evaluation period was from November 2016 to December 2018, and the result of the evaluation was very good, with an increase of 3.37 points (to 85.46) from the 2016 evaluation. In particular, in the survey of the community evaluation team that was first introduced in the intermediary organization evaluation, we received a high score of 98.2 (out of 100), and the project infrastructure 'Social Value Contribution' indicator was selected as the most excellent among all of the organizations that received evaluations at the same time.

Evaluation area	Evaluation category	Evaluation index	Points	Score
Common affairs	1. Project infrastructure	1-1. Organization and human resources management	7	5.48
		1-2. Financial structure and budget execution efficiency	5	3.85
		1-3. Social value contribution	12	10.09
	2. Project activities	2-1. Level of project plan execution	5	4.19
		2-2. Efforts to improve project activation	8	6.24
Individual affairs	3. Project performance	3-1. Project performance and evaluation results (total)	40	34.98
		3-1-1. Laying the foundation of public interest activities	15	10.85
		3-1-2. NPO change support	15	14.48
		3-1-3. Public interest ecosystem activation	10	9.65
		3-2. Level of Creation of the performance for the Best Practice (total)	3	2.78
	4. Efforts to implement the guidance	4. Results of evaluation of efforts to Implement the guidance	5	4.5
		4-1. Implementation rate	2.5	2.50
		4-2. Efforts to implement	2.5	2.00
User satisfaction	5. Efforts to raise satisfaction levels	5. Results of citizen satisfaction evaluation (total)	15	13.35
		5-1. Survey on citizens' satisfaction (by telephone)	5	4.31
		5-2. Survey by regional evaluators	5	4.91
		5-3. Efforts toward improving satisfaction level	5	4.13
		Total	100	85.46

Performing agency: Korea Management Association Consulting (KMAC)

3. Human Rights, Labor, and Communication

Employment status

2017	2018	As of May 2019
15 (4 males/ 11 females)	15 (3 males/ 12 females)	16 (2 males/ 14 females)
None	None	None
2	1 (Asan Frontier Youth)	None
6	1	3
21 months	19 months	

- Full-time
- Employee turnover
- Irregular work
- Average length of service
- Youth innovation activists

Youth innovation activist status

Youth innovation activist
Participating activists of Asan Nanum Foundation 'Asan Frontier Youth'*

Task	Education and activities	Number	Working status
PR and information archive	▪ Online/offline job study ▪ Mentoring program ▪ Participation in external events, programs, and education ▪ Everyday communication - To-do list planning (daily) - Brunch retrospection, team meeting (weekly) - Monthly meeting	1 person	40 hours a week (July-Dec. 2018)

* Asan Frontier Youth is an educational program that provides NGO internships, impact education, and global study opportunities by selecting students who are interested in the nonprofit field at the Asan Nanum Foundation.

Establishment and operation of the grievance committee

The Seoul NPO Center set up a grievance committee in August 2018. Article 26 of the Act on the Promotion of Worker Participation and Cooperation stipulates that there must be a grievance committee in place at all workplaces where there are 30 or more employees. The Seoul NPO Center has 15 regular employees (at the time of establishment), but has established the Grievance Committee Rules (Articles 1 to 12) to allow us to listen to employees' complaints at all times and to provide feedback promptly.

The scope and the operation procedure are as follows.

Scope of grievances

▪ Discrimination in accordance with the National Human Rights Commission Act
▪ Sexual harassment, sexual abuse, verbal abuse, bullying
▪ Discrimination at work
▪ Whistle blowing
▪ Other matters deemed necessary by the chairperson

Grievance Committee Membership

▪ One male and one female employee
▪ One member of the board of directors
▪ 2-year term

Job Satisfaction Survey

Through the job satisfaction survey, the Seoul NPO Center analyzes trends and key factors in job satisfaction among employees, and reflects these in the improvement of the organizational culture and work environment. We conducted the same survey in April 2018.

Participation in the survey: All employees except the CEO and the director of Change Support Office

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Questions on the work environment

Question	17' 11	18' 04	
I know what the organization expects of me.	7.2	7.6	▲
I am fully equipped with the materials and equipment I need to perform my job properly.	5.9	6.3	▲
I get the chance to do what I do best every day.	5.7	5.6	▼
For the past week (as usual) I have been recognized or praised for doing good work.	6.3	6	▼
My boss or co-workers treat me with the respect that an individual human being deserves.	7.2	7.7	▲
In the workplace, there is someone who encourages my personal development and growth.	6	7.1	▲
I believe that my opinion matters to the Seoul NPO Center.	5.6	6	▲
The Seoul NPO Center's mission and goals make me feel that my work is important.	6.8	5.9	▼
My colleagues are committed to doing good work.	7.7	9	▲
I have good colleagues at the workplace.	7	7.1	▲
During the past six months, I've talked to someone at the workplace about my personal growth and development.	7	7.7	▲
Over the past year I have had the opportunity to learn and grow in the workplace.	6.5	5.7	▼
All things considered, it is generally satisfactory to work at the Seoul NPO Center.	6.2	6.5	▲

The level of satisfaction has increased in 9 out of the 13 items. The positive ratings regarding colleagues rose sharply from 7.7 to 9, and encouragement for development and growth rose from 6 to 7.1. Personal treatment increased from 7.2 to 7.7 and satisfaction increased from 6.2 to 6.5. Lack of recognition and praise, one of the main factors that can hinder job satisfaction, and a shortage of good opportunities indicated lower rate. "The Seoul NPO Center's mission and goals make me feel that my work is important" dropped from 6.8 to 5.9. In response to this, we have conducted training on the vision, mission, and direction of the Seoul NPO Center as follows.

Date	Title
6/29/2018	The Project Direction of the Seoul NPO Center and Civic administration in the 6 and 7th terms of the Seoul Metropolitan Government elected by popular vote
7/31/2018	Roles of intermediary organizations
8/27/2018	2019 Project Keynote I
	Common Tasks for Improvement in 2019
10/29/2018	Challenges for Revitalizing the Social Innovation Ecosystem
11/26/2018	2019 Project Keynote II - Proposal of five keywords: region, cooperation, citizen participation, strategic collaboration, and shared platform

Questions about members' thoughts and feelings

Question	17' 11	18' 04	
How happy have you felt working at the Center over the last six months?	5.4	6.2	▲
To what extent did you feel worried and anxious while working at the Center over the past six months?	6.4	5.8	▼
How meaningful to you is your work and life at the Center?	6.8	7.4	▲
How much do you feel that you contribute to the mission/goals of the Center?	7.9	6.7	▼
Do you feel that you receive specific feedback from the organization about your job performance?	5.8	5.8	—
To what extent have you experienced stress from work over the last 6 months?	8	7.8	▼
To what extent have you thought that you wanted to leave the Center over the last six months?	5.9	4.7	▼

The degree of happiness and meaningfulness of work were higher than the previous year, and the degree of anxiety, stress, and contemplation of leaving the job were reduced. However, the degree of contribution to the workplace dropped from 7.9 to 6.7, and the specific feedback level was found to be moderate.

The best thing when working

- Good colleagues, obtaining new information and meeting people
- Employment stability
- Organizational culture emphasis on autonomy
- Diverse assignments
- My pride that my work is contributing to the Center

The most disappointing things when working

- Too many meetings
- Heavy workload
- Regulations or unclear communication regarding regulations
- Attempts to use unified language
- Lack of operational consistency
- When communication is not good

Expectations for Executives

- Establishment of an operating system and strategy according to the Center's keynote
- Clear communication
- Confirmation of organization orientation
- Expectation of emotional leadership
- Praise
- Communication with organization members in a variety of ways
- Follow-up planning for the immersion survey

Expectations for other members

- Care among employees
- Consensus regarding direction and speed of change
- Expanded understanding of each other's work
- Health maintenance
- Mutual respect of each other's space

According to the results of the survey, the employees' commitment to work was not very high, yet is steadily increasing every year through the organization's attempts and efforts regarding the environment. At the regular meeting with the CEO, employees talk about their motives for working at the Seoul NPO Center and their opinions on why the Seoul NPO Center exists. We gained an idea of whether employees' thoughts are the same as they first started and whether their opinions had become more positive or negative. When employees join the Seoul NPO Center, at their first meeting, the CEO always asks the question, "What kind of influence do you want to have on the Center, and what does working at the Center mean for you in your life right now?" To some employees, the question is probably vague

and difficult to answer, but to others, it is a question to which they have a very clear answer. We believe that intrinsic motivation is the key to doing well at work above all else. The clearer the motive is, the more valuable of an asset to the Center that person will become. We think that it is necessary for us to focus on intrinsic motivation itself rather than on trying to resolve the things that are obstructing such motivation. (Soon-Im Ki, Director of Planning Office)

Everyday communication

Category		Participants	Contents of communication
Meeting	Monthly Impact	All members	- Learning about the ecosystem of public interest activities, the civil society policy of Seoul, etc. - Focus on project-related discussions
	Team meeting	All members by team	- Discussions about weekly projects promotion - Discussions about proposals related to the organizational operation and organizational culture of team members
	Team Leaders Meeting	CEO, Department directors, Team Leaders	- Collecting and organizing issues discussed during team meetings - Information exchange between teams and discussions about project cooperation issues
	Organizational operation meeting	All members	- Discussions, agreements, and decisions on key issues that affect all employees in relation to the organizational culture and organizational operations - Anyone in the organization can suggest items for discussion
Workshop	Workshop for all staff	All members	
	Team Leaders Workshop	CEO, Department directors, Team Leaders	
	Team Leader Workshop	Team Leaders	
	Manager Workshop	Managers	
	Workshop by team	All members by team	
Interviews	Individual interviews	All members	

Training opportunities for employees

Training for employees (required)

Training content	Number of training / Time
Fire safety education	1 time / 1 hour
Human rights education	1 time / 2 hour
Training for prevention of sexual harassment at work	1 time / 2 hour
Training for privacy (copyright education)	1 time / 2 hour
Improving awareness regarding persons with disabilities	1 time / 2 hour

Capacity building training

Training content	Frequency of training / Time
Development of self-awareness through the Four Temperaments Test	1 time / 2 hour
Current status and tasks of citizens' cooperation platform	1 time / 2 hour

Training for employees (optional)

Training content	Training Hours / Number
Data analysis specialist training course	16 hours / 1 person
Impact investing for small city planners	2 hours / 1 person
Asan Frontier Academy	190 hours of training, 7 days of Study abroad/ 1 person
Statistics basics	8 hours / 1 person
HRDer's Day open workshop	4 hours / 1 person
Naver advertising training	2 hours / 1 person
Training on work practice of entrusted projects	8 hours / 2 person
Psychological CPR Workshop	4 hours / 1 person
ChangeOn Conference	6 hours / 2 person
Smart work life	Online / 1 person
Digital marketing	Online / 1 person

Comparison of three years of training time (2016–2018) to strengthen capacity

	2016		2017		2018	
	Number of cases	Time	Number of cases	Time	Number of cases	Time
Required Training	5 cases	8 hours	4 cases	7 hours	5 cases	9 hours
Capacity building training	3 cases	6 hours	2 cases	4 hours	2 cases	4 hours
Optional training	9 cases	162.5 hours	14 cases	183 hours	11 cases	254 hours
Total	17 cases	176.5 hours	20 cases	194 hours	18 cases	267 hours

4. Proliferation of Sustainability and Protection of Information & Environment

Awarded at the Korean Readers' Choice Awards 2018

The Seoul NPO Center received the Korean Sustainability Report Award at the 2018 Korean Readers' Choice Awards (KRCA).

Based on the GRI Sustainability Reporting Guidelines, the winner of the KRCA is selected directly by domestic stakeholders. The Seoul NPO Center received the award in the 'Others' field for the first time among intermediary organizations.

The Sustainability Report of the Seoul NPO Center, first published in 2015, has been published annually, with the aim of establishing strategies and targets for enhancing organizational sustainability based on stakeholder participation.

Securing the contents of the Consent Form for Collection and Provision Personal Information

The Ministry of Interior and Safety revised the Guidelines for the Consent Form for Collection and Provision Personal Information in March 2018, and we have changed the form suitable for the purpose.

Real-time text interpretation for a hearing-impaired person

At the projects presentation (March 2019), we provided a "caption service" through sharetyping for attendees with hearing impairments. A text interpreter typed up what speakers were saying and the content was provided via smartphone or screen caption. The Seoul NPO Center is preparing to eliminate any information gaps experienced by participants attending large events hosted by the Seoul NPO Center.

Environmental protection

The Seoul NPO Center distributed pouches made of recycled banners at the NPO Partner Fair. In addition, we use recycled paper to print booklets, and conducted activities for environmental protection by printing with soybean oil-based ink.
However, it is difficult to know the effectiveness of these efforts for energy reduction, because we pay an administration fee according to the area we use, not by the meter.
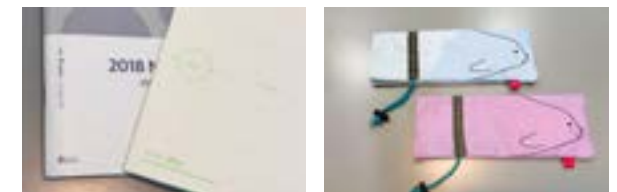
Unho Kim

Professor at Kyunghee University Graduate School

Every organization must continue its activities to achieve its vision and mission. Unlike governments that manage the country or for profit companies, it is very important to ensure the sustainability of nonprofit organizations that work to solve various problems in our society and work for a better world.

ISO 26000, an international standard for social responsibility, presents seven key topics for all organizations, such as businesses and government agencies. These key topics are human rights, labor, environment, fair operation, consumers, community participation, and development. ISO 26000 also requires organizations to carry out these following standards along with its missions and projects: accountability, transparency, ethical behavior, respect for the interests of stakeholders, respect for laws, respect for international codes of conduct, and respect for human rights. Therefore, nonprofit organizations are required to comply with ISO 26000 in the process of establishing strategies and carrying out projects. Based on this, it is necessary to raise social responsibility and sustainability levels.

In this sense, the activities and achievements of the Seoul NPO Center, which was founded in 2013, are noteworthy. Based on the vision of the Seoul NPO Center, which is known as the base camp of citizens' activities in Seoul, the mission is to support sustainable growth in order to reinforce various public interest activities and the continued influence of NPOs. The core goal for the second stage is to support healthy NPOs' operations, improve working conditions for activists, diversify shared resources, and provide support for innovative activities for social change.

The fifth sustainability report issued this year, contains varied content based on social responsibilities, core themes of international standards, and codes of conduct. In particular, it demonstrates whether it is effectively and efficiently achieving the core goals of 2018 which are: strengthening change response capabilities, improving systems and policies to support public interest activities, finding shared resources, linking NPOs, and linkage for innovation. Through the Seoul NPO Center's history, readers can see at a glance how projects have progressed with experimental attempts. The results of the internal and external stakeholder surveys show the Seoul NPO Center's image, identity and suggestion for future directions. It seems that the resources and information are useful, public interest activities are well supported as a connection point and the social infrastructure building is outstanding. It is interesting to note that although the awareness of the Seoul NPO Center has not changed significantly, there are demands for strengthening its identity as a platform for improving policies, and as a public sphere to change the geography of civil society.

The accomplishments in the areas of communication, participation, and cooperation with stakeholders during the past year are remarkable. In particular, it established a new project process system, and achieved positive results in the area of comprehensive performance evaluation by clearly displaying results through specific project evaluations. It is also good in that it reports not only the achievements but also reports issues pointed out by the city of Seoul in a transparent manner. However, I think that it would be more desirable if not only the good points but also the short- and long-term problems and the points that are lacking or require supplementation were indicated together.

The Seoul NPO Center carries out projects for the citizens of Seoul, but it has also actively worked as an intermediary organization. With its resources and limited working force, the Seoul NPO Center has been improving the operational capacity of organizations and expanding its activity areas in addition to enhancing systemic aspects based on novel ideas and an experimental spirit.

By activating the ecosystem of nonprofit organizations, we look forward to strengthening the social capabilities of these organizations and helping them to improve sustainability while steadfastly adhering to its essential role and growing into a model example of a nonprofit organization.

Hyunmyung Dho

CEO of Impact Square

Congratulations on the publication of the Sustainability Report 2018.

I am very pleased to be able to review the report and share my opinions as a stakeholder of the Seoul NPO Center which has been fulfilling its role in civil society adeptly in only 6 years since its opening.

In the report, I first noted its vision of becoming a 'Base Camp for Citizens' Public Interest Activities in Seoul'. As I look back on my experiences so far, I have come more to deeply understand the activities that the Seoul NPO Center has conducted over the years. I think that the Seoul NPO Center has a good vision and good processes in place for achieving that vision. It records and shares the process properly with stakeholders.

I was particularly impressed by the 'Conversations with Stakeholders' section. The stakeholders' opinions about the desired improvements to be made by the Seoul NPO Center were unedited, and I could feel the hope in the voice of the Seoul NPO Center as it promised to listen to these opinions and reflect them in future improvements. I think that such dialog and sharing is a key factor in the pursuit of continuous improvement.

As for the report itself, it is a brief 100-page report that provides a good background overview and relevant information. Unlike the mistakes that many organizations make, the Seoul NPO Center has distanced itself well away from the standpoint of a supplier. It has provided enough information so that readers can understand the struggles and challenges that the Seoul NPO Center has faced over the past year.

I would like to express my encouragement to those who make efforts to summarize information as much as possible. The work of the Seoul NPO Center is not something that can actually be summed up by numbers. Nevertheless, it is clear that this attempt will serve as a starting point for providing clearer and more objective information.

However, I do not think that the figures contain enough information yet. The information is meaningful in and of itself, but I think it would be better if the Seoul NPO Center could measure and share the changes that we have expected. In order to do this, I think the Seoul NPO Center needs to pursue the challenge of quantifying mid- to long-term goals under its overall vision and mission. That way, it will be able to determine the optimal route for achieving targets and will also be able to pinpoint exactly where it is with regards to achieving those targets. In addition, this will also improve the Seoul NPO Center's mission and goals.

If such enhancements are made, I hope that the activities of the Seoul NPO Center, which is still serving as a safe house for many people, will be enriched and become the starting point for significant change.

Junho Choi

Secretary-General of the Korea Federation for Environmental Movements

Reading reports is not much fun. I especially am not very interested in reading a report that exclaims, "We're doing very well!" When I received the request to review the Sustainability Report of the Seoul NPO Center, I thought that it would bore me to tears. Fortunately, the report was a lot of fun to read. Although I am not familiar with the term stakeholder and what people in such a position look for, I have read the report as a citizen and a member of civil society.

▪ You have done too many things. How much has our society improved as a result?

In 2018, the Seoul NPO Center set up 4 core goals. The project report was presented as 8 issues according to importance analysis. Each and every one of the projects was meaningful and valuable. I hope that the Seoul NPO Center reviews to what extent each projects contributed to achieving the core goals, how much civil society has matured, and how much society has improved as a result of the projects.

Although specific and quantifiable results such as numbers of participants, instances, and publications are clearly shown in infographic form, it is a pity that the process of inquiring into the essence has been omitted.

Private companies also measure and promote the level of contribution of their industrial activities to our society. In the absence of attempts to even measure the value and meaning created by NPOs, it is much more difficult to evaluate an intermediary organization. It is difficult, but I think it is worth trying for the Seoul NPO Center which intertwines, creates, and continues change.

In this sense, there were many aspects in awareness of problems and proposals raised through the conversations with stakeholders that I resonated with. I was able to consider the roles of the Seoul NPO Center and the current status and tasks of civil society. I am excited about, and support, the activities of the Seoul NPO Center which has published a sustainability report that doesn't just contain bar graphs, but also differs greatly from last year as it contains plenty of opinions from internal and external stakeholders and asks essential questions.

2. Audit Report

Independent Auditor's Report

The Steering Committee of the Seoul NPO Center
and the Mayor of Seoul Metropolitan Government   March 8, 2019

Audit Opinion

We have audited the financial statements of the Seoul NPO Center (hereinafter referred to as the "Center"). These financial statements consist of the Statement of Financial Position as of December 31, 2018, the Statement of Activities for the reporting period ending in the same period, the Statement of Cash Flows, and the Summary of Significant Accounting Policies.

In our opinion, in terms of materiality, the financial statements reflect the financial performance and cash flows fairly on the reporting period ending on the same date as the Center's financial status as of December 31, 2018, in accordance with the Local Accounting Law, the Seoul Metropolitan Government Financial Accounting Rules and the General Corporate Accounting Standards.

Basis for Audit Opinion

We conducted our audits in accordance with the auditing standards of the Republic of Korea. Our responsibility in accordance with these standards is described in the section of Liabilities for Auditors' Review of Financial Statements in this Report. We are independent from the Center in accordance with the ethical requirements of the law of the Republic of Korea in auditing financial statements, and have implemented other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we obtained is sufficient and appropriate as the basis for an audit opinion.

Responsibilities of Management and the Governing Body on Financial Statements

The management is responsible for the preparation and fair presentation of these financial statements in accordance with the Seoul Financial Accounting Rules and General Corporate Accounting Standards and for the internal control that it deems necessary to prepare financial statements that are free from material misstatements.

When preparing the financial statements, the management is responsible for evaluating the ability of the Center to continue as an ongoing concern and disclosing information about the entity where applicable. As long as the management does not intend to liquidate or discontinue the business, it is also responsible for the use of the ongoing concern assumption.
The decision-making body of the Center is responsible for monitoring the Center's financial reporting procedures.

Auditor's Responsibility for Auditing Financial Statements

Our purpose is to issue an audit report that includes our opinion, with reasonable assurance as to whether the Center's financial statements are free from material misstatement. Rational assurance means a high level of assurance, but does not guarantee that audits performed in accordance with audit standards will always find significant signs of distortion. Signs of distortion may arise from negation or error, and if a sign of distortion is reasonably expected to affect individual or collective economic decisions of users based on financial statements, that sign of distortion is considered significant.

As part of our audit, we carry out professional judgments and maintain professional doubt throughout the audit process. Also, we:

• Identify and assess the risk of significant signs of distortion of financial statements resulting from fraud or error, and design and conduct audit procedures to respond to such risks. We also obtain sufficient and appropriate audit evidence as the basis for our audit opinion. Because misstatements can involve interventions, forgery, intentional omissions, misrepresentation, or internal control disruption, the risk of not being able to detect significant distortions due to negation is greater than the risk of error.

• We understand internal controls related to auditing to design audit procedures that are appropriate for the situation. However, this is not intended to express opinions as to the effectiveness of internal controls.

• In order to prepare financial statements, we evaluate the suitability of the accounting policies applied by the management, the accounting estimates derived by the management, and the rationality of the related disclosures.

• Based on the adequacy of the assumption of ongoing concern used by the management and the audit evidence obtained, we conclude whether there are significant uncertainties relating to the circumstances or situation that may cause significant doubt with regards to the ability of the entity to continue as an ongoing concern. If we conclude that significant uncertainties exist, we are required to draw attention to the audit report for the relevant disclosures in the financial statements, and to change the opinion if these disclosures are inappropriate. Our conclusions are based on the audit evidence we have obtained by the audit report date; however, future events or circumstances can cause the Center to cease to exist as an ongoing concern.

• We evaluate the overall presentation, structure and content of the financial statements, including disclosures, and assess whether transactions and events on which the financial statements are based on are presented fairly.

We communicate with the decision-making bodies regarding significant audit findings, such as planned scope of audit and timing, and significant weaknesses in internal control identified during audits.

22 Uisadang-daero, Yeoeuido-dong, Yeongdeungpo-gu, Seoul

InSung Accounting Corp
CEO, Seungil Jeong

This report is effective as of the reporting date. Accordingly, readers of the audit report should understand that there may be an event or situation that could have a material impact on the accompanying separate financial statements.

3. Statement of Financial Position / Statement of Activities

Statement of Financial Position

Term 6: As of December 31, 2018
Term 5: As of December 31, 2017

Seoul NPO Center   (Unit: KRW)

Item	Term 6 (current)		Term 5 (previous)	
Assets				
Ⅰ. Current assets		128,840,238		217,334,927
(1) Quick assets		128,840,238		217,334,927
Cash and cash equivalents		128,840,238		216,904,887
Prepaid tax				430,040
(2) Inventories				
Ⅱ. Non-current assets		477,561		646,112
(1) Investment assets				
(2) Tangible assets		477,561		646,112
Equipment	40,870,838		39,932,838	
Private trust	10,408,992		17,218,318	
Accumulated depreciation amount	29,984,285	477,561	22,068,408	646,112
(3) Intangible Assets				
Software	21,877,330		27,744,892	
Private trust	21,877,330		27,744,892	
(4) Other non-current assets				
Total assets		129,317,799		217,981,039
Liabilities				
Ⅰ. Current liabilities		104,393,603		195,671,529
Outstanding balance of credit purchase				698,500
Accounts payable		103,491,093		194,326,730
Value added tax		902,510		481,299
Advance payment				165,000
Ⅱ. Non-current liabilities		14,394,455		8,394,810
Allowance for retirement benefits	154,200,185		100,127,085	
Retirement pension fund assets	139,805,730	14,394,455	91,732,275	8,394,810
Liabilities total		118,788,058		204,066,339
Capital				
Ⅰ. Capital				
Ⅱ. Capital surplus				
Ⅲ. Capital adjustment				
Ⅳ. Accumulated other comprehensive income				
Ⅴ. Retained earnings		10,529,741		13,914,700
retained earnings before appropriation		10,529,741		13,914,700
(Net loss)				
Current term : 3,384,959				
Previous term : 5,373,968				
Total capital		10,529,741		13,914,700
Total capital and liabilities		129,317,799		217,981,039

Statement of Activities

Term 6: From January 01, 2018 to December 31, 2018
Term 5: From January 01, 2017 to December 31, 2017

Seoul NPO Center (Unit: KRW)

Item	Term 6 (current)		Term 5 (previous)	
Ⅰ. Revenue		1,949,346,378		2,309,205,155
(1) Project profit		1,896,082,150		2,256,776,580
Entrusted project costs grants	1,839,439,050		2,256,776,580	
Seoul Research Institute	46,643,100			
Asan Frontier Youth	10,000,000			
(2) Non-operating income		53,264,228		52,428,575
Interest income	382,400		355,116	
Settlement of retirement pension costs	1,273,995		642,463	
Space rental fees	51,087,797		50,395,088	
Space rental refund fees	510,000		898,500	
Gross profit	10,036		137,408	
Ⅱ. Costs		1,952,731,337		2,314,579,123
(1) Project costs		798,843,091		998,579,489
Asan Frontier Youth Project	10,001,532			
NPO growth support			440,883,682	
Promoting social change			169,105,499	
Establishment of foundation for public interest activists			388,590,308	
Support for NPO change	232,267,693			
Seoul Research Institute	46,643,100			
Establishment of foundation for public interest ecosystem	339,728,907			
Activation of Public Interest Ecosystem	170,201,859			
(2) Organization operating expenses		1,105,682,781		1,064,364,705
Employee salary	449,654,783		618,201,451	
Sundry allowances	211,455,329			
Appropriations for retirement benefits	63,973,670		53,660,319	
Network promotion costs	6,000,000		6,000,000	
Employee benefits	55,139,570		51,096,960	
Travel expenses	12,381,060		7,742,100	
Organization work costs	3,300,000		3,297,230	
Communication costs	8,120,670		9,425,161	
Utilities			1,438,360	
Tax and public imposts	1,548,840		1,050,070	
Depreciation costs	168,551		168,551	
Repair costs			2,233,000	
Insurance	5,895,550		5,947,950	

서울특별시NPO지원센터 (단위 : 원)

Item	Term 6 (current)		Term 5 (previous)	
Department work expenses	2,963,648		3,065,950	
Training expenses	6,905,410		8,052,290	
Meeting costs	3,701,600		3,644,750	
Office supplies costs	6,818,270		3,943,100	
Consumables costs	473,000			
Payment fees	22,625,500		20,954,183	
Facility equipment maintenance costs	10,782,933		29,719,790	
Building management fees	228,138,460		226,876,320	
Book printing costs	5,635,937		7,847,170	
(3) Non-business expenses		48,205,465		251,614,179
Return of entrusted projects expenses balance			194,045,900	
Return of deposit interest	301,053		281,190	
Return of rental income balance	8,617,330			
Space operating costs	32,380,534		41,031,738	
Operating expenses for NPO activities promotion booths			6,934,475	
Providing services for space users	5,852,767		7,994,591	
Space maintenance costs	630,361		1,263,785	
Miscellaneous losses	62,860		62,500	
Income tax, etc.	360,560		20,750	
X. Net loss		3,384,959		5,373,968

Statement of Cash Flow

Term 6: From January 01, 2018 to December 31, 2018
Term 5: From January 01, 2017 to December 31, 2017

Seoul NPO Center   (Unit: KRW)

Item	Term 6 (current)		Term 5 (previous)	
Ⅰ. Cash flows from operating activities		(88,064,649)		179,218,102
1. Operating net income	(3,384,959)		(5,373,968)	
2. Costs excepting cash outflow, etc.	64,142,221		53,828,870	
A. Transfer of assets	0		–	
B. Retirement benefits	63,973,670		53,660,319	
C. Depreciation costs	168,551		168,551	
3. Revenue excepting cash inflow	0		–	
4. Changes in assets and liabilities related to operational activities	(148,821,911)		130,763,200	
A. Decrease (increase) in receivables			–	
B. Decrease (increase) in current tax assets	430,040		(430,040)	
C. Increase (decrease) in accounts payable	(90,835,637)		185,639,550	
D. Increase (decrease) in deposits	(698,500)		–	
E. Increase (decrease) in VAT	421,211		(98,498)	
F. Increase (decrease) in advances	(165,000)		(90,000)	
G. Increase (decrease) in current tax liability			–	
H. Payment of severance pay	(9,900,570)		(40,252,186)	
I. Increase in retirement pension fund assets	(48,073,455)		(14,005,626)	
II. Cash flow from investing activities				
1. Cash inflows from investment activities	2,840,200		27,697,220	
A. Asset acquisition subsidies	2,840,200		27,697,220	
2. Cash outflow from investment activities	(2,840,200)		(27,697,220)	
A. Acquisition of equipment	(938,000)		(4,810,660)	
B. Acquisition of software	(1,902,200)		(22,886,560)	
III. Cash flows from financing activities			–	
IV. Increase / decrease in cash (I + II + III)	(88,064,649)		179,218,102	
V. Cash at beginning of term	216,904,887		37,686,785	
VI. Cash at end of term	128,840,238		216,904,887	

# 4. NPO Sustainability Reporting Guidelines Reporting Indicators
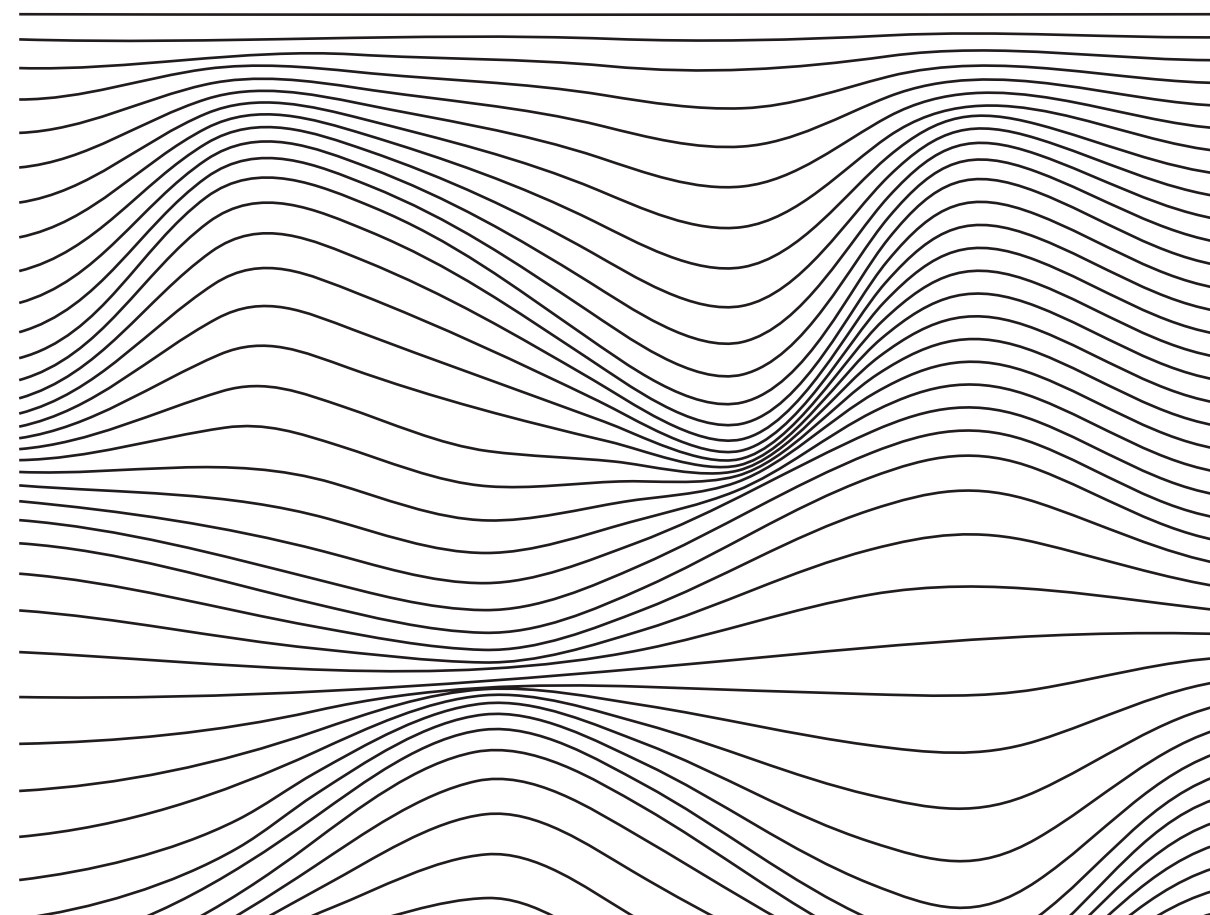
NPO Sustainability Reporting Guidelines Reporting Indicators   ● Fully reported   ◐ Partially reported   ○ Not reported   — N/A

Section	Subject	Indicator name	Y/N	Page
Organization Profile	Organization Overview	General information on the organization	●	10–15
	Values that the organization seeks	Mission and vision	●	10
		Core values	●	11
	Sustainability-oriented	Sustainability concerns and organizational relevance	●	11
	Board/Steering Committee	Composition and operation status of the Board/Steering Committee	●	13
		Efforts toward transparency and effectiveness of governance	●	13
	Stakeholders	Key stakeholders	●	18
		Stakeholder engagement and communication	●	19–25, 30–32
	Conditions and characteristics of reporting	Report overview and reporting scope	●	3
		Efforts to improve reliability of the report	●	92–94
Organizational sustainability	Soundness of financial operation	Financial management and financial soundness	●	96–102
		Systems and activities for financial management	●	78
	Ethical organizational operation	Efforts related to financial and operational transparency	●	78–79
		Ethical management/anti-corruption policy and activities	●	78
	Environmental protection	Reducing environmental pollution and protecting ecosystems	○	
		Resource saving and energy reduction activities	◐	89

| Section	Subject	Indicator name	Y/N	Page
Organizational sustainability	Human rights and Labor	Basic labor rights compliance status	●	81–82
		Activities for health and safety of employees/activists	●	86
		Gender perspective, non-discrimination, respect for diversity	◐	82
		Procedures for employee satisfaction and grievance handling	●	82–85
		Support for work-life balance and self-development	◐	86
		Treatment of non-employee activists and mutual communication	●	81
	Protection of information	Privacy and security status	●	89
	Value chain/influence	Sustainability efforts in value chain/influence	●	46–49, 54–65
Program effectiveness	Program planning and management	Program selection, objectives, and planning procedures	●	34
		Program monitoring and performance measurement procedures	●	34
		Risk management processes and efforts	◐	34–75
	Connectivity with organizational values	Methods and procedures for managing program impacts	●	34–75
	Partnerships	Partnership management status, expected effects and achievements	●	34–75
	Consideration and involvement of community/stakeholders	Stakeholders identified by program	●	30–75
		Status and results of communication with key stakeholders	●	30–75
		Procedures for complaints of stakeholder by program	◐	30–75
	Human rights based approach	Human rights based approach to programs and activities	◐	89, 38–39
		Efforts to implement programs and activities based on human rights	●	89, 38–39

5. GRI Content Index
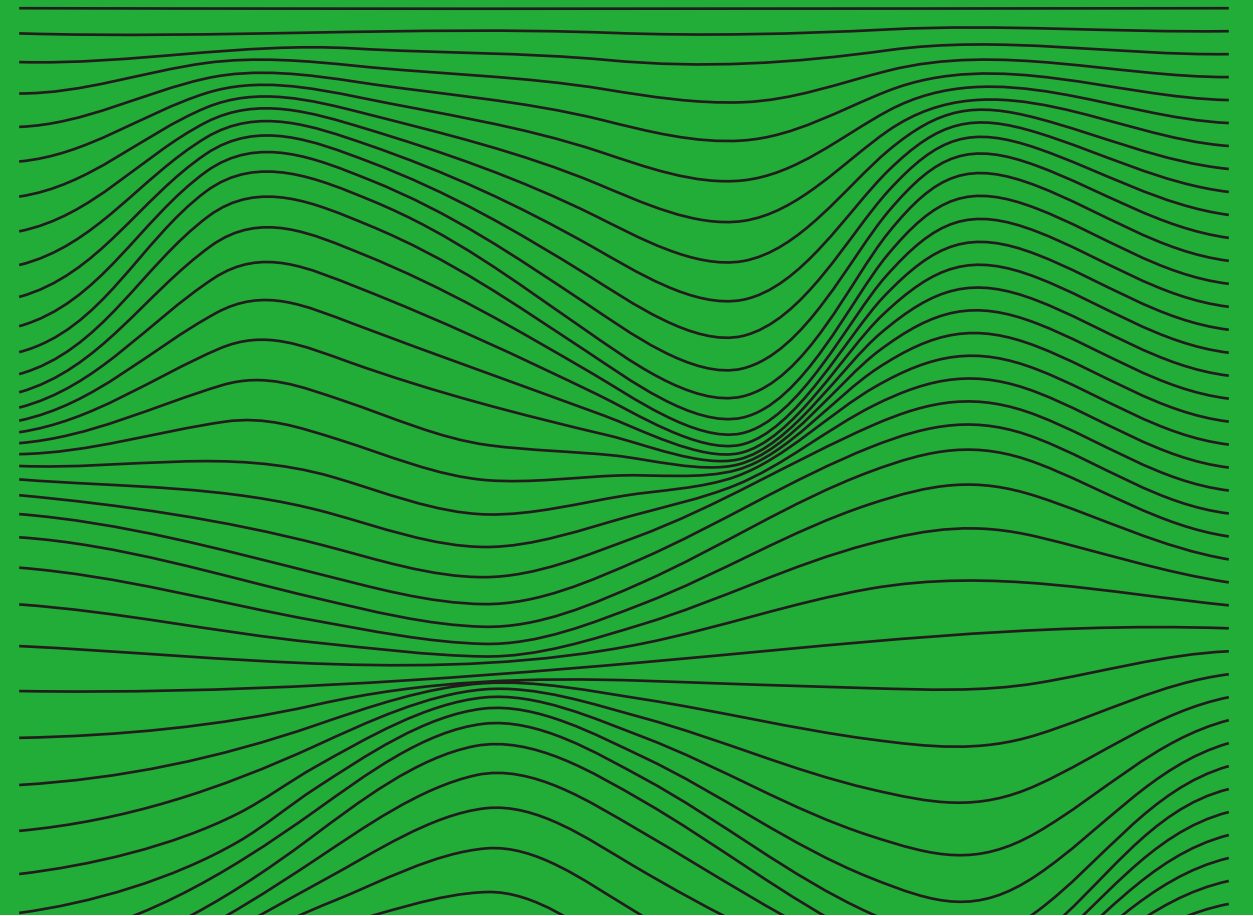
GRI Content Index

We refer to the reporting principles of GRI Standard 2016 (GRI-Referenced).

GRI Standards/ GRI G4 Sector Disclosure	Disclosures		Page/Reference	Additional information
101: Foundation 2016 [GRI 101 does not include any disclosures]				
102: General Disclosures 2016				
Organizational Profile	102-1	Name of the organization		Seoul NPO Center
	102-2	Activities, brands, products, and services	36–75	
	102-3	Location of headquarters	112	Seoul, Korea
	102-4	Location of operation	10	Seoul, Korea
	102-5	Ownership and legal form	6, 12–13	
	102-6	Markets served	10, 18	
	102-7	Scale of the organization	81, 98–102	
	102-8	Information on employees and other workers	81	
	102-9	Supply chain	46–49, 54–65	We report on the value chain. The Seoul NPO Center provides financial and non-financial value to NPOs as an intermediary support organization.
	102-10	Significant changes to the organization and its supply chain	20–21, 30–32	There were no significant changes during the reporting period.
	102-11	Precautionary Principles or approach	13	

GRI Standards/ GRI G4 Sector Disclosure	Disclosures		Page/Reference	Additional information
Organizational Profile	102-12	External initiatives	88	
	102-13	Membership of associations	15	We are a member of the Council of Civic Support Centers in Korea.
Strategy	102-14	Statement from senior decision-makera	6–7	
	102-15	Key impacts, risks, and opportunities	7, 34–75	
Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	10–11	
Governance	102-18	Governance structure	12–13	
	102-23	Chair of the highest governance body	12–13	The chair of the highest governance body in the Seoul NPO Center cannot become an executive officer in the Seoul NPO Center.
	102-26	Role of highest governance body in setting purpose, values, and strategy	12–13	
	102-30	Effectiveness of risk management processes	12–13	
	102-31	Review of economic, environmental, and social topics	12–13	
Stakeholder engagement	102-40	List of stakeholder groups	18	
	102-42	Identifying and selecting stakeholders	18, 22–25	
	102-43	Approach to stakeholder engagement	19–25, 30–32	
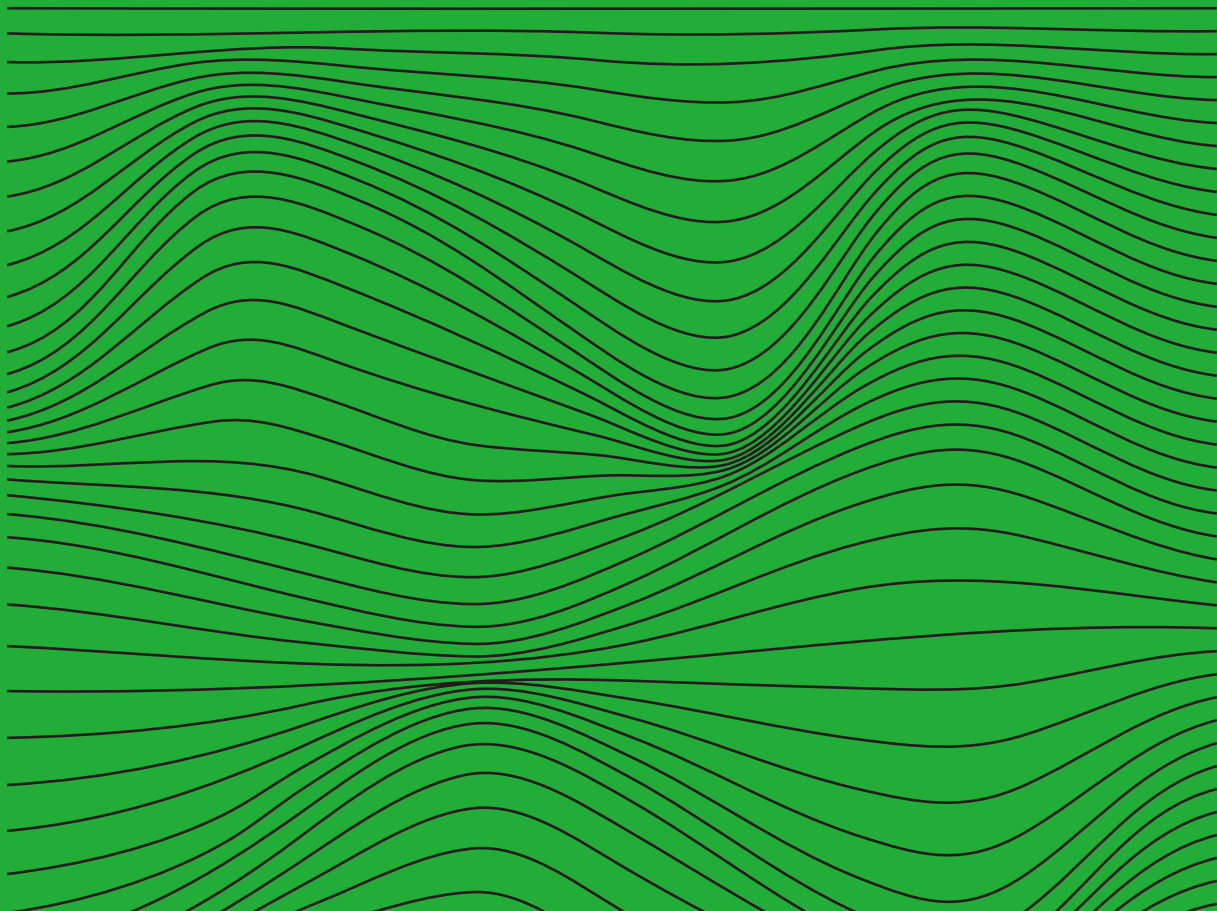
GRI Standards/ GRI G4 Sector Disclosure	Disclosures		Page/Reference	Additional information
Stakeholder engagement	102-44	Key topics and concerns raised	30–32	
Reporting Practice	102-45	Entities included in the consolidated financial statements		Not applicable as there are no entities included in the consolidated financial statements in the Seoul NPO Center.
	102-46	Defining report content and topic Boundaries	3, 28–34	
	102-47	List of material topics	28–29, 34	
	102-48	Restatements of information	81, 83–86, 99–102	
	102-49	Changes in reporting	30–34	
	102-50	Reporting period	3	
	102-51	Date of most recent report		The most recent previous report was published on October 30, 2018.
	102-52	Reporting cycle	3	The report is published annually.
	102-53	Contact point for questions regarding the report	112	
	102-54	Claims of reporting in accordance with the GRI Standards	3	This report also references the GRI Sustainable Reporting Standards (GRI standards). This report provides the NSRG indicators as well as the GRI content index .
	102-55	GRI content index	106–109	

GRI Standards/ GRI G4 Sector Disclosure	Disclosures		Page/Reference	Additional information
Reporting Practice	102-56	External assurance	92–97, 78	
200: Economic				
201: Economic performance 2016	103	Management Approach	78–79	
	201-1	Direct economic value generated and distributed	98–102	
	201-4	Financial assistance received from government	100	
400: Social				
NGO: Affected Stakeholder Engagement	103	Management Approach	Section II, III	
NGO: Public Awareness and Advocacy	103	Management Approach	46–49	
NGO: Coordination	103	Management Approach	58–59, 62–63	
NGO: Monitoring, Evaluating and Learning	103	Management Approach	Section III, 34	
NGO: Labor Practices, Grievance Mechanism	103	Management Approach	82–85	

V. Appendix

Seoul NPO Center User's Guide 2018 - Surfing on the Waves of Change

March, 2018

Research Report – The Performance Measurement of the Support Project for Citizens' Public Interest Activities (MeetShare)

July, 2018

Resource Book – How to Make Change : International Conference of NPO 2018

September, 2018

Research Report on Space Concept for the NPO Library

December, 2018

Research Report - Basic Research on Creation of a Hub Facility for Public Interest Activities in Southeast Seoul Area

December, 2018

Resource Book - Organizational Change Laboratory 2018

December, 2018

Resource Book – NPO Partner Fair 2018

October, 2018

Workbook of Questions and Conversations to help Individuals and Organizations grow together

November, 2018

NPO Trend Report <Reading Changes>

December, 2018

Research Report – Policy Proposal on Activation for Civil Society in Seoul: Focused on appraisal and needs from the field of civil society

December, 2018