



Seoul NPO Center 2019 Sustainability Report

The Seoul NPO Center's sustainability report reflects the positions of stakeholders to 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.

Reporting 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 report, based on internationally recognized Global Reporting Initiative (GRI) standards. We also refer to the reporting principle 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 2019. We have issued a sustainability report annually since 2014. The reports are always available at our website. The English version of the report has been available since the 2018 version. * Some of the contents include the first half of 2020. * The Korea version of the Seoul NPO Center's sustainability report 2019 was published on May 30, 2020.
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.

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A Message from the Chairperson

Hello. I'm Hyuckseung Yang, the chairperson of SIMIN.

The Seoul NPO Center's efforts as a sturdy sponsor for public interest activities has reached its 7th year. The Seoul NPO Center shares its experience and information on public interest activities; funnels necessary aid for such activities; and has strived to become the base for citizens' public interest activities in order to respond to future changes.

The projects during the first term from 2013 to 2016, created the public interest activities ecosystem by encouraging citizens to participate in public interest activities and building the foundations necessary for strengthening NPOs. Based on these efforts, the second term (2017~2019) was focused on support that created change. We suggested new experiments and directions for NPO management and activities, and expanded the network for change-making.

The Sustainability Report of 2019 records not only SNPO's projects and efforts for sustainability but also the progress/performance of terms 1-2 and the direction for term 3. The stakeholders' concrete and clear opinions about term 3 were especially helpful for setting the direction and strategies of the SNPO, and identified the main challenges as well.

The SNPO's projects and efforts from term 1 and 2 is visible in the spread of a healthy NPO organizational culture, the appearance of new public interest agents, improvements in law and policy, and the establishment of a collaborative system of regional centers etc. The performance and results were possible not only through the SNPO's efforts but also through the collaboration and commitment of the stakeholders. Moreover, the stakeholder's astute yet warm advice and their suggestions paved the way for SNPO to observe environmental changes, explore new challenges/goals, and prepare for another beginning.

In 2019, SIMIN was once again selected as the Seoul NPO Center's trustee for term 3(2020~). We have analyzed the new environment of civil society and reviewed the stakeholders' opinions, based on the SNPO's performance and agenda from the previous two terms. As a result, we have set 'a collaboration and connection platform to support public interest activities' as the vision for the SNPO's third term. At a time of integration and confluence when the boundaries between fields have blurred, the role and importance of civil society is growing. The importance of solidarity and collaboration as social values is increasing. For these reasons, the SNPO is occupied with new projects and tasks that support the growth of NPO and activists, and formulates platforms where various resources and information, and people can come together. During the third term, the SNPO will support the activation of civil society with respect for public interest activities and will focus on promoting social values and solving social issues.

The opinion and involvement of the stakeholders are important and urgently needed for the SNPO's third term when a different beginning is prepared to support NPOs and activities. Please join us as we build a platform where the many and diverse participants can grow together. Thank you.



Hyuckseung Yang, Chairperson and the President of SIMIN

SIMIN

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.
<http://www.simin.or.kr>

Vision

Developing the community through a strong civil society

Mission

Contribute to the growth of civil society by promoting and connecting various public interest activities

Aims

- > Promote citizens' public interest activities through policymaking
- > Support sustainable growth of organizations and activists through capacity building
- > Spread the social values of public interest activities through production and share of information.
- > Find and implement civil society's joint challenges through communication and solidarity

A Message from the Chief Executive Officer

Covid-19.

Although unfamiliar at first, it did not appear threatening. I even thought "is it possible?" amid the discussion of changes for daily life. As the days bookended by the number of positive cases became the norm, I started feeling fear. The financial threats follow the threat of death, making daily life fragile.

All that daily life was founded on --capitalism, democracy, globalization etc. -- is destabilizing. This circumstance has given us the heavy challenge of forging a new path for how we lead our everyday lives rather than returning to old routines.

Then what kind of road will we forge?

The SNPO is also preoccupied these days. Thus far we have made debate guidelines for management, provided support for organizations to gather and work together, and proposed various programs to promote collaborations based on partnership. Now we must make a 'plan B' for all of these. We are considering what tools are necessary to continue our activities in situations where face-to-face interactions are impossible.

For now, we will work on strategies to help organizations and activists respond to two entirely different circumstances. We might have to adjust our activities to both a physical and a virtual world as in the TV series 'Parallel Life'.

What does "connection" and "collaboration" mean at this point?

'A collaboration and connection platform to support public interest activities' is the SNPO's vision for term 3. In some ways, this vision is inconsistent with an indirect virtual society. Connection and collaboration begins with an encounter and possible, only when there is trust. I'm concerned. This needs to be a lively platform where diverse connections intersect and push forth new connections. I hope you will consider this issue with me.

All said and done, I do have faith. I have faith that because in times of danger, 'living together' and "excluding no one" are the most important values, we will connect and collaborate in whichever capacity. Moreover, I have expectations that we will go beyond connection and collaboration and grow as a stronger and more robust civil society through solidarity. I hope this summer, forecasted to be sweltering, can be "a summer of tending each other/together" by taking care of yourself and your colleagues' health.

Cheong Ran-A, CEO of the Seoul NPO Center

I . Seoul NPO Center

1. Vision & Mission
2. Management
3. Governance
4. History

1. Vision & Mission



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.

Term 1-2 (2013-2019) Vision & Mission

Vision

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

Mission

To support the sustainable growth of public interest activities of various citizens and NPOs to build their social impact

Direction of Support

Sustainability

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

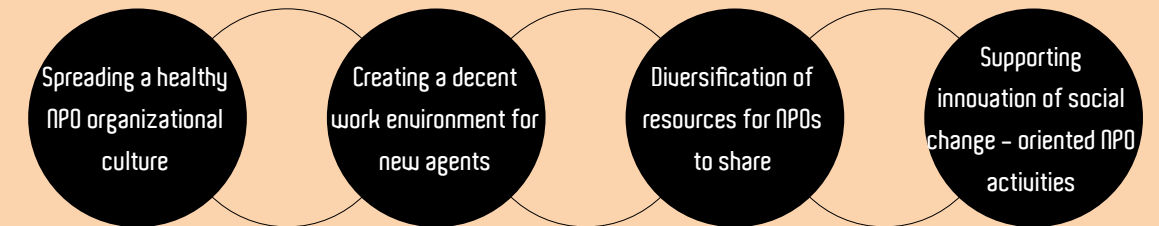
Public Goods

We record, organize and share the results of all activities for the benefit of anyone interested in public interest activities.

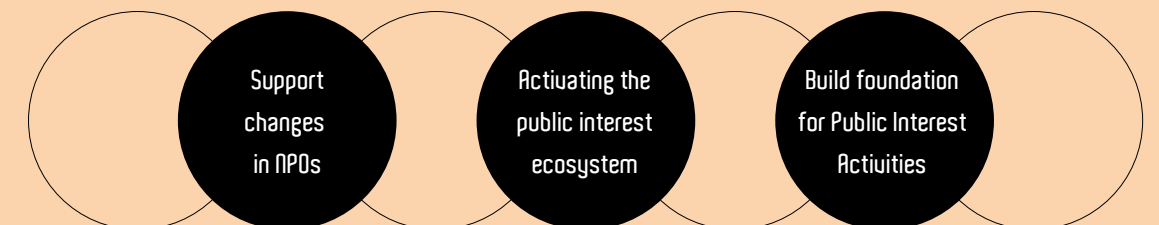
Relationship-building capacity

We support public interest activities based on various networks of people and exchanges rather than through the distribution of projects and budget.

Core Goals for Term 2 (2017-2019)



Core areas to Promote in 2019



New Changes for Term 3 (2020-)

Vision

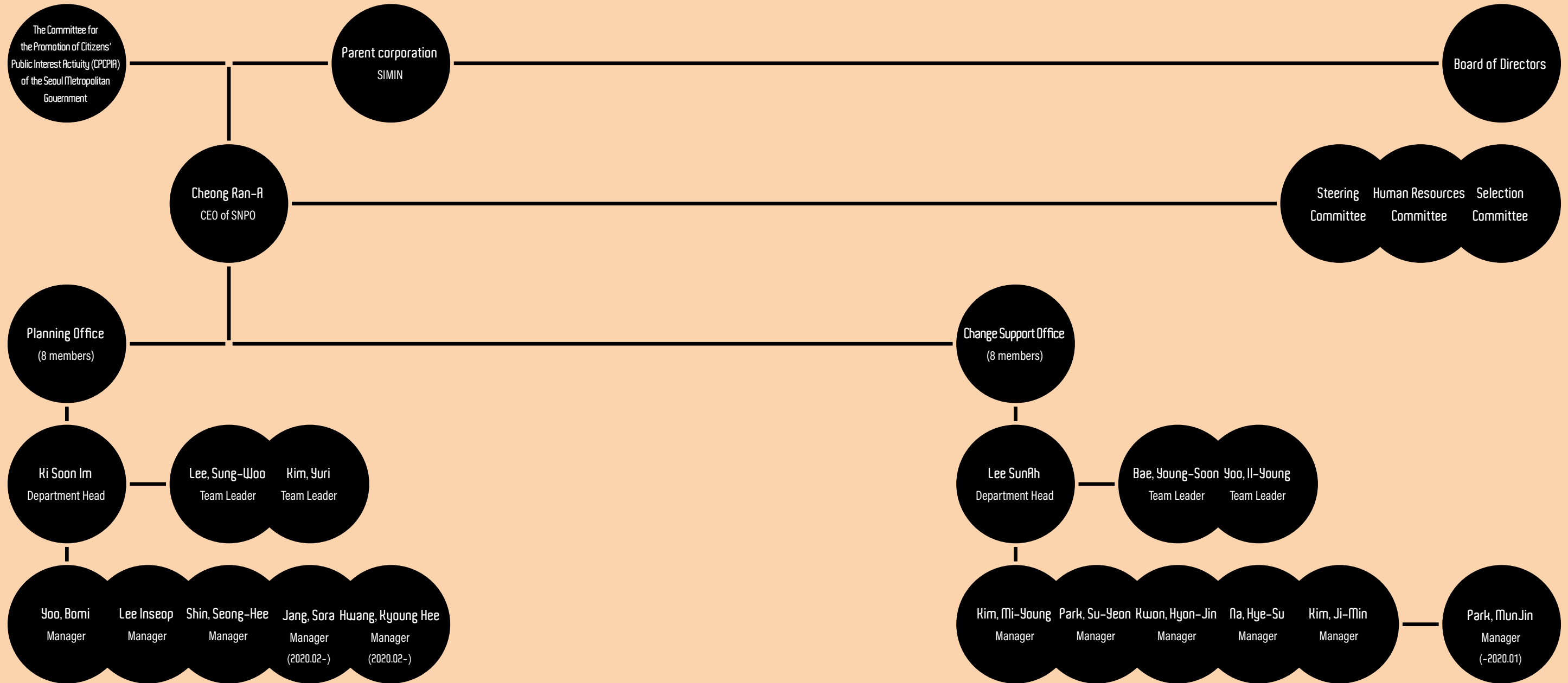
A collaboration and connection platform to support public interest activities

Mission

Support the spread of social values and social problem solving through solid relations with civil society and respect for public interest activities

2. Management

(As of Feb. 2020)



Planning Office

- | | | |
|---|--|--|
| <p><u>Strategic Planning</u></p> <ul style="list-style-type: none"> > NPO Shared Platform > Activist Capacity Map > Creation of Hub facilities for Public Interest Activities | <p><u>Management & Internal Operations</u></p> <ul style="list-style-type: none"> > Management, Human Resources, Administration > Space & Rental Management > Budgeting & Implementation > Promotion | <p><u>Collaboration Projects</u></p> <ul style="list-style-type: none"> > Policy Research > External Relations > Regional Center Collaboration Support Projects > Intermediary Organization Collaboration Projects |
|---|--|--|

Change Support Office

- | | | |
|---|---|---|
| <p><u>Organizational support</u></p> <ul style="list-style-type: none"> > Organizational Change Laboratory > Support for Nonprofit Startups > Consultation for NPOs | <p><u>Activist support</u></p> <ul style="list-style-type: none"> > Research Support Project for Activists > Activist Scholarships > Support for Sharing Activist Expertise | <p><u>Actuating the Ecosystem</u></p> <ul style="list-style-type: none"> > NPO Partner Fair (NPO International Conference) > NPO Participatory Budget > Information Archiving |
|---|---|---|

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

- › Advise on the promotion of citizens' public interest activities and the development of civil society
- › Deliberate and decide on projects and management of the NPO Centers in Seoul

Composition

2 city councilors (recommended by the Administrative and Autonomous Committee of the Seoul Metropolitan Council), 1 city official (Seoul Democracy Committee/ ex-officio), 5 civil society activists, 1 academic, 1 lawyer (6 males/4 females)

Overview of the Committee for the Promotion of Citizens' Public Interest Activity (CPCPIA)'s Events of 2019

Date	Key issues	No. of Participants	Approval status
2019. 1. 24.	<ul style="list-style-type: none"> › Review the Seoul NPO Center's work performance from 2018 and project proposals for 2019 › Review the Northeastern NPO Center's work performance from 2018 and project proposals for 2019 › Review the amended operational regulations of the Seoul and the Northeastern NPO Center 	9/11	original bill approved
2019. 5. 14.	<ul style="list-style-type: none"> › Review the re-entrustment plan of the Seoul NPO Center › Report the Seoul and Northeastern NPO Center's project progress 	8/10	original bill approved
2019. 7. 4.	<ul style="list-style-type: none"> › Review the Establishment of the Seoul Southeastern NPO Center and the promotion of the Private Trust 	7/10	original bill approved

Steering Committee

Basis for the establishment of the committee

Article 12, Operational regulations on the Seoul NPO Center, Article 5.4 Agreement on the entrustment of operational affairs of the Seoul NPO Center

Role

Deliberate and advise on issues related to the management and projects of the Seoul NPO Center

Composition

3 public interest activists, 3 civil society experts, 2 academics, 1 journalist, 1 administrator (head of management/ ex-officio member) (5 males/5 females)

Overview of the Steering Committee Events of 2019

Date	Key issues	No. of Participants
2019. 1. 29.	<ul style="list-style-type: none"> › Reporting the work performance of 2018 › Reporting the project proposal of 2019 	7/10
2019. 4. 23.	<ul style="list-style-type: none"> › Reporting the Steering Committee members' consecutive terms › Reporting the 2019 Project Implementation plan and plans in action › Reporting implementation results of the comprehensive performance assessment of private trust and the re-entrustment promotion plan 	6/10
2019. 7. 23.	<ul style="list-style-type: none"> › Reporting work performance of 2019 › Reporting the discussion of re-entrustment preparations › Reporting the selection of various support projects of 2019 	6/10
2019. 11. 22.	<ul style="list-style-type: none"> › Reporting the work performance of 2019 › Reporting the selection of the entrusted agency for Seoul NPO Center's private trust 	5/10

Human Resources Committee

Basis for the establishment of the committee

Article 9, the operational regulations of the Seoul NPO Center, Article 16 -18 of Rules of Employment, Article 8.6 Agreement on the entrustment of the operational affairs of the Seoul NPO Center

Activities

Recruit SNPO staff, Decide and review important matters regarding personnel ie. disciplinary action

Composition

4 internal members (Appointed by the Board of the Parent corporation (SIMIN),
3 external members

Overview of the Resources Committee's Events in 2019

Date	Key issues	No. of Participants
2019. 02. 08.	> Recruitment (manager)	5/7
2019. 03. 05.	> Recruitment (manager)	5/7
2019. 03. 26.	> Recruitment (Department head of the change support office)	5/7
2019. 05. 21.	> Recruitment (Senior manager)	5/7

Selection Committee

Basis for the establishment of the committee

Article 5.4, Agreement on the entrustment of the operational affairs of the Seoul NPO Center

Role

Selection during NPO contests (organizations/ institutions/ individuals and gatherings) and contracts with external agents (services/ commission)

Composition

Composed of specialists of fields related to NPO projects

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 × 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 × Vote'
- › Held a 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 × Seoul'

June–July

- › Held a featured MeetShare event, 'MeetShare × 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 × 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 × 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' (HwallYeokShingong)
 - 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–December

- › 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 × 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'

2019

January

- › Commenced the support project on spacesharing for public interest activities (first half begins in January, second half begins in August)

- › Held a monthly seminar on network collaboration with Public Interest Network 'We Are'
- › Held the winter workshop and general meeting with the Council of Civic Support Centers in Korea

February

- › End the 'First Penguin' campaign for the spread of the social outcomes of NPOs

March

- › Held a presentation on projects of the Seoul NPO Center 2019
- › Started projects on
 - Organizational Change Laboratory
 - Nonprofit Startups
 - Capacity- building of Activists
- › Held a workshop with a nationwide network on civil society activation
- › Meeting with presidents of Google ORG and support foundations

April

- › Open call for and selection of the NPO participatory budget
- › Strong Civil Society Forum on 'the role of civil society and methods for its activation'

May

- › Recommended scholarship recipients among activists for master's programs at Kyung Hee University and Hanyang University
- › Publication of the Seoul NPO Center's Sustainability Report 2018
- › Held a meeting on the Seoul Social Agreement for civil society

June

- › Implemented a market demand survey for the expansion of the NPO co-working space
- › Network collaboration with educational institutions for the capacity- building of activists (monthly, a total of 6 sessions)

August

- › Launched the NPO startup accelerator program with universities
- › Meetings to establish a regional NPO support system (1 in the Northeast, 1 in the Northwest, 1 in the Southwest)

September

- › Held the 2019 International Conference of NPO
- › Held the winter workshop for Council of Civic Support Centers in Korea
- › Operated Consultation for NPOs (September-December)
- › A public meeting about the Research on the establishment and operational strategies the Southeast NPO Center
- › Publication of the English Seoul NPO Sustainability Report (GRI registered in October)

October

- › Hosted the NPO Partner Fair of 2019
- › Joined the Jirisan Forum (joint cooperation project)
- › Policy training trip to Japan to understand future tasks of intermediary organizations through case studies in Japan
- › Policy training trip to the USA to understand NPO employment policies and activation strategies through the case of the USA

November

- › Launched the Activist's Story Weekly (joint collaboration project)
- › Held the Nonprofit Startups Showcase
- › Research sharing event on Hwallyeok Hyangyeon
- › Launched the 'NGO Support campaign, Action Domino' campaign
- › Recommended scholarship recipients among activists for master's programs at Kyung Hee University and Hanyang University

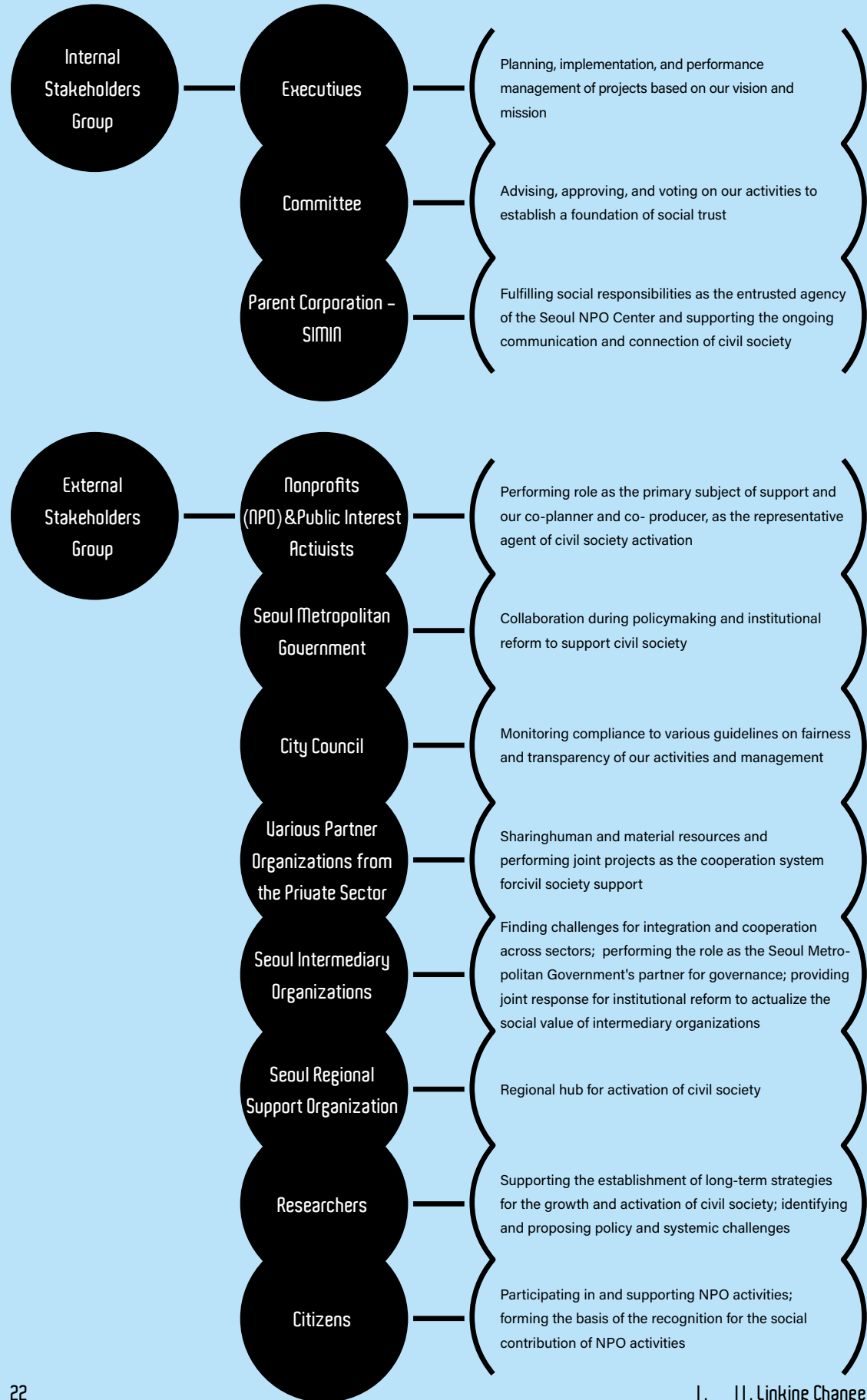
December

- › Release event for results of the NPO Participatory Budget
- › Final event for the Organizational Change Laboratory

II. Linking Change

1. Stakeholders
2. Stakeholder Opinion Survey
3. Conversations with Stakeholders

1. Stakeholders



2. Stakeholder Opinion Survey

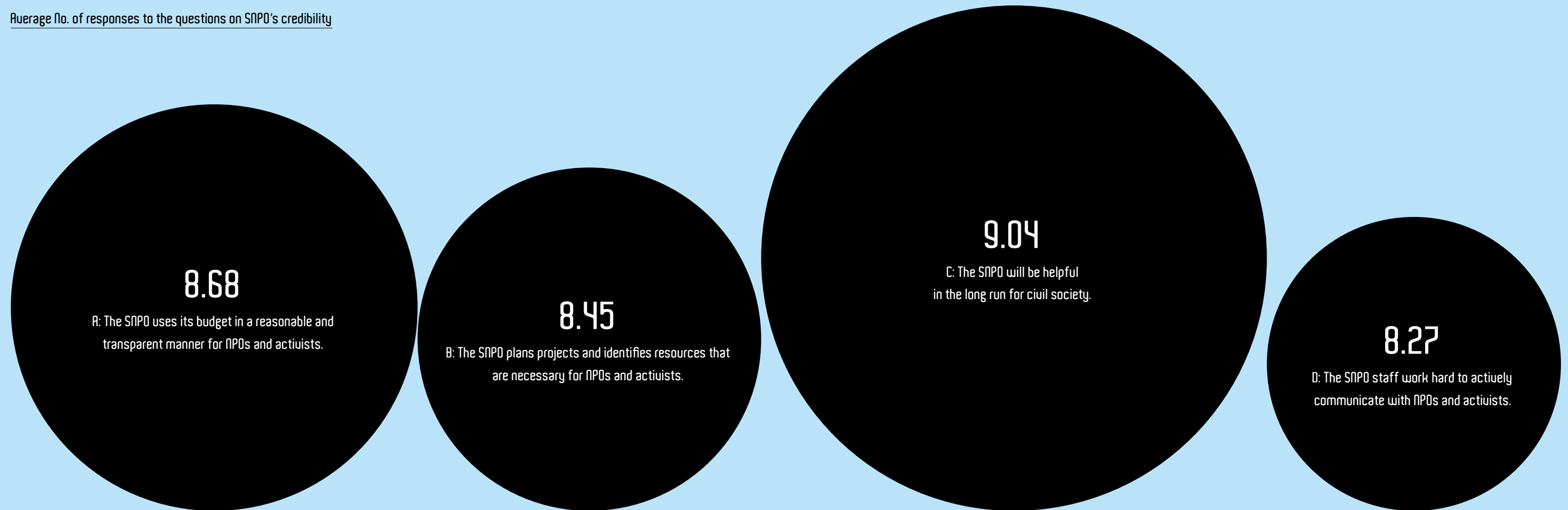
Survey Overview

Subjects	684 key stakeholders
Subject selection method	Convenience Sampling
Survey Tool	E-mail
Survey period	2020. 2. 3. - 2. 13.
Number of Responses	267 (response rate: 39%)
Stakeholder Classification	47 internal (participants of decision-making processes) 220 external (project participants, partners, advisory committee etc.)

Credibility of the Projects & Organizational (Brand) trust

The questions about the SNPO's credibility have been modified. In previous surveys, the SNPO's credibility was measured on the likeliness of the SNPO being recommended to a third party by the surveyee and the surveyee's experience of recommending the SNPO. Since 2019, the indicators for SNPO's credibility has been measured by the SNPO's activities and related categories.

Average No. of responses to the questions on SNPO's credibility



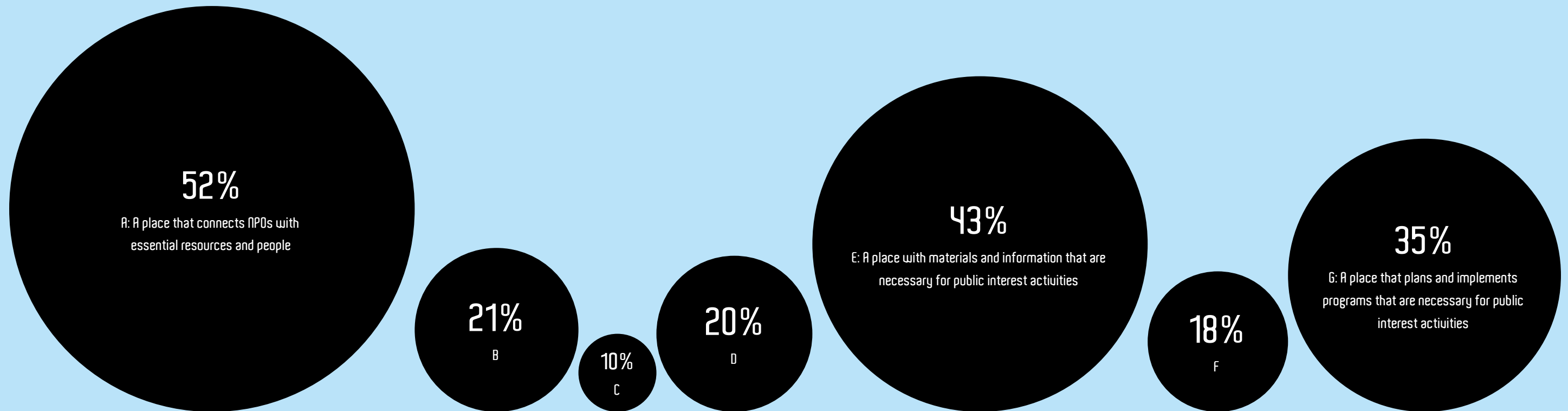
A	The SNPO uses its budget in a reasonable and transparent manner for NPOs and activists.	8.68/ 10
B	The SNPO plans projects and identifies resources that are necessary for NPOs and activists.	8.45/ 10
C	The SNPO will be helpful in the long run for civil society.	9.04/ 10
D	The SNPO staff work hard to actively communicate with NPOs and activists.	8.27/ 10

The level of trust in the SNPO was high.

The SNPO will continue to work hard to safeguard the trust in this organization.

Based on the analysis of the correlation between the responses to the questions on credibility, the most important response for determining level of trust was that the SNPO is where programs necessary for public interest activities are planned and put in motion.

A	A place that connects NPOs with essential resources and people	52%
B	A place that builds the foundation for public interest activities by creating policy and institutional improvements for civil society	21%
C	A place that finances essential budgets for public interest activities	10%
D	A place that supports the governance by the NPOs and the Seoul Metropolitan government	20%
E	A place with materials and information that are necessary for public interest activities	43%
F	A place that promotes citizens' public interests	18%
G	A place that plans and implements programs that are necessary for public interest activities	35%

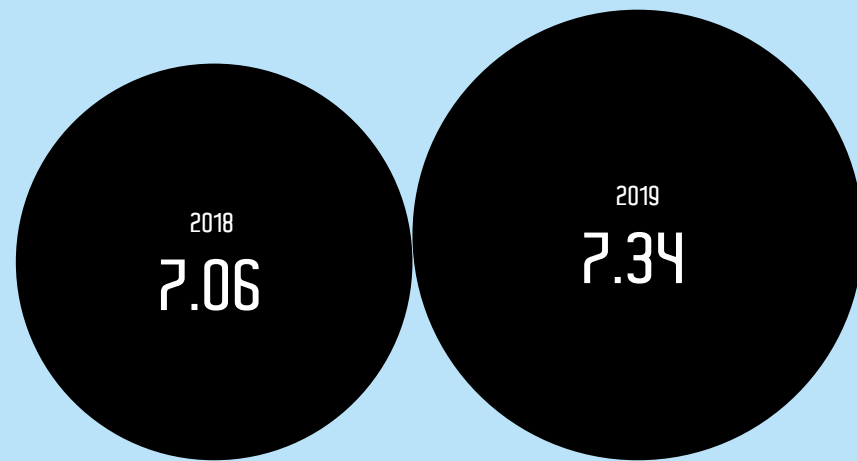


The SNPO's brand is considered a place that connects nonprofits with essential resources and people, and plans necessary programs for public interest activities. Seen together with the results of the SNPO's credibility, the SNPO's brand image is equivalent to the perception that the SNPO is credible.

It can be concluded that identifying important resources and project planning affect the SNPO's reputation.

The Utilization of Information provided by the SNPO

Do you first seek out the SNPO for information on NPOs and public interest activities?
(Website, In-person visit, Contact etc.)

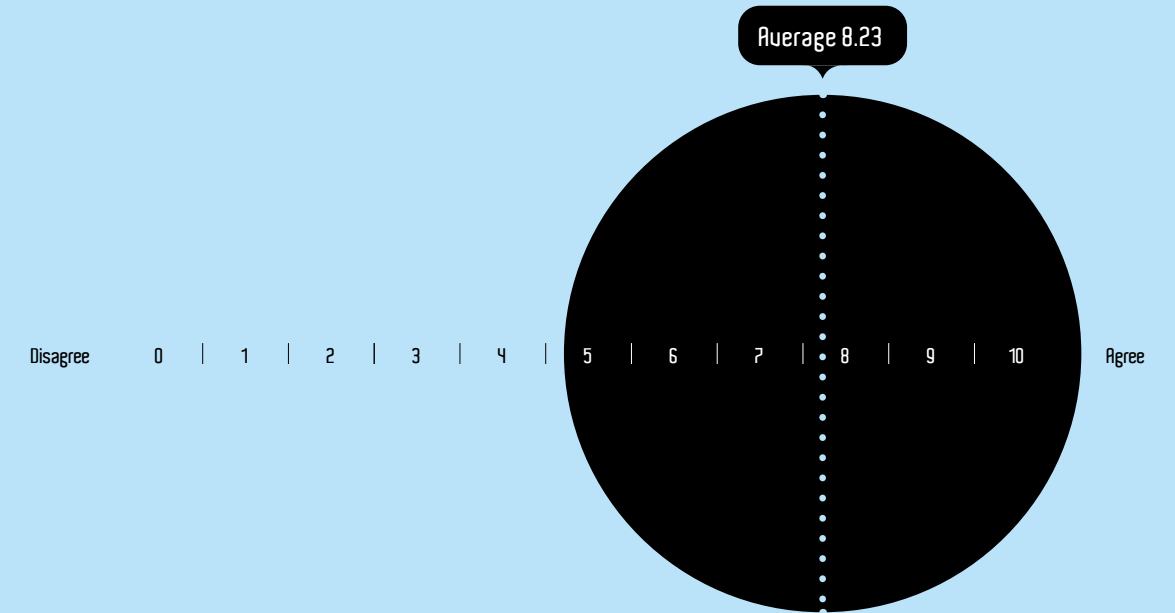


How likely is the possibility that you will first seek out the SNPO for information about NPOs and public interest activities in the future?



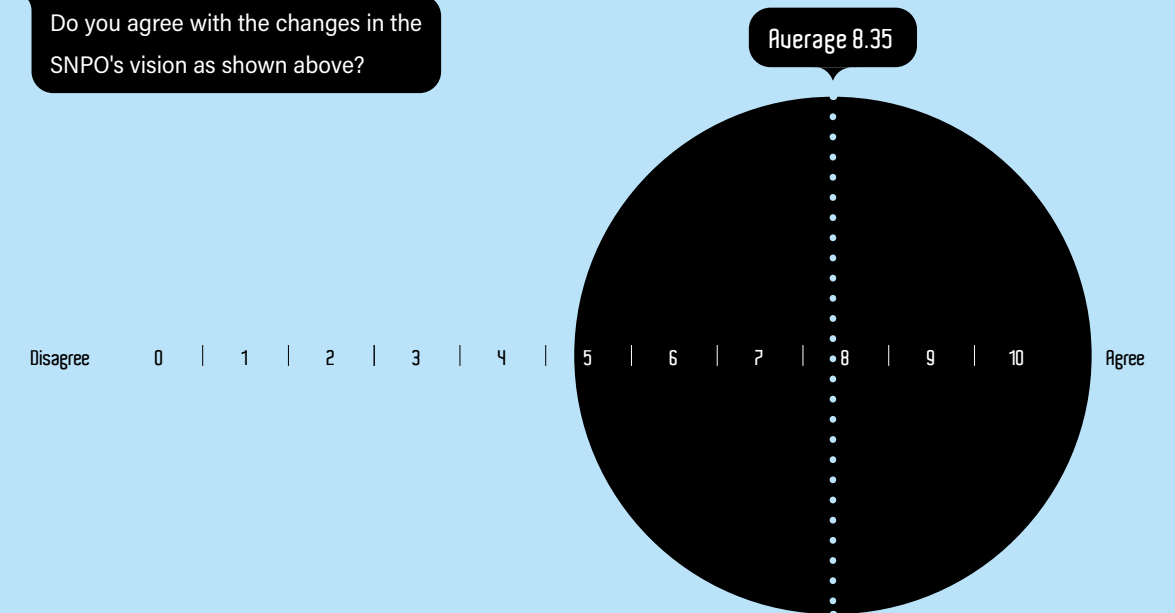
Changes in the SNPO's Vision/Mission

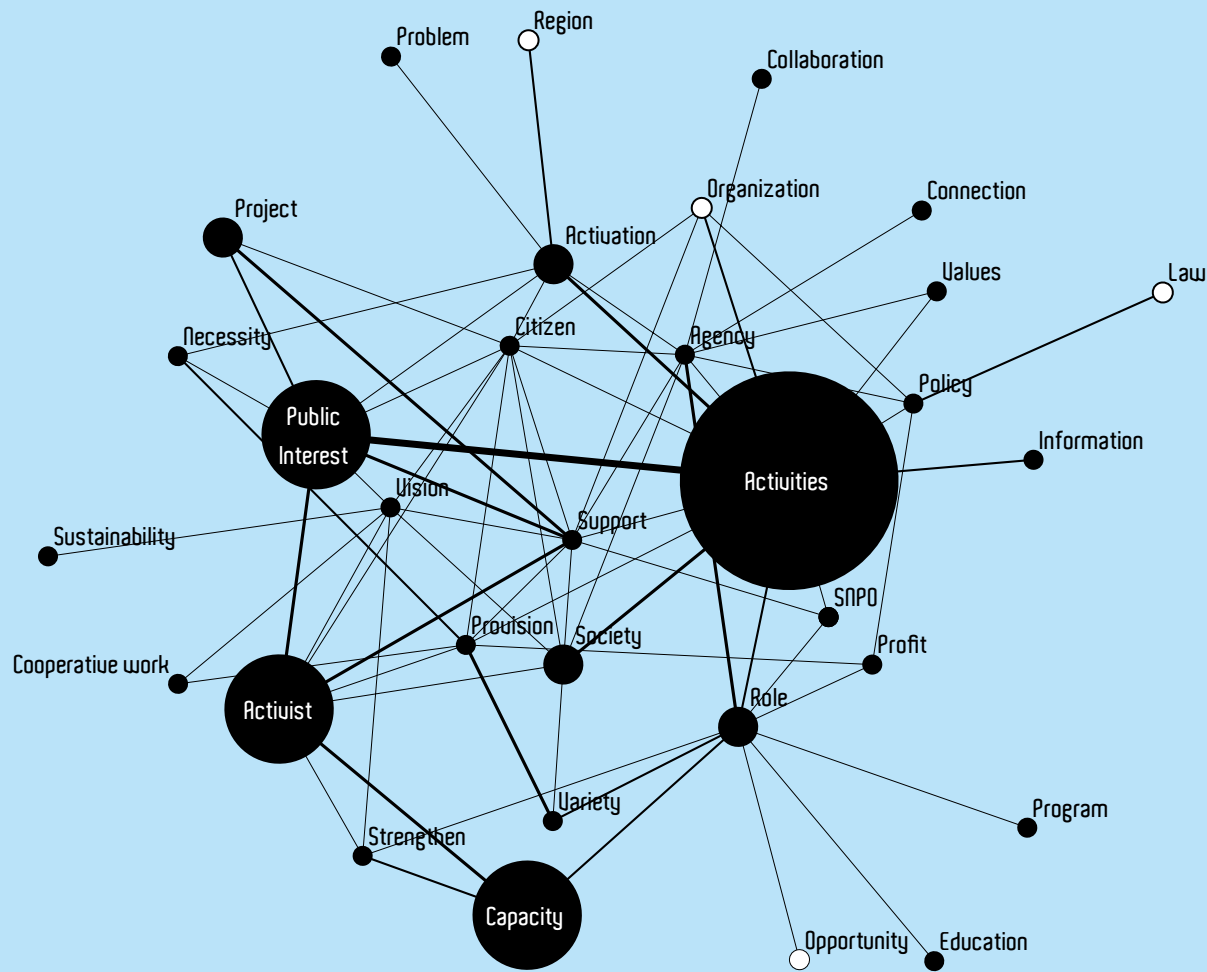
To what extent do you agree with the vision/mission of the 3rd term?



A base camp for public interest activities of the citizens in Seoul (vision of 2013-2019) ▶ A collaborative and connective platform to support public interest activities (post- 2020 vision)

Do you agree with the changes in the SNPO's vision as shown above?





Among the words that appeared frequently in the suggestions, "region", "organization", "law", "opportunity" etc. are words that deserve attention. Repeatedly, external stakeholders mentioned "district" and "organization" while internal stakeholders mentioned "law" and "opportunity". As actors of public interest activities, external stakeholders centered on organizations and activists for their suggestions. The internal stakeholders by contrast, placed greater weight on infrastructure and building an institutional foundation. There's a slight difference in their approach.

Both the internal and external stakeholders mentioned "activist" as the core keyword for the vision of term 3.

3. Conversations with Stakeholders

Conversations with stakeholders invites stakeholders to provide feedback on the center's activities and projects so that they can be reflected in future projects. This year, five groups of stakeholders engaged in an active discussion to find the optimal solution for realizing the center's values and purpose. The SNPO center shared survey results and material about the SNPO center's activities with the participants to help them better grasp the SNPO center's current status. This event is regularly held once a year .

* Due to Covid-19, this year's conversations with stakeholders took place in several places in groups.

Overview

Date : April 10 2020

Location : Seoul NPO Center

	Stakeholders	
		* In Korean alphabetical order
Decision-making group	Kim, Yuri	Team leader of Seoul NPO Center
	Lee Dong-Sik	Chief governance officer of Seoul Metropolitan Government
	Lee Jae-Hyun	Chair of NPO School (Steering committee Chairperson of the parental corporation)
	Lee Hyunsook	Senior reporter at Hankyoreh Media (SNPO steering committee member)
	Lim Jungkeun	Professor at Kyunghee Cyber University (CPCPIA member)
	Cho Chul-min	Research committee member at Democracy and Social Movements Institute of Sungkonghoe University (Steering committee member of the parental organization)
NPO	Kim Young Kyung	Team Leader of Management Support at Global Civic Sharing
	Yu Wonsun	Director of Walking With Us
	Lee Hye Jeong	Bureau chief of People's Solidarity for Participatory Democracy
	Yi, Seung Hoon	Secretary General of Civil Society Organizations Network
	Lee O E	Secretary General of Citizens' movement for Environmental Justice
Activists & new NPOs	Park eun mi	President of Fleet People
	Oh Seungjae	Human Rights Activist
	Lee Going	Manager of Coding Everybody at Opentutorials
	Hwang, Seung Jong	WIPERTH(environmental activist, zero-waste)
Collaborators and partners	Kim, Minchang	Director of DONUS(brictoworks)
	Ahn yeon jung	CEO of Seoul Youth Hub
	Lee Sang Mi	Team leader of Planother
	Lee Young Dong	President of Social balance Ltd.
	Jeong, Min-seok	Secretary General of Human Rights Foundation SARAM
Regional groups (Regional centers)	Kim Meekyung	Director of People's Solidarity of Gwanak
	Park YoungJoo	CEO of Seoul Northeastern NPO Center
	Wi Sungnam	Senior Advisor at The Maeul
	Wi Junghee	CEO of Seoul South Eastern NPO Center
	Yee Young Ran	Director of Seoul Northeastern NPO Center

Suggestions for the Direction and Role of the SNPO's Activities

The SNPO has a new vision for the third term. The stakeholders' survey results confirmed a high level of empathy for the changes in the SNPO's vision/mission. During conversations with stakeholders, stakeholders discussed the role and direction of activities that match the new vision.

There are three overarching opinions about the strategy for realizing the 'Collaboration and connection platform for supporting public interest activities'. It is interesting that even the opinions that are common among all groups have different explanations. As the survey reflects, this is the result of the different needs and expectations of each stakeholder group.

First, the SNPO's platform must be designed and managed on behalf of the participatory agents.

Everyone agrees that identifying the specific needs and desires of the activists and the NPOs is important.

Jeong Min-Seok (Collaborators and partners)

Human Rights Fund SARAM

Questions about who to connect and what to connect are part of the preparation for operating the platform. The connection and collaboration have to be based on the desires of activists but leaning simply on desire could destabilize the project itself. This is why there's a stage where we evaluate the platform together and I hope this will be shared. It might seem like a record of failure but designing this process from the beginning will help the participants understand the ecosystem more broadly and prepare for the mid to long term future.

Ahn Yeon Jung (Collaborators and partners)

Seoul Youth Hub

I'm curious who the SNPO's persona is. Choosing five people to be personas and determining their desires and creating a network of potential collaborators might be a helpful exercise for setting up the platform.

Yi Seung Hoon (NPO)

Civil Society Organizations Network

I wish that the target recipients of the assistance were understood in greater detail. I also think the collaboration and connection platform requires good planning. Providing a base where connection is created voluntarily would be helpful. I have concerns that this platform might degenerate into a place that outsources solidarity.

Lee Sang Mi (Collaborators and partners)

Planother

I hope the activists' demands are categorized or represented with clear keywords. I wish that a platform founded on such needs is developed.

Kim Minchang (Collaborators and partners)

DONUS

A platform is in the end, something that creates connections by clearly designating resources so those resources must reflect the nonprofit activists' desires. Half-heartedly connecting the resources will make activating the platform difficult. Once the matching is accomplished, activation will naturally begin. After meeting advocacy organizations in the SNPO, we reflected the signature/engagement that these organizations needed, in the business tool we developed. If the meetings are arranged, the participating players will figure out the rest on their own.

Lee O E (NPO)

Citizens' movement for Environmental Justice

The SNPO's activities or points for collaboration are not fully utilized by environmental organizations or environmental networks. There's the sense that the SNPO is still quite under the radar. Understanding which networks have which activities in which domain might be the first step. I think this step will clarify how to communicate at specific points.

Yu Wonsun (NPO)

Walking With Us

Directly communicating with individual organizations is important but the role of identifying, introducing, and connecting the networks and groups that exist, and connecting these entities through even smaller units is worth considering. Currently I am part of a network of diverse NPOs. Based on my experience I can confidently say that more gatherings like this should be formed. The SNPO cannot provide all the training and information but I wonder whether the SNPO can create smaller groups that can play that role.

Kim Young Kyung (NPO)

Global Civic Sharing

I think the online and offline space should be activated together. Space is important because collaboration, sharing, and network formation can happen in the same space. If gatherings in the form of training or study groups for activists are activated, people might come together. I work in accounting and even though there are online cafes related to this field, the nonprofit and profit fields are mixed together so practical help is hard to find. I think having a gathering or a network of non-profit accountants would be good. Online activation is the right choice if we consider the Covid-19 situation.

Oh Seungjae (Activists /New NPOs)

Human Rights Activist

Focusing on the activities' methodologies would be good. Opening a partition where activists from

different fields can meet and have discussions will be constructive especially when the values different activists espouse involve specific methods and references. The activities in their existing form are boring. I get insight from the way fan clubs operate.

Lee Kye Jeong (NPO)

People's Solidarity for Participatory Democracy

I feel that gaining citizens' empathy will be difficult if socially- driven sectors continue to advance social causes in their own ways. Collaborating with each other will create radical reform and change the activities. Now is the time for greater connection, not division. The boundary between for-profit and nonprofit is breaking down. I hope the SNPO will provide information and locate areas for collaboration in relation to these matters. I wish that we can use the given time to find new alternatives, methods, and ways of connecting.

Park Eun Mi (Activists /New NPOs)

NEET People

An individual who starts getting involved in public interest activities will want to create a platform to gather people who have similar concerns. It would be nice to find this kind of platform in a single place. This also involves tearing down boundaries but if an individual can showcase and choose his/her/their activities within the platform, I think this person could act as a link. To be frank, excavating people is key but once this process starts and builds up, people will seek out the platform on their own. I think if the platform is fun and easy to access, the platform will be active.

A platform for participatory agents

Grounded in desire

Locate the current status of the network

Connect different fields

New ways of making connection

Second, diversity is important because the platform coexists with the ecosystem.

Lowering the entry barrier to public interest activities is necessary to encourage engagement from diverse stakeholders.

Lee Young Dong (Collaborators and partners)
Social Balance

I think attracting the people who aren't aware of the SNPO is important. The SNPO has to be promoted more with these people in mind. We have to make them think of the SNPO for the first time and find it. They have to be able to find someone through the SNPO. To draw in new actors, we have to consider first how the youth perceive NPOs and activists. That's what I think will help the NPO ecosystem grow.

Lee Kye Jeong (NPO)
People's Solidarity for Participatory Democracy

I feel that the SNPO's activities and the PR are slightly disappointing. I wonder how much is delivered to the activists.

Rhn Yeon Jung (Collaborators and partners)
Seoul Youth Hub

I think the platform has to be simple to be easily searched. People have to find the platform and match with other organizations and resources by themselves so if the platform is too complicated, the whole process will be too difficult. It needs to be designed in such a way that the platform is experienced as fun and lively.

Hwang Seung Yong (Activists /New NPOs)
WIPERTH

Lowering the platform's entry barrier is necessary. If many people join out of interest there will be people who want to work as hosts and people who want to work as participants. Incubating people who want

to actively intervene as hosts would be a good idea. Increasing the number of hosts will enhance the quality of the platform. I wouldn't have been able to start activities if there were no open chats. People can learn about the methods and channels for transitioning to the next activity through the SNPO and if they can connect with others, they'll be able to enlarge their interests.

Kim Meekyung (District centers (SNPO))
People's Solidarity of Gwanak

There are more people working in the local domain who I have witnessed be unfamiliar with the concept of an NPO. I think now is the time to consider how to connect NPO and public interest. I also believe that the role of the SNPO platform will be to consider how growth will be possible when diverse people are connected.

Park Young Joo (District centers (SNPO))
Seoul Northeastern NPO Center

I hope the potential of the platform can be utilized. Expanding the platform from local to international is a good possibility to consider. For instance, imagine a platform that provides community response and international information about Covid-19. Such a crisis is an international issue while being connected to the problems of our everyday.

Lee Going (Activists /New NPOs)
Opentutorials

When I first started activism, there were many trials and errors. I hope the platform can be a good model to minimize such trials and errors. What do you think about providing a new role model to people who have no idea their activities have a non-profit characteristic? This means connecting them to the concerns that have already been experienced. I think there are already many NPOs. Society is becoming more complex so NPOs are escalating in each field but we aren't defining them as public interest activities. Take open-

source softwares. Coders permit anyone to use their code. You could call it a public good. There are countless open source programmers. Informing these programmers that their actions are tied to public interest, providing them what they need, and then having them propose new things and develop new tools, which means that another new agent is engaged, seems to connect to platform activation in the end.

See Young Ran (District centers (SNPO))
Seoul Northeastern NPO Center

We need civil society's important values as standards and frameworks for collaboration among various fields in preparation of post-Covid19 times. For instance, how will we imbue civil society values when we produce videos for online conferences and how should we respond if those videos contain hateful or anti-human rights content? We need new formats that are based on those standards.

Platform for participation of diverse stakeholders

Lowering the entry barrier

Good model

Fun and lively

The platform of platforms

Third, making the public interest activity eco-system competitive is key. Many agreed that enhancing the status of civil society, and strengthening and enlarging the ecosystem is necessary at a time when civil society is not recognized as a field in its own right by administration and is excluded from job classifications. Improving the perception of the ecosystem by winning over public sentiment through active PR activities that raise awareness of civil society's values and utility through NGO history, and introduce the depth of the activists' thoughts and philosophies, etc. was suggested as a possible measure.

Lim Jungkeun (Decision-making group)
Kyunghee Cyber University

It is important to meet citizens with valid public values so that they can empathize with how we are benefiting from realization of social values. Take a look at the Covid-19 situation. We need to raise awareness about the importance of publicness in the way that "public" from "public masks" reflects the value of publicness. We have to identify the areas where publicness needs to be restored. The public health system unwittingly is full of contributions from civil society organizations. Now is the chance to clarify why these are public interests and raise awareness about why public values are important.

Cho Chul-min (Decision-making group)
Democracy and Social Movements Institute of Sungkonghoe University

Other organizations exist as clusters and at their center are organizations that use taxes. When you look at the Korean Democracy Foundation, they operate alongside extra-departmental bodies like the Mutual Aid Association for Victims of Democratization. By contrast, the SNPO seems like it is being demanded and loaded with too many functions. The SNPO also needs to establish extra-departmental bodies or organizations and operate as a cluster.

The ecosystem's competitiveness

The attractions of civil society

Promotion

The social performance of the NPO

Opinions on Specific Topics

The conversation centered on the importance of establishing the relationship between the regional centers and the SNPO and each of their roles.

Lee Hyunsook (Decision-making group)
Hankyoreh Media

At a time when the number of regional centers is increasing, establishing the relationship between the SNPO and the regional centers will be an important turning point for the SNPO.

Lee Dong-Sik (Decision-making group)
Seoul Metropolitan Government

The administration is addressing the broad issues like the role of the regional centers and the SNPO, in the process of creating a district/metropolitan system. The relationship between the center and the branch can fall into the trap of being bureaucratized so organizing through the process of the role of each and strengthening autonomy which is the advantage of entrusting individual incorporated organizations, is the most advisable way.

Lee Jae-Hyun (Decision-making group)
NPO School

For regional centers to operate properly, absolute time is necessary. The relationship between the regional centers and the SNPO must follow a franchise model rather than the branch model. A transition period is important to build a relationship model in which the nonprofit brand is shared and autonomy is guaranteed so long as certain essential protocols are adhered to.

We Junghee (District centers (SNPO))

Seoul South Eastern NPO Center

Setting the agenda to localization itself is a massive proposition. Stating that problem-solving needs to be localized indicates a change in problem-solving approaches. The regional centers need to pay attention to this. The SNPO needs to bring policy change for all of Korean society surrounding civil society. A great number of environments have changed but the basis of all organizations is still the Assistance For Non-Profit, Non-Governmental Organizations Act of 2000. I think the SNPO's role is to promote legal and legislative changes.

We discussed pivotal environmental changes. More specifically, the massive environmental change the whole world will confront and the main talking point at present: life after Covid19. The stakeholders provided recommendations about the role and direction of SNPO's post-Corona operations.

Kim Yuri (Decision-making group)

Seoul NPO Center

The Covid-19 crisis has exposed that support for civil society is a blind spot of Korean society. Overcoming laws and systems that block the support for civil society and the lack of an official entity that offers support during crises are the challenges the SNPO is navigating.

Wi Sungnam (District centers (SNPO))

The Maeul

It's time to answer the question about the role that NPOs play in a society in the midst of a universal crisis. We need to demonstrate creative imagination in how we actively respond to a time of uncertainty like post-Covid19.

Lee Hyunsook (Decision-making group)

Hankyoreh Media

The answer can only be different in Covid19 and non-Covid19 times. This crisis can be repeated and other forms of crisis can occur so the survival of civil society and the issue of sustainability are the most central concerns. Setting priorities is important because the SNPO cannot carry out all the projects with its limited resources.

Kim Meekyung (District centers (SNPO))

People's Solidarity of Gwanak

Structuring and propagating response to future agendas need to be the SNPO's focus.

Lee Jae-Hyun (Decision-making group)

NPO School

The importance of a platform becomes even more evident at a time when people are isolated and individualized by Covid19. The SNPO needs to recognize the possibility that how we work could be changed and actively suggest new models for survival and new work practices. These have to be measures for common response from the large number of intermediary organizations and private networks. The SNPO needs to be prepared to offer alternatives even if they might not be the answer.

This year's conversations with stakeholders was presented with greater challenges than before. Against this backdrop, the stakeholders more carefully examined the SNPO's activities and took this opportunity to more deeply engage with concerns about their transition from support services to support activities.

The SNPO's platform connects people-information-resources. These three elements must form the basis of broadening social support for activists and organizations. We hope that the rental workspaces and co-working spaces currently in preparation will provide the spatial foundation for connecting various resources.

Alongside these new endeavors, the SNPO is navigating questions about post-Covid19 conditions. We hope to mediate the debate on the role of civil society to create a shift in the everyday instead of a return to it in its previous form, and start exploring how activities should operate differently during a crisis.

III. Creating Change

1. Work Performance At a Glance

(1) 2019 Work Performance

(2) Work Performance of Terms 1-2

2. Key Issues from the Importance Analysis

3. Performance Report by Issue

(1) Operating the Project Planning and Management System

(2) Report by Issue

1. Work Performance At a Glance

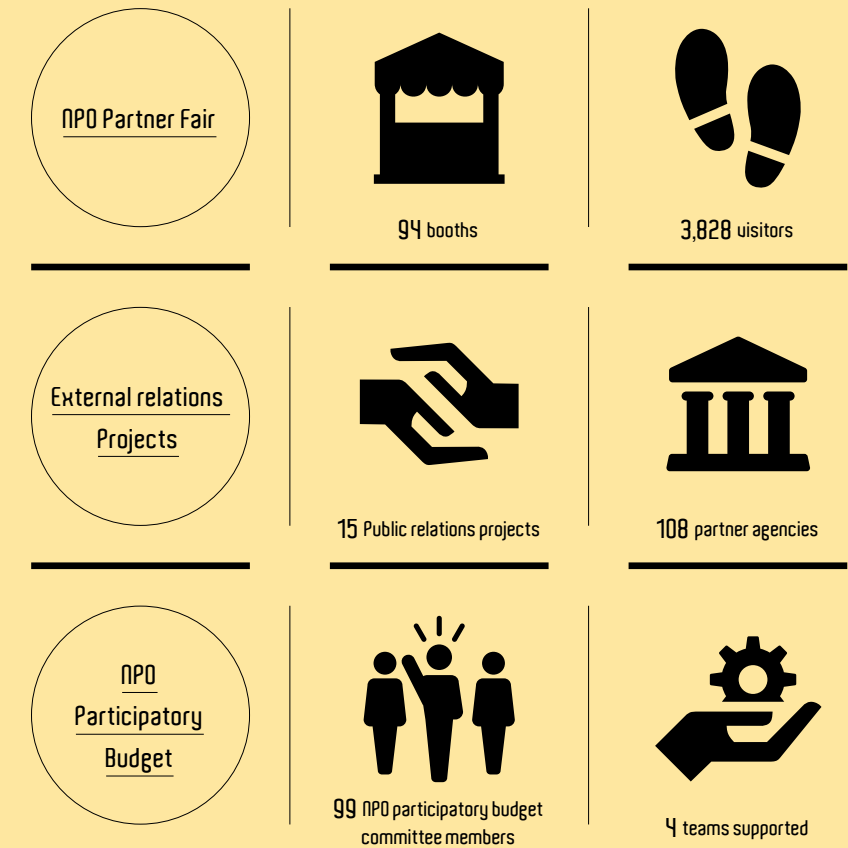
(1) 2019 Work Performance

Support for Changes of NPOs



We help NPOs experiment with solutions to operational and project-related issues. We help identify the causes behind the issues, explore problem-solving methods, and design and execute experiments (ie. the Organizational Change Laboratory, Nonprofit Startup support project). Programs like Hwallyeok Hyangyeon and the Master of Activism allow the NPOs to research their future direction by checking whether their activities match their intents and desires, and by identifying current limitations.

Activation of Public Interest Ecosystem



In order to activate the public interest ecosystem, there needs to be diverse participants with different information and resources, and an environment where collaboration among them is possible. In an activated public interest ecosystem, countless new connections can be forged to improve society. Additionally, various experiments will be performed to solve societal issues. For-profit and non-profit partners that support public interest activities will meet NPOs to share their values and benefits, and create connections and collaborations (NPO Partner Fair). Public and private resources will come together to create a complementary NPO support system (External Relations). The support system will be expanded by connecting new participants through social finance, social ventures, co-working spaces etc. The project that identifies and solves common tasks for civil society (the NPO Participatory Budget) was pushed forth through the organization's collaboration.

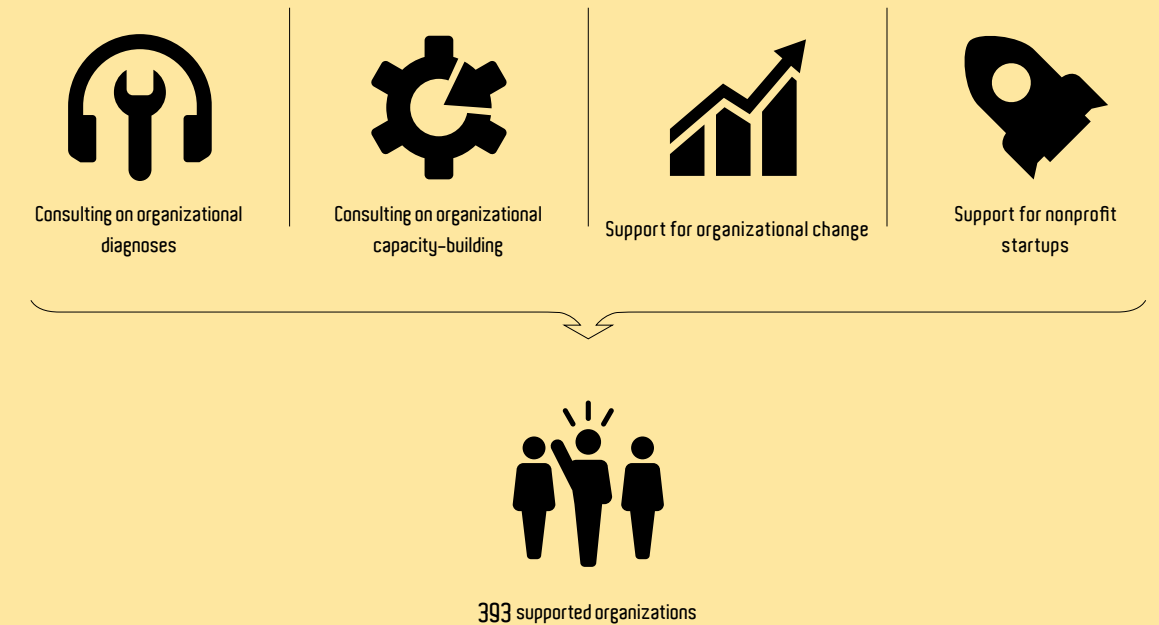
Forming the Basis of Public Interest Activities



Most public interest systems and policies are based on outdated standards and therefore fail to reflect not only the present situation but also the changing reality. Since 2018, the SNPO has focused on improving systems and policies, which is essential to creating a foundation for public interest activities. The results from the research and survey (Civil Society Development Research), which diagnosed existing policies and systems from 2019 and lead to new policy ideas, formed the basis of system reform. Social recognition is important for expanding the systemic, policy, and material foundations of public interest activities. We raise important societal talking points for civil society (the International Conference on NPO); create a space for policy proposals (the Policy Forums); and have civic engagement campaigns which showcase the social progress that NPOs create (Public Relation and Information Archive). Advancing the SNPO's promotional and information platform for these initiatives is a major priority.

(2) Work performance of Term 1-2 (2013-2019)

NPO Organizational support



The projects for organizational support have three aims. The first aim is to shift the way we work so that all members of the organization can agree on the objectives and the methods for achieving them, before the work begins. We created and distributed various tools and guidelines for streamlining this process. The second aim is to enhance the societal influence of NPO activities. We have worked towards creating a foundation that allows cross-sector resource-sharing for solving societal issues. We have worked to create an industry and ecosystem to support NPO activities. The third aim is to incubate nonprofit startups that seek to solve societal issues in new ways. We have promoted the growth of new organizations that have flexible management, a creative take on societal issues, innovative ways of problem-solving etc.

Support for Public Interest Activists



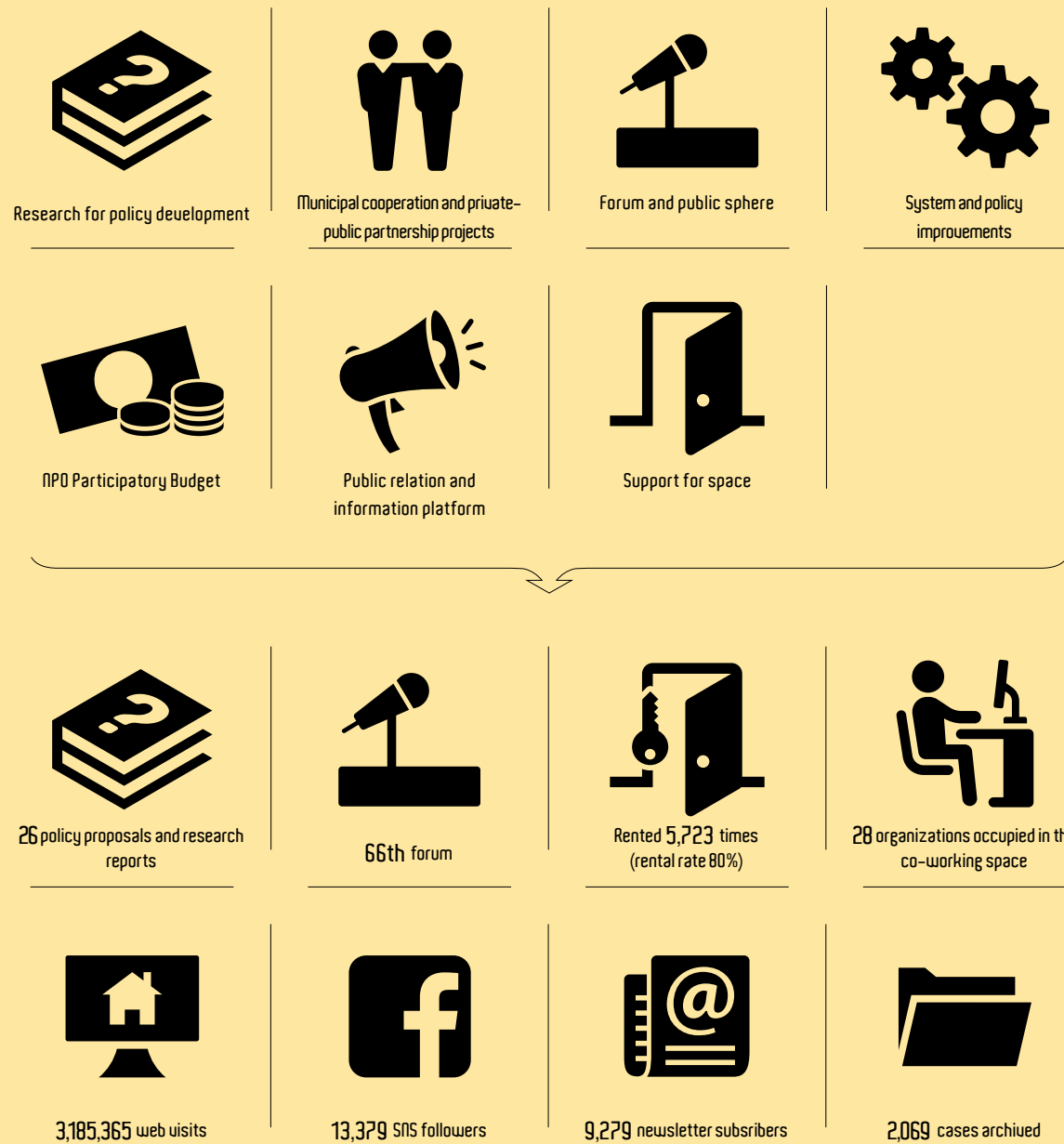
Support for activists is directed towards capacity-building, growth, and exchange. Capacity-building programs aim to strengthen an organization's proactive response by providing information and learning opportunities regarding societal change and assistance to build administrative capacity for activities. Growth support either 1) helps activists strengthen their expertise and research for career development, or 2) grants scholarship when enrolled in disciplines related to civil society at Kyunghee University or Hanyang University. We have created opportunities for activists working in the fields of youth, social economy, town community to cross boundaries, interact, and collaborate.

Support for Activation of the Public Interest Ecosystem



The SNPO's growth has been based on the partnerships with diverse organizations from various fields with 'civil society support' as their purpose. We have actively sought ways to collaborate with others. Our partner organizations include: private foundations, field research groups that grew out of civil society, for-profit organizations that have business models that support non-profits, representative organizations of civil society etc. Moreover, town communities, volunteer groups, and youth groups which result from the growth of civil society, are important peers whose activities have penetrated deep into citizens' daily lives and extended into the realm of practice. We will continue to work hard to create a healthy ecosystem through the growth and transitions of various big and small elements.

Support for the Growth of Civil Society



In the same way a corporation is the leader for the revitalization of the market economy, an NPO is the leader for activating civil society. The SNPO believes that every process -- formation of voluntary associations by citizens; emergence of diverse opinions; negotiations and compromise -- should be societally assisted. Terms like governance, civil leadership, social values etc. are more actively used than ever but the framework of outdated laws and systems which have regulated the life and language of citizens since long ago, is still a major obstacle. Growth support for civil society is a process that involves research, learning, debates, and proposals to change old laws and systems to match the present civil society environment. We have made a public sphere for small and big systemic environments beginning with a guideline for public interests activity support projects. We have also proposed policy ideas to the government and raised awareness about modified legislation to civil society in a timely manner. These efforts will continue going forward.

2. Key Issues from the Importance Analysis

Question on the importance of projects

Identify the importance of the project areas the SNPO needs to focus on.

Select four projects you rate as most important from the SNPO projects.

The survey asked surveyees to determine the importance of this year's project areas and select four projects based on perceived level of importance. The SNPO had formerly distinguished the short term and long term importance for the SNPO's project areas. This year's survey was focused on identifying the demand for each project and determining the priorities of the projects.

List of important issues * created by rearranging the SNPO's projects based on the stakeholders' survey results

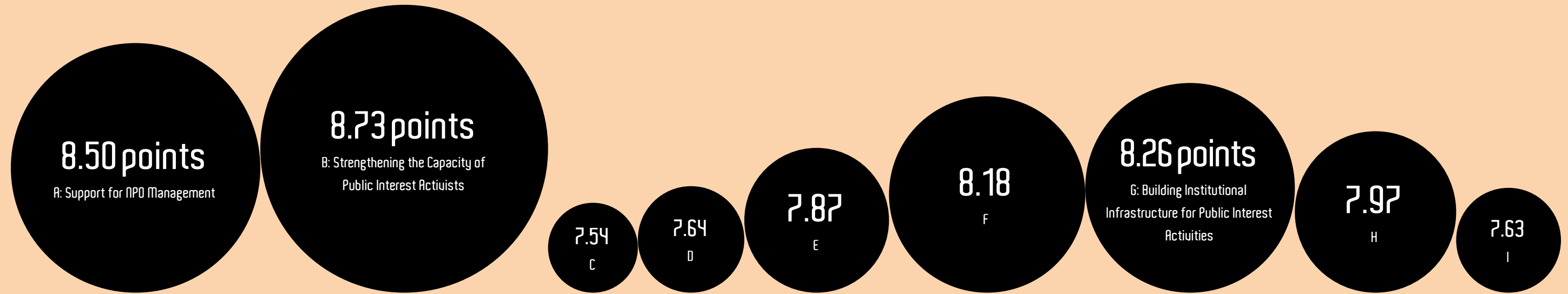
- ① Strengthening the Capacity of Public Interest Actiivists
- ② Support for NPO Management
- ③ Building Institutional Infrastructure for Public Interest Actiivities
- ④ Network Cooperation for the Activation of the Public Interest Actiivities Ecosystem
- ⑤ Sharing Information on Public Interest Actiivities
- ⑥ Creation of Public Sphere for Public Interest Actiivities
- ⑦ Actiivation of Citizen-led Public Interest Actiivities
- ⑧ Expanding Spaces for Citizens and NPOs
- ⑨ Support for Startup NPOs with New Approaches

Importance Analysis Results

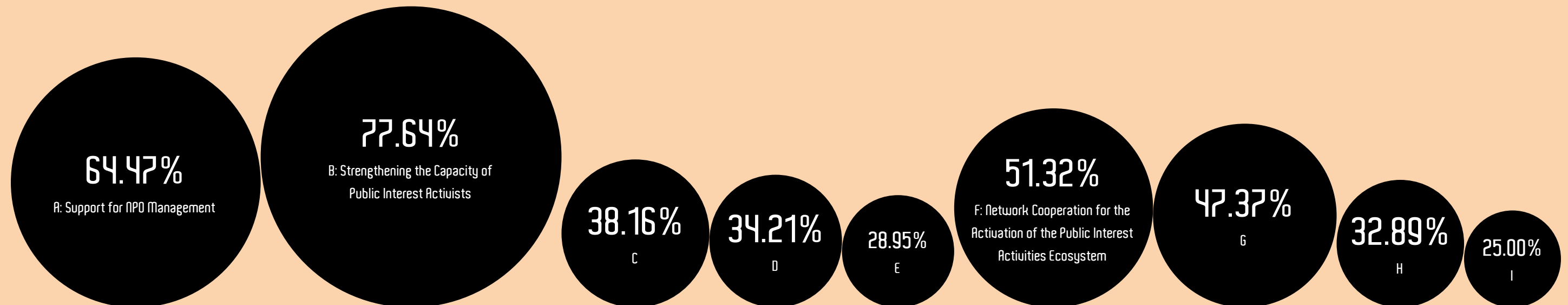
The importance of each issue (project) has increased since last year. This is the result of the stakeholders' response that compared to other years, this year's SNPO projects have grown in importance. The responses to the question asking stakeholders to select four projects is interesting. There's a difference in the order of importance. The importance of support for new ventures (establishment of organizations, Nonprofit Startup) especially, has risen.

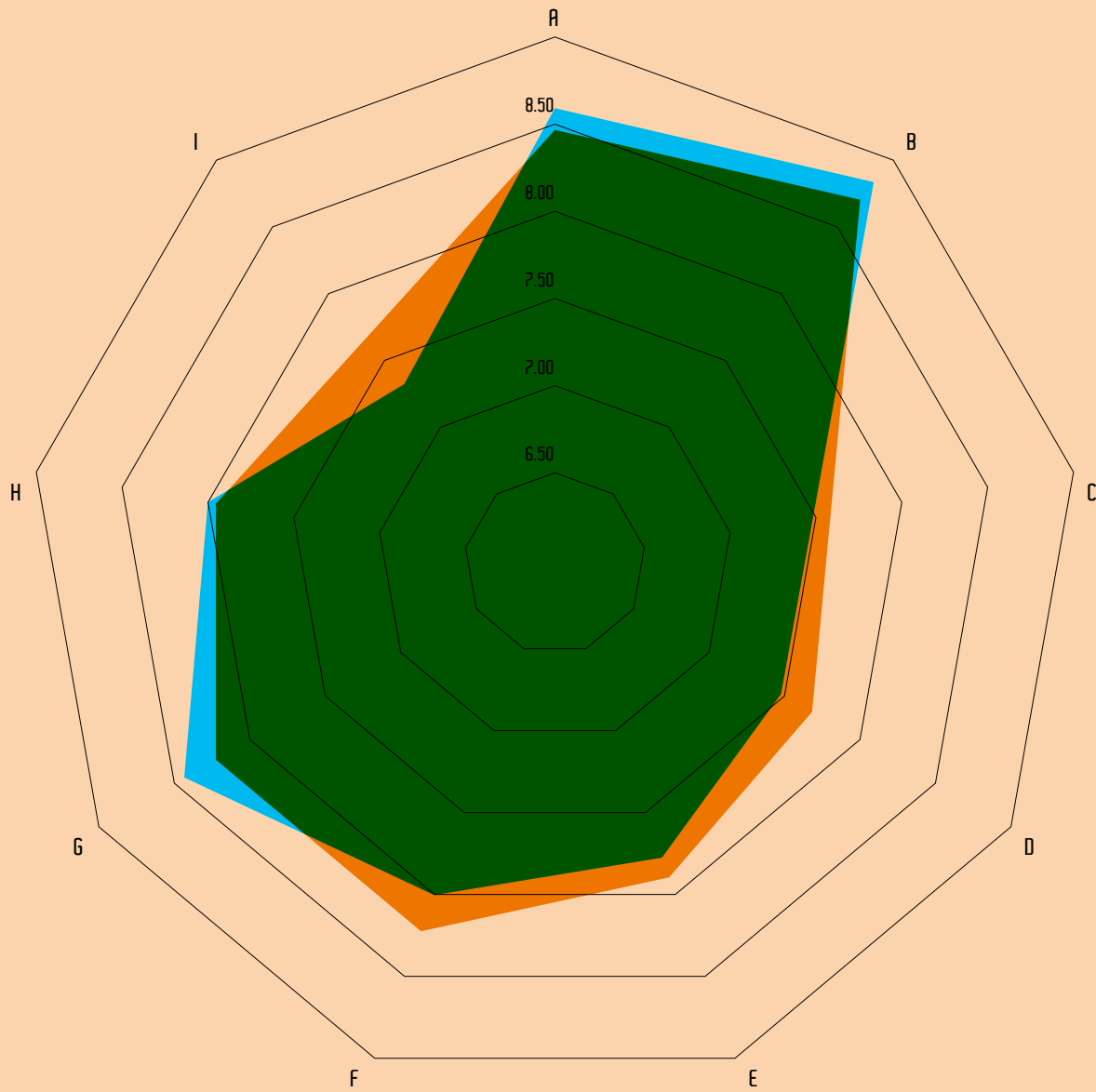
Such differences are attributed to the difference in evaluation by internal and external stakeholders.

Average score of the importance of the SNPO's projects in 2019



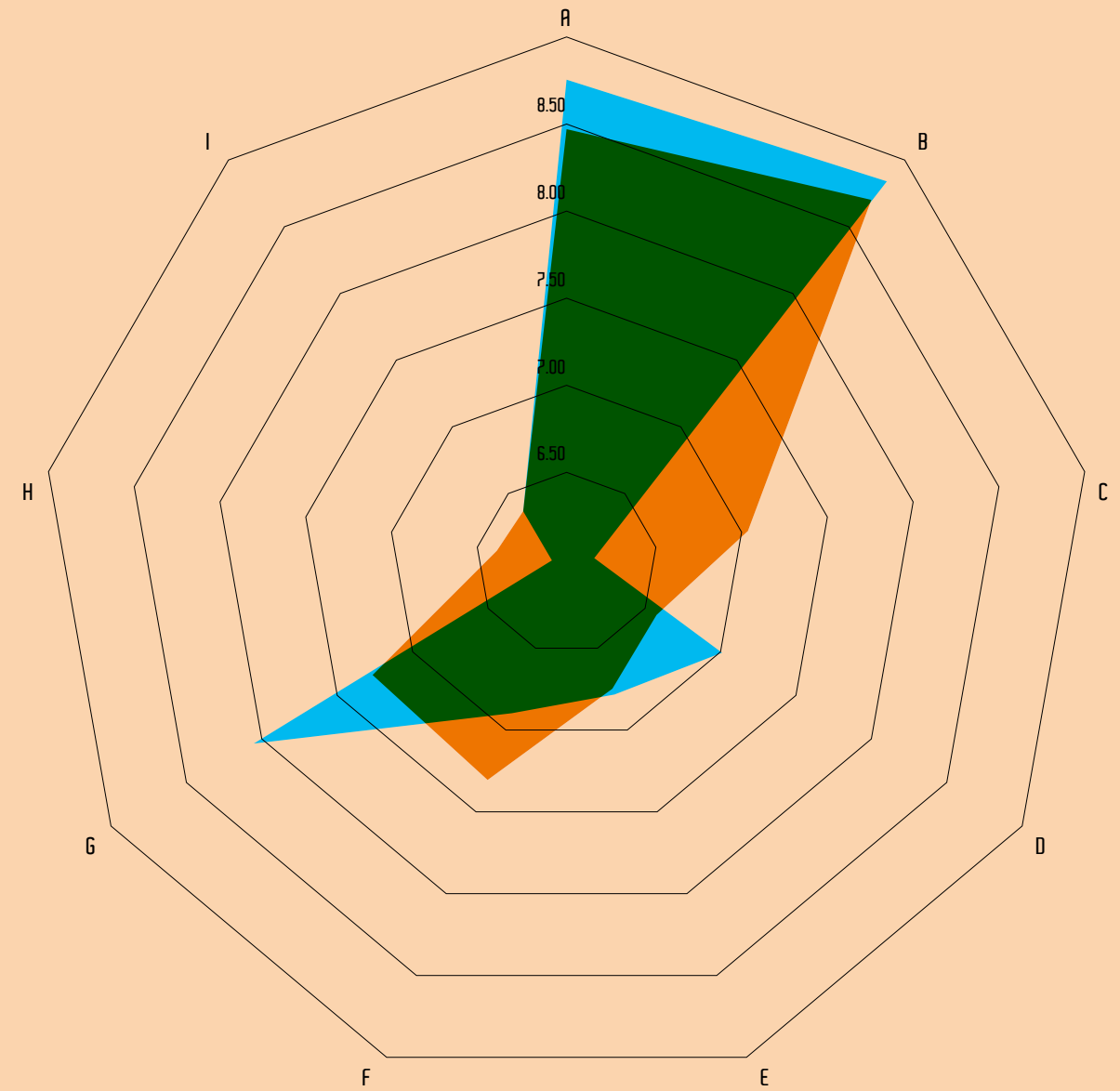
The ratio of each of the projects selected in response to the question about selecting four projects





A	Support for NPO Management	F	Network Cooperation for the Actuation of the Public Interest Activities Ecosystem
B	Strengthening the Capacity of Public Interest Activists	G	Building Institutional Infrastructure for Public Interest Activities
C	Support for Startup NPOs with New Approaches	H	Sharing Information on Public Interest Activities
D	Actuation of Citizen-led Public Interest Activities	I	Expanding Spaces for Citizens and NPOs
E	Creating a Public Sphere for Public Interest Activities		

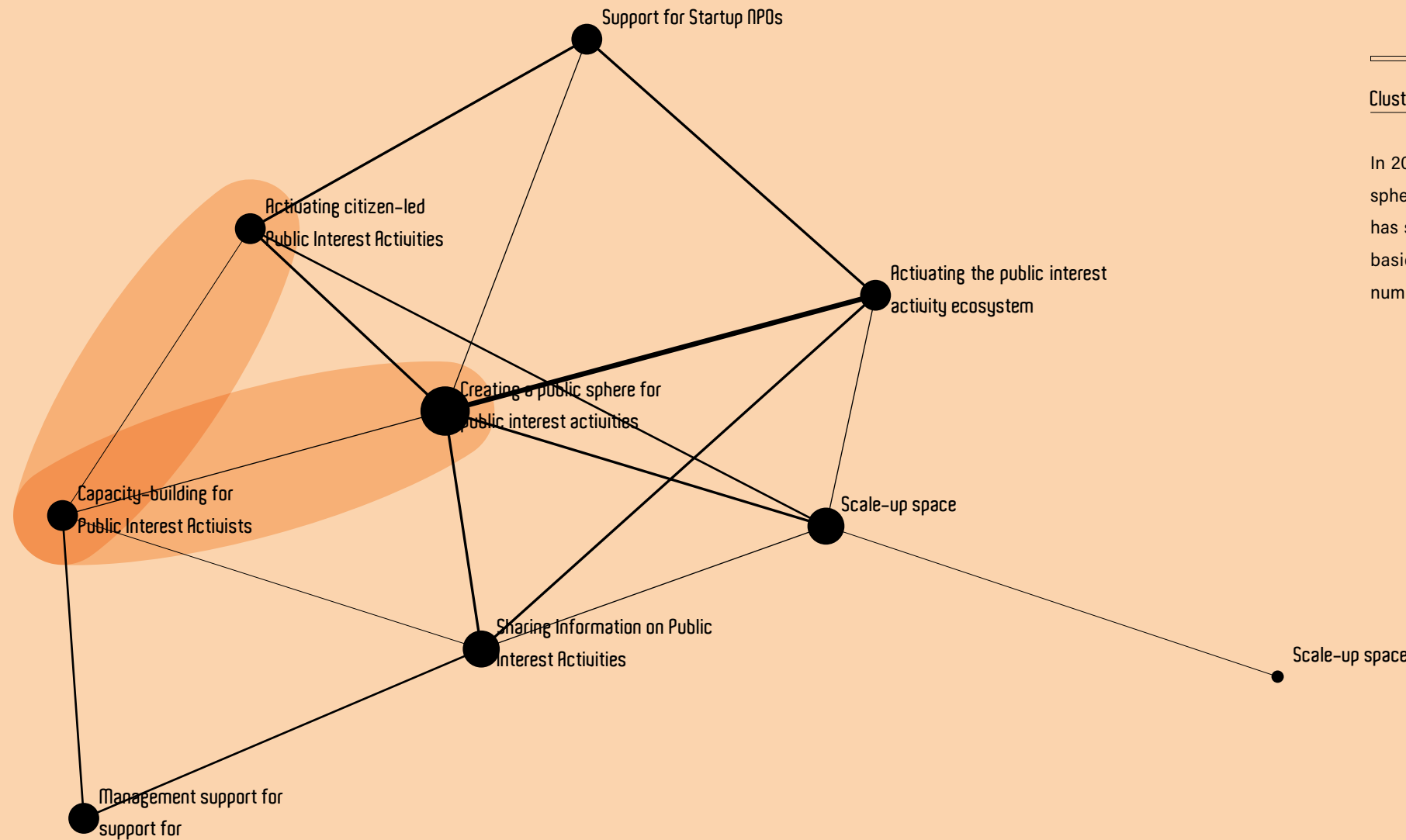
Seen overall, the difference in evaluation of the importance of each project between internal and external stakeholders is minimal. However, the difference in opinion was great with regards to the expansion of the spaces for NPOs (co-working, rental workspaces).



It is worth comparing the internal and external stakeholders' choice of the four most important projects. The internal stakeholders preferred institutional infrastructure (16% difference), and external stakeholders preferred supporting nonprofit startup projects (18% difference). Moreover the internal stakeholders give greater relative significance to the legal, institutional, and policy environments which make up the institutional infrastructure, while the external stakeholders value network collaboration and practical collaborations through activities. In other words, the internal and external stakeholders showed difference with regards to the importance of environment and activities. The importance of environment versus activity, is the subtle difference in opinion of the internal and external stakeholders.

Network analysis of the correlation among projects from 2019

The response patterns should get more attention than the level of importance of the projects. The correlation network analysis shows that unlike in 2018, a line connects 'activation of public interest activities' and 'capacity-building for public interest activists', and another line links 'creating a public sphere for public interest activities' and 'capacity-building for public interest activists'. The role the projects that provide a place for the overall ecosystem has increased. Unlike in other years, interest in the platform, network, activation of the ecosystem has increased with regards to SNPO activities. Most respondents consider capacity-building as a necessary project. Among the other projects that were evaluated, projects that forwarded activation of the ecosystem were considered most central.

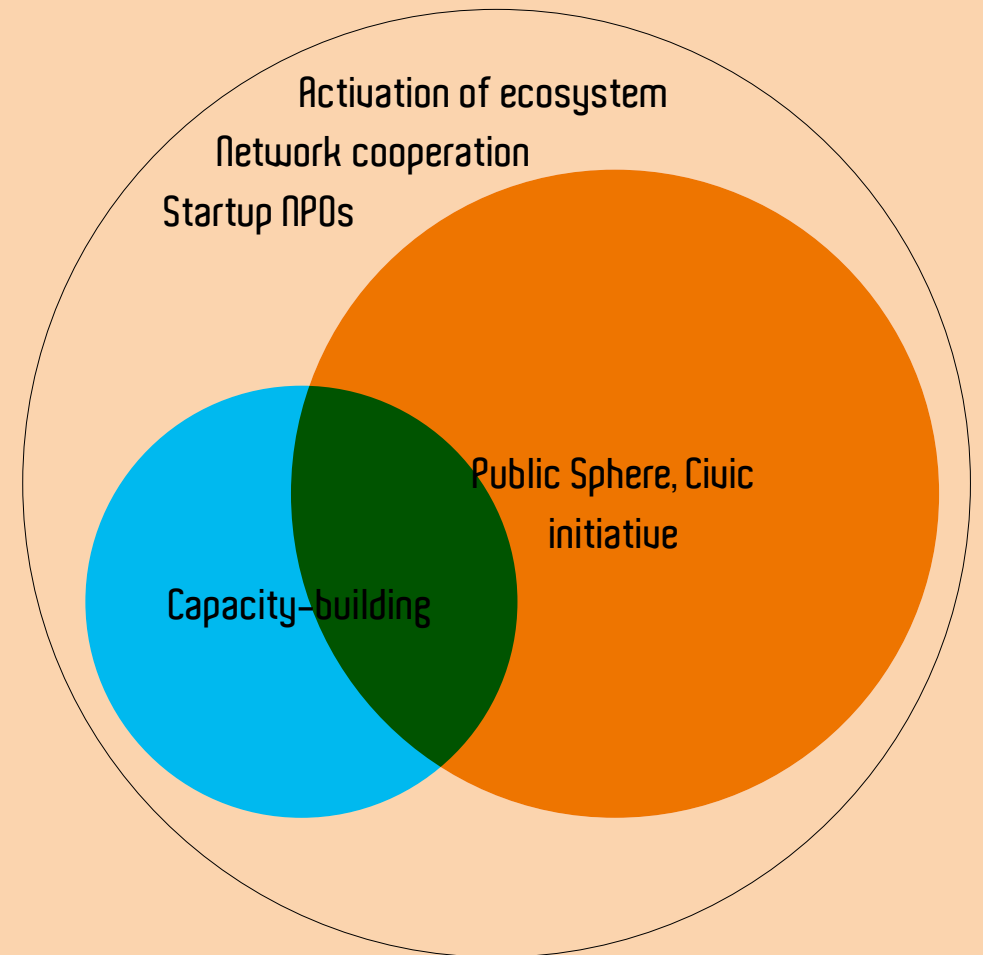


In 2019, the SNPO stakeholders were classified into the same three groups from 2018: 1. capacity-building groups that passively use the SNPO and prioritize capacity-building; 2. ecosystem growth groups that are greatly interested in ecosystems; 3. all-round strengthening groups that value all projects.

	Capacity-building group (Passive use of the SNPO)	Ecosystem growth group (Selective use of the SNPO)	All-round strengthening group (Active use of the SNPO)
2018	13%	32%	55%
2019	9%	23%	68%

Cluster graph of responses based on the classification of response patterns

In 2019, the ratio of stakeholders who value the overall project and environmental factors such as the public sphere rather than solely advocate capacity-building, increased. The stakeholders' perception of importance has shifted from capacity-building to formation of an environment. Capacity-Building is considered the most basic condition because the number of people who value only capacity-building has reduced while the number of people who value broadening the boundary of the activities and the ecosystem has increased.



Project Tasks determined by the Importance Analysis

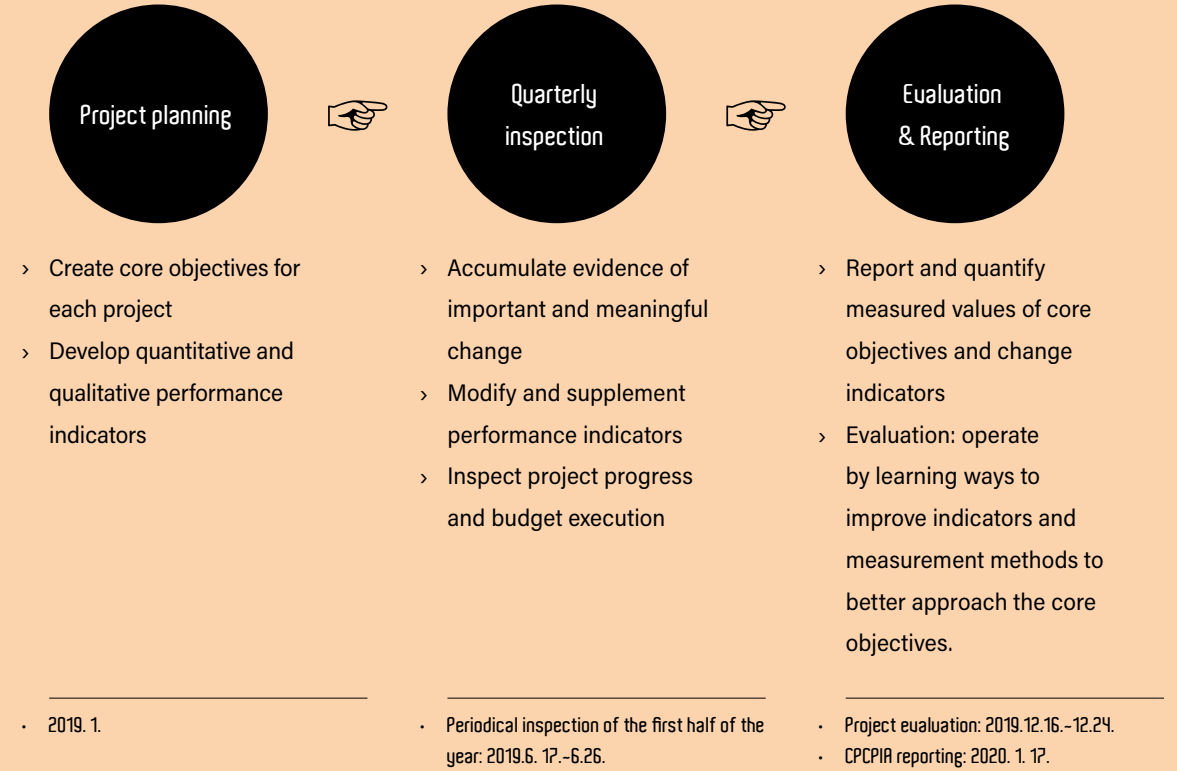
The growing number of stakeholders who support and emphasize the projects in general, is a positive sign. It is worth noting that the SNPO's active supporters, rather than supporting or utilizing the SNPO in a similar way, express different needs and demands.

The stakeholders' various opinions and expectations can be seen in the clear difference between the internal and external stakeholders. The difference between internal stakeholders who emphasize institutional infrastructure and external stakeholders who are interested in sustainability and liaison activities like ecosystem network collaboration-related activities, beg the following questions.

How should policies and systems change to make activities more sustainable? How will the diverse connections and collaborations formed in the ecosystem contribute to the sustainable activity of NPOs? What are the core resources for organizations and activists, and how could they be connected? This is an important task for medium and long term strategy building in the third term.

3. Performance Report by Issue

(1) Operating the Project Planning and Management System



(2) Report by Issue

실무자의
디자인 리터러시(Literacy)

시민사회를 위한 디자인 교양서

박우영

03

일상에서 시작하는
생태적 감수성
행동으로 동물권 공감하기

박지민 김 동

① Strengthening the Capacity of Public Interest Activists

Research Support Project on Capacity-building for Activists 'Hwallyeokhyangyeon'

Supporting the research and learning necessary for the personal growth of activists

🔑 | Main keywords

Based on personal incentives

Select own research topic & explore and develop capacities necessary for the research process

Providing a base for increasing activities and growth as an activist

📊 | Performance as a quantitative indicator




9 Research teams selected



9 research reports published*



Establishment of future plans through research process and results

Research Title	Motivation	Research content	Follow-up plan
1. Basic research on the causes and challenges of union destruction in South Korea through case studies by type	To organize relevant material and dig deeper into the overall phenomenon of union destruction, which burdened my heart as 'debt to return and homework' over the past 20 years of activism.	The research outlines the conditions and currents that led to union destruction in post-1987 South Korea by analyzing cases and the characteristics of the period.	 <p>Follow-up research/ survey</p>
2. New social movement for a new generation: Analysis of youth activism/movement ecosystem network	To examine the changes that the youth have brought to the ecosystem and provide a foundation for further research on topics such as the youth movement's relationship with established movements etc.	This research utilizes the social network analysis method to gauge the current state and growth of the youth movement ecosystem, and analyzes social meanings to determine the characteristics and change in youth activism/movement networks.	
8. Development of livelihood security indicators for One-person households to safeguard solo life:beginning with _seoul citizen ×youth ×woman ×queer ×one-person household ×non-married	Is there a way to be compensated for 'myself' in the broad sense rather than be categorized as a woman/youth/non-married/one-person household etc.? We planned the research as a team to start with this question and expand to policy and agenda making.	The research aims to develop livelihood security indicators for one-person households in order to guarantee safe solo living.	
2. Design literacy for Practitioners_General knowledge Desgin book for Civil Society	I thought it would be nice to have a design-related content that activists can refer to when appropriate. I framed the content I wanted to organize in terms of 'design literacy' so that activists can commit to their work rather than feel intimidated by design.	General knowledge book to help civil society read design and write culture	 <p>Publication</p>
5. The world-changing power of nonviolence: a handbook for citizens intersted in the peace movement	I was frustrated with the sustainability and prospects of the peace movement for the past 15 years and I wanted to organize my questions about a new methodology for social movements.	A handbook that answers questions about the peace movement through an activist who works on the field	
3. Building empathy for animal rights through Ecologically Sensitive everyday Webtoons	I had thought for a long time that everyday ecological sensitivity needs to be developed in order to enhance people's awareness about animal rights. I wanted to test the strength of this line of thinking through research.	Fostering an acknowledging and empathetic response to animal rights through webtoons about 'everyday ecological sensitivity', and 'Everyday Animal rights'.	 <p>Foundation for follow-up activities</p>
4. Hearing from those who left: study of a Korean development NGO activist's	I wanted to find out why we continue as activists and what we need to sustain our activities by speaking to people who had left the NGO sector.	The research addresses the complex factors behind a development NGO activist's choice to quit activism, and organizes the implications for working "together, in a healthier" way.	
6. In search of male feminists: Questions about the Role and Activities of men in the Feminist Movement	After the activity 'Feminism with men', my questions about the activities of male feminists became deeper. I wanted to connect with peers who have similar concerns by conducting research with my expertise as a gender equality educator.	Investigative research into the type of environment that is required for more men to encounter and practice feminism.	
9. Survey and Analysis of civic youth activists' mental health	I felt helpless seeing many activist friends struggle and get exhausted so I wanted to gather quantitative data to 'find out' the state of youth activists' mental health.	This research documented and analyzed the emotions, desires, and level of satisfaction experienced in the workplace by 31 youth activists; asked the youth activists about their mental health; and sought out possible solutions.	

👍 | Project Evaluation

The number of applicants for the Activist research support project is increasing. There is an increasing number of activists who want to move on from previous activities and explore plans for future activities. However only 10% of the applicants are being supported due to the SNPO's limited provisions. Additional resources need to be acquired to back up the demand for activist research.

Mini-Special Lecture: 'Masters of Activism'

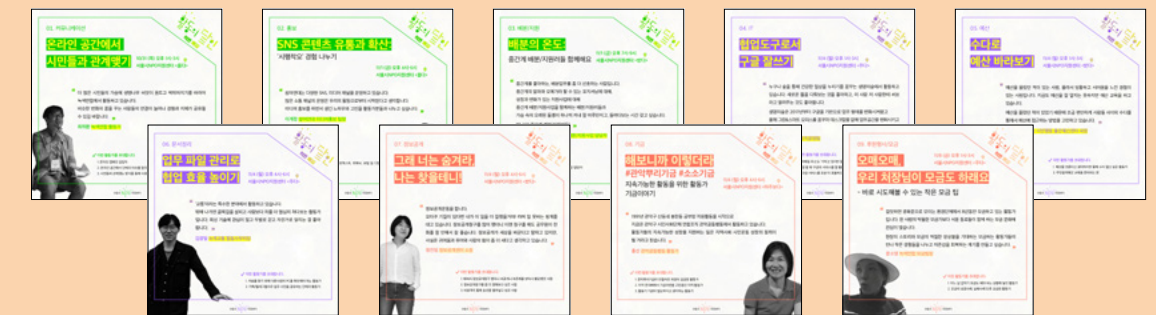
Sharing content created from information, knowledge, techniques acquired through experience with other activists

📊 | Performance as a quantitative indicator



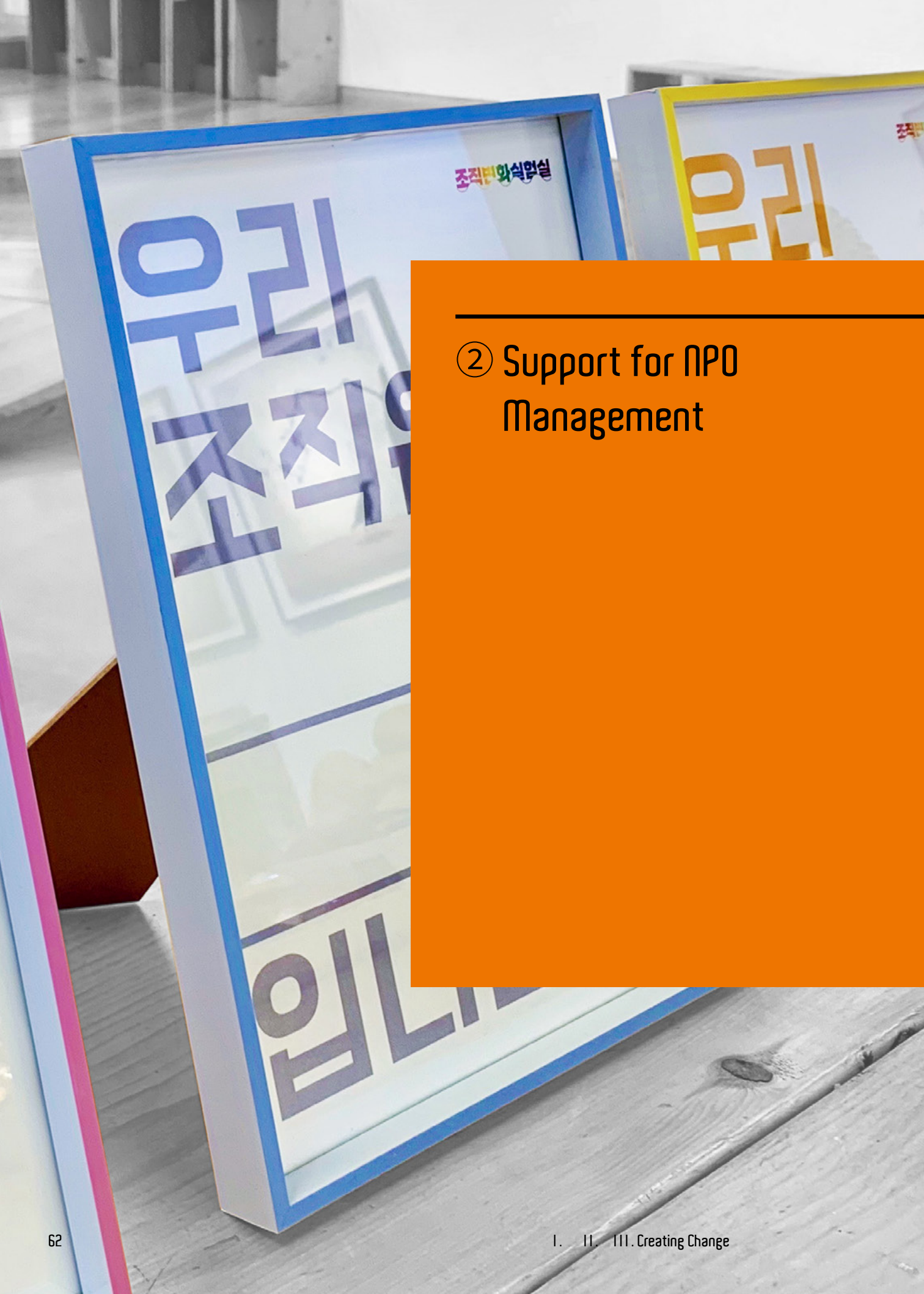
9 special lectures*

Category	Content
Communication	Relationship building with citizens in online spaces
Promotion	Distribution and proliferation of SNS content: Exchanging experience of 'trials and errors'
Allocation	The climate of allocation : Mid-level allocation/Bringing the funders together
IT	Taking advantage of Google as a tool for collaboration
Budget	Chatting about Budgets _Choi Seung Woo (Citizen's Action Network)
Filing documents	Increasing efficiency of collaboration through file management
Disclosure of information	You can Hide it, I will Find it
Funding	This is what I did: An Activist's Funding story for sustainable activities)
Fundraising events	oh my oh my... My bureau chief told me to fundraise. Small fundraising tips for to try right away



👍 | Project Evaluation

Once people partake in activities, they develop their own know-how on how to maximize the efficiency and effectiveness of the activities. The special lecture series 'Masters of Activism' facilitates the exchange of knowhow through mutual learning rather than delivering knowledge from the field (which differs from theory and knowledge from books) in a one-sided manner. We expect that the knowhow optimized for nonprofits through the 2019 pilot project will be accumulated in 2020 and that the process of disseminating this will accelerate networking among activists.

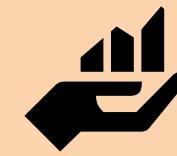


② Support for NPO Management

'Organizational Change Laboratory'

Support for strengthening organizational adaptiveness to change

▮ | Performance as a quantitative indicator



6 organizations supported*



185 workshop/seminar/meeting participants

*

Organization	Topic of Experiment
Indischool	Experiment for efficient communication and systematic decision-making by activists
Citizen's Action Network	Capacity-building of online action and communication' develop tool for civic engagement
Seoul Gangseoyangcheon Women's Hotline	Launch a women's hotline towards a new beginning
Global Civic Sharing	Creating a lively workplace by ourselves
The Bridge	Creating a sustainable nonprofit organization through improvements in organization culture
Min Snail Union	Organizational improvement laboratory

🔄 | Performance as a quantitative indicator

Participating Team Survey results		Group A	Group B	Group C	Group D	Group E*	Group F	Average
Personal initiative	Reflection of desire	4	4	4	3	5	5	4.1
	Experimentation	3	5	5	5	5	5	4.6
Understanding and Empathy	Level of understanding	4	4	3	3	5	5	4
	Level of empathy	4	4	3	3	5	5	4
Appropriateness of practice	Progress achievement	3	4	4	4	4	3	3.6
	Appropriateness of financial support	4	4	4	3	5	4	4
	Appropriateness of duration	4	3	3	2	4	3	3.1
Sustainability	Implementation of follow-up plans	4	4	5	5	5	4	4.5
	Adaptive capacity	4	4	3	4	5	5	4.1

*

Group E voluntarily produced a report that analyzed and organizes the timeline and result of the experiment, and the main factors behind outcomes.



Group E's report "So What is the Conclusion?"

👍 | Project Evaluation

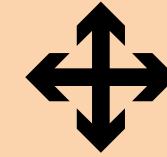
The project strengthened initiative by allowing organizations to select a topic and decide on the experiments to conduct. Based on the key elements of the experiments such as communication/ decision-making/ efficiency/ accountability and rights etc., we hosted special lectures and workshops.

According to the results of the experiment, if the process of finding the suitability of the issues defined and the challenges are repeated, the organization's initiative and level of understanding increases even though the suitability of implementation is low. Then, the organization is ready to move on to the follow-up planning stage. Therefore, regardless of the stage, the four elements of the change indicator need to be constantly modified, reattempted, and repeated for the experiment to succeed.

Consultations for NPOs

Expert consultations to solve issues that arise during NPO operations and activities

📊 | Performance as a quantitative indicator



10 areas for consulting



102 consultations



214 special lecture attendees

🔄 | Performance as a change indicator

- > Specific troubleshooting assistance: 4.83/5
- > Relevance of topic of consultation

Law (1 case), Establishment (15 cases), Accounting (21 cases), Labor (15 cases)

In total 52 cases

Fundraising (11 cases), Fundraising storytelling (4 cases), Fundraising operation data (4 cases), Public relations (12 cases), Newsletter (8 cases), Website (11 cases)

In total 50 cases

- > The importance and relevance of the field:
 - 1) 5 Special lectures (Establishment, Fundraising, Copyright, Tax and Accounting for Public Interest corporations, revised tax law)
 - 2) Production of casebook

👍 | Project Evaluation

We tried to meet some areas of improvement (insufficient time, need for more regular sessions, having a manual with consultation notes etc.) which were assessed as challenges for 2018, through the production and distribution of consultation casebooks. Structured in Q&A form, the casebook will be a reference tool for organizations to use on the ground. Still, the demand for a safe space for consultations persists. Fields related to organizational operation (establishment, accounting, human resources, law) have high demand for counseling. These fields are trying to promote the connection between NPOs and experts by creating a hub consultation center with specialized agencies. Moreover, we are attempting to shift our assistance methods by looking at international examples in which the administration, strategy planning, and performance measurement of project-based activities is supported.

Civil Society Development Research

Study, research, and debate about system and policy challenges for civil society activation and measures to improve the activities of activists and organizations

Performance as a quantitative indicator



2 research surveys*



8 policy proposals



7 forums hosted**



368 forum participants

- * 1) Research to establish the Seoul Metropolitan Government's basic ordinance and basic plan for civil society activation
Content: Create the institutional grounds for promoting the growth and activation of civil society in Seoul and deduce assistance plans
- 2) Research on demand for expansion of NPO resident · coworking space
Content: Identify the current state of spaces for nonprofits and the necessity of activities as a way to provide a base for networking and the activities of changemakers. Create an NPO rental workspace and coworking space, and explore operational directions.

Date	Item	Content
March 7	Nationwide civil Society Activation Network workshop to consider measures for a sustainable civil society, and solidarity and collaboration.	Outlines the currents relevant to civil society activation and discusses the possibility of joint action by various sectors within civil society
April 19	The role of civil society and activation strategies: "What is civil society's role and how can civil society be activated?"	Examines the discourse on civil society activation and discusses actionable challenges and directions.
May 16	The changing landscape of civil society: "What challenges the organization-centric civil society?"	Discusses the challenges that civil society is confronting amidst various currents of change and the corresponding response measures
June 20	"What is necessary for the social recognition of public interest activities?"	Discusses the meaning and requirements for social recognition of public interest activities and suggests methods for measuring social value.
July 19	A "Civil Society meeting on the system of consignment" for proposals regarding the citizen engagement innovation challenge	The meeting discussed necessary improvements to current laws/institutions that fail to reflect the changing environment, and a guideline for managing entrustment to develop a more horizontal form of public-private partnership.
Nov. 26	A professional activist's reality and alternative: "How can we make public interest activity a good job?"	Discusses the conditions and environment of public interest activity as an occupation
Dec. 11	How will the town community and the NPO collaborate to strengthen civil society?	Discusses conditions for collaboration between civil society organizations and town communities to organize citizens for the activation of civil society, and to change the Seoul Metropolitan government's policies on civil society.

③ Building Institutional Infrastructure for Public Interest Activities

시민사회 지형의 변화,
"단체 중심의 시민사회는
무엇으로부터 도전받는가?"

2019년 5월 16일 (목) 14:00~16:30
서울시NPO지원센터 1층 품다

시민
Seoul Civil Society Revitalization Group

주 발제
공익활동의 사회적 가치.

1. 요약문

※ 이 발제는 서울연구원 정책과제 「서울시 마을공동체사업의 주...」
의 일환으로 발제문을 대신한 점 양해를 구합니다.

강한시민사회를 위해
마을공동체와 NPO는
어떻게 협력할 것인가?

Response to Policy Issues and Agenda

- ① Response to the Ministry of Public Administration and Safety enforcement decree on the amendment of the Act on the Regulation of Donation Collections: Revised the amendment by raising concerns over the disclosure of the donor group's ledger at the request of donors
- ② Response to the Ministry of Economy and Finance's Tax Law Amendment
- ③ Monitoring related to the enactment of the Basic Act on Civil Society Development
- ④ Legislation Monitoring of the establishment and management of the Public Interest Committee: Exchanging opinions on the inclusion of certain exemptions in the Act on the Regulation of Donation Collections and expanding support for public interest corporations.
- ⑤ Monitoring related to the Nonprofit Civilian Organization Support Act and payroll regulations: Exchanging opinions on easing payroll/wage regulations on certain projects, easing of operating expense regulations when a high level of accountability and transparency is requested and easing of registration requirements for civil society organizations to enhance the community.
- ⑥ Proposal of a Nonprofit employment-related policy: Proposed plans to create more jobs in the nonprofit sector and revitalize the job market. The Office of the Prime Minister plans to research job creation in the nonprofit sector.
- ⑦ Citizen Engagement Innovation Challenge proposed to improve the Private Sector Entrustment System
- ⑧ Expanding Seoul Metropolitan Governance Administration: Establishing the Seoul City Democracy Committee and facilitating the agreement of the Seoul Social Compact

Establishment of process for institution/policy project

Policy diagnosis and suggestions

- > New policy suggestions and diagnosis of existing policies in response to changes in the civil society landscape
- Support for nonprofit job creation
- Social recognition and compensation for public interest activities
- Cooperation challenges based on expansion of civil society
- Improving entrustment system

Survey and research

- > An empirical study and factual survey on field researchers
- Support for nonprofit job creation (overseas training trip)
- Policy suggestions for civil society activation
- Research on the establishment of a basic plan and enactment of Civil society activation support ordinance
- Survey on demand for the creation of NPO rental workspaces and coworking spaces

Improvements

- > Government
- Pre-announcement of 'Regulations on the Development of Civil Society and the Promotion of Public Interest Activities' (Presidential decree)
- > Seoul Metropolitan Government
- Improvements of the private assistance system

Public opinion and debates

- > Held policy forum based on research and suggestions
- Public interest activity as a good job
- Measures for collaboration between town communities and NPOs
- Recognition of public interest activities as a social value
- What challenges the organization-centric civil society?
- Improvements for private sector entrustment

institution /policy Project Flow

Project Evaluation

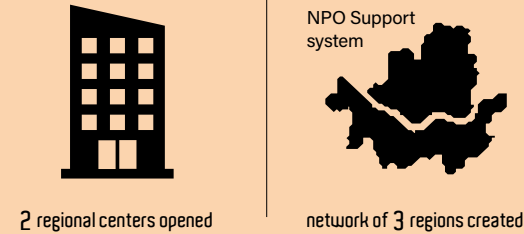
In 2018, we researched policy proposals for civil society activation. In 2019, we started research on establishing the basic plan for civil society activation and enacting the fundamental ordinance for advancement of public interests. During this time, 'Regulations on the Development of Civil Society and the Promotion of Public Interest Activities' (Presidential decree) was pre-announced. This stipulates the government's accountability for civil society activation and will mark a turning point where the government actively tries to establish policies.

There are still many laws and systems that need to be improved. However, conversations about 'the Assistance for Non-profit, Non-governmental Organizations Act', 'Act on the Regulation of Donation Collections', 'Public Interest Commission Act', 'Bill on Civil Society Development' have temporarily been halted. Though it may be difficult for the SNPO to accomplish alone, the SNPO will continue to discuss legal & system improvements through its collaboration with the Civil Society Activation Network, Civil Society Organizations Network in Korea, Korean Council of Civic Centers etc. and negotiate new ideas to propose.

Forming the Basis of a Regional NPO Support System

Create regional centers based on the activist environment of the local civil society and develop collaboration system with grassroots organizations for the growth of local civil society

Performance as a quantitative indicator

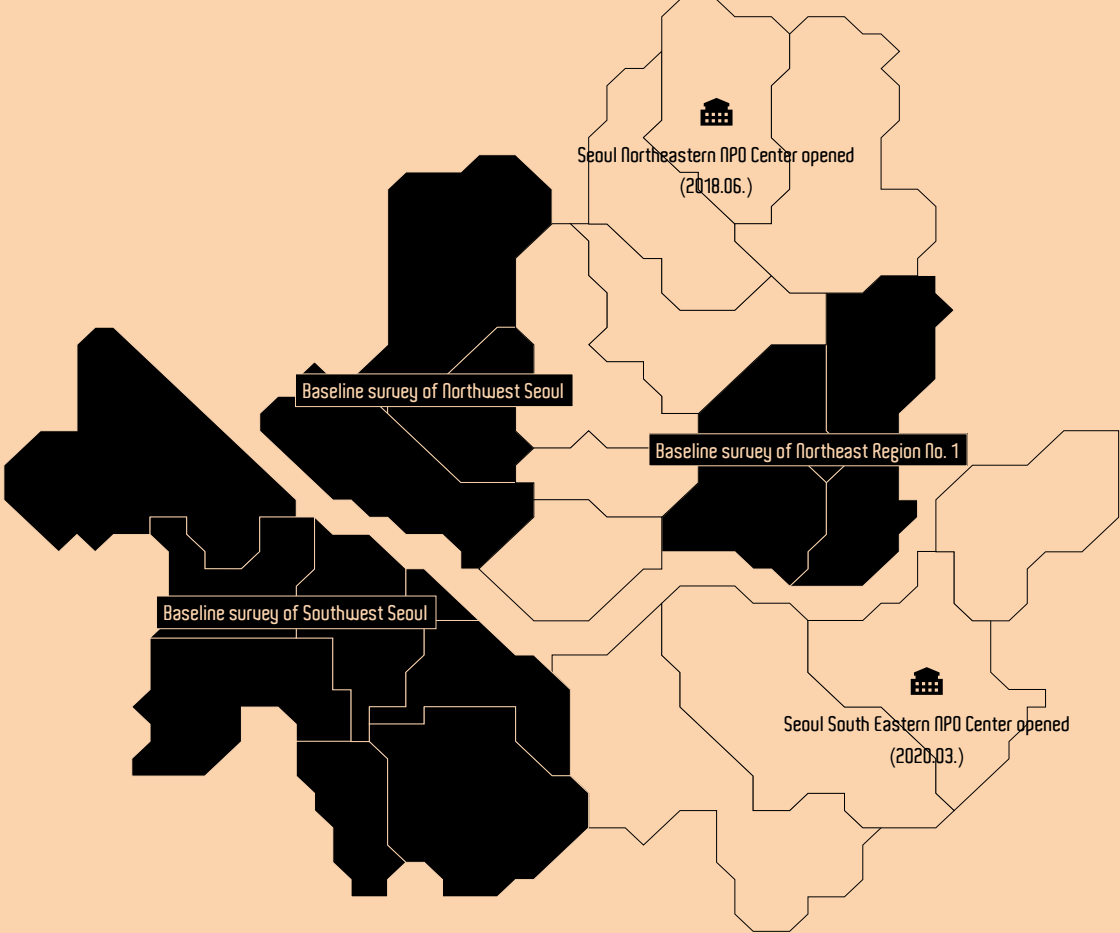


Performance as a change indicator

Providing a base for nonprofit support systems in regions/autonomous regions

Survey on the necessity of support systems and the current state of local civil society networks (3 regions)

Category	Content
Preliminary survey for the establishment of the Northeast Region 1 NPO Center	The desires of the activists and the current nonprofits in the Northeast District 1 were analyzed to develop baseline data on the importance of establishing region NPO Centers and establishment of suitable support system.
Preliminary survey for the establishment of an NPO support system in Northwest Seoul	The character and the current state of local civil society and the region were surveyed to examine the direction and necessity of establishing a support system for nonprofits in the Northwest region
Preliminary survey for the establishment of an NPO support system in Southwest Seoul	The current state of nonprofits and the local community in the Southwest region were identified. Based on these findings, the implementation measures and support strategies for the activation of nonprofits in the Southwest region were developed.



Northeast Region No.1 districts: Gwangjin, Dongdaemun, Seongdong
 Northwest region: Mapo, Seodaemun, Eunpyeong
 Southwest region: Gangseo, Gwanak, Guro, Geumcheon, Dongjak, Yeondeungpo, Yangcheon

Project Evaluation

The opening of the NPO Center in the Southeast region, following the opening in the Northeast region, launched our projects for the first half of 2020. Baseline surveys were conducted in the remaining three regions (Southwest, Northwest and Northeast) to identify the current situation of civil society and assess the needs of each respective region.

The opening of the regional centers has started much discussion and debate about the role and function of metropolitan and regional centers, and their cooperation. We anticipate growth and revitalization of regional civil society through the stabilization of the public support system.

④ Network Cooperation for the Activation of the Public Interest Activities Ecosystem

'NPO Partner Fair'

An NPO Support & Industry Fair that offers collaboration opportunities to nonprofits by gathering potential partners in public interest activities that reflect the nonprofits' demands and desires.

▮ | Performance as a quantitative indicator



94 booths

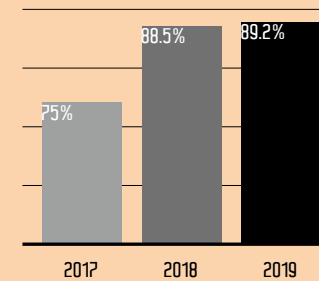


3,828 visitors

🔄 | Performance as a change indicator

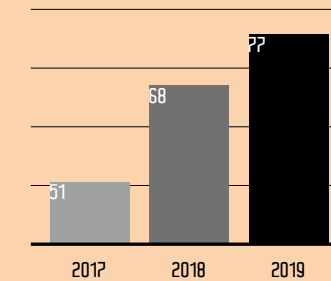
NPO participants 🗣️

- › The engagement of nonprofit parties are expanding



Partners that NPOs Need 🏢

- › Survey on engagement satisfaction level for targeting visitors 4.2/5 points
- › The number of participating agencies increase year-over-year



Relationship between NPOs & Partners 🤝

- › An average of 21 booths visited by each person
- › An average of 5 collaborations considered

👍 | Project Evaluation

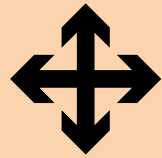
The number of participating organizations and visitors have gradually risen since the first NPO Partner Fair in 2017. Collaboration between organizations and agencies have also risen during this time. The objective of the fair is to contribute towards the growth of both participating organizations and agencies. We plan to conduct a follow-up survey to assess the impact of the fair on the growth of participating organizations.

The NPO Partner Fair and the International Conference of NPO will merge into one event for 2020. The convergence of the two projects promise significant potential for testing new ideas and finding new collaborators between like-minded parties with a passion for public service. Our objective is to evolve the event into an industry hub to connect knowledge and information about public service and enterprise.

External Relations

Develop partnerships and promote networks with organizations committed to supporting civil society

Performance as a quantitative indicator



5 areas for External relations projects



15 External relations projects



108 partner organizations*

- *
> Municipal Cooperation on Civil Society Promotion Policy Implementation (20 organizations)
> Cooperation for 'Public Interest Network WeAre' (Eight organizations/ Training: Fifty people): A diverse network of nonprofits coming together to improve organizational management and accountability by co-producing self-assessment checklists and sharing common documents needed by nonprofits.
> Cooperation on Strengthening Civil Society and Enhancing Networks (11 Projects/ 78 organizations/ 444 people)
① Civilian Public Interest Activities Support Foundation Network (9 organizations): A network of organizations formed in order to improve support for public interest activities and community environment by sharing information and collaboration.
② Civil Society Advancement Support Network (3 organizations): Members of the network (DongHang Activist Co-operative, Simin, Civil Society Organizations Network in Korea) share a united vision and mission of enhancing civil society and engage in discussions about implementation.
③ NPO Activist Capacity Building Training Support Organization Network (6 organizations): Exploring collective plans to improve activist capacity building, resource sharing and a cooperative educational platform.
④ NPO Management Capacity Strengthening Cooperative (4 organizations): Promoting NPO management practices through collaboration with human resource management experts and relevant organizations. Published the "NPO Human Resources Handbook".
⑤ Activist Story Weekly Cooperative (18 organizations/ 200 meeting participants): 63 activist story clubs nationwide (A place where activists are voluntarily collecting and sharing stories of other activists)
⑥ Jirisan Forum (10 organizations/ 178 forum participants): A forum to share knowledge, information, experience and achievements of activists making small differences in their respective fields within civil society.
⑦ Korean Council for Citizen Centers (17 organizations): A nationwide civil society support group network. It is focused on information sharing and cooperation to enhance civil society and collaborates with the Activist Story Weekly and the National Civil Society Revitalization Network. Members of the council are offered group consultancy, capacity building workshops and community change capacity building workshops.
⑧ Patient Organization Leader Forum (2 organizations/ 60 forum participants): A network of private businesses and civil society organizations to support small-scale patient organizations by building up their organizational capacity.
⑨ Seoul City Intermediary Organizations(6 organizations): Discussing issues related to the private sector entrustment system and proposing a general meeting system for collaborative projects.
⑩ Seoul Digital Foundation NPO Education (1 organization): Connecting organizations for 'Big Data' training and engaging in promotions.
⑪ Onsite Programs for University Students (Two universities/Six students): Raising civic awareness and local community participation. A program to improve public leadership capacity.
> Activist Scholarship Support Program (Two universities/21 scholars recommended/ 40% reduction on tuition)

Performance as a change indicator

Broadening the network of collaboration

- > The public interest network 'We Are' was expanded from 7 organizations and 10 people in 2018 to 8 organizations and 16 people in 2019. It published the revised edition of 'NPO self- diagnosis index' to strengthen NPO accountability. Based on the selection of the NPO participatory budget, the expandability of the network as an open index was confirmed.
- > Collaboration network developed with educational institutions from each sector: development and pilot operation of the activist capacity map platform of 2020.
- > Support for individual activists and activity gatherings: 2019 Activist Story Weekly (supported 63 activist story groups nationwide and executed a planning meeting), Jirisan Forum (173 activists participated)
- > Collaborative projects with new fields and sectors: Patient Group Leaders Forum, Seoul Digital Foundation

Project Evaluation

"We Are", a public interest network, is a voluntary and organic network created by organizations. The network has been proactively sharing their self-assessment checklist to strengthen NPO accountability and transparency. We hope more networks like 'WeAre' are created in the future. Activist Story Weekly, a cooperative project, celebrates the work and achievements of civil society activists across the nation to share their stories with the community. The Seoul NPO Center organizes planned meetings to facilitate this project but the direction and planning of the project is independent and voluntary.

The aforementioned projects align with our desire to support and foster organic cooperation between civil society organizations rather than drive and urge cooperation.

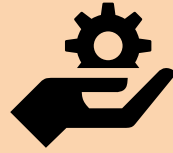
NPO Participatory Budget

Excavating and solving joint challenges for civil society through the direction participation of NPOs.

Performance as a quantitative indicator



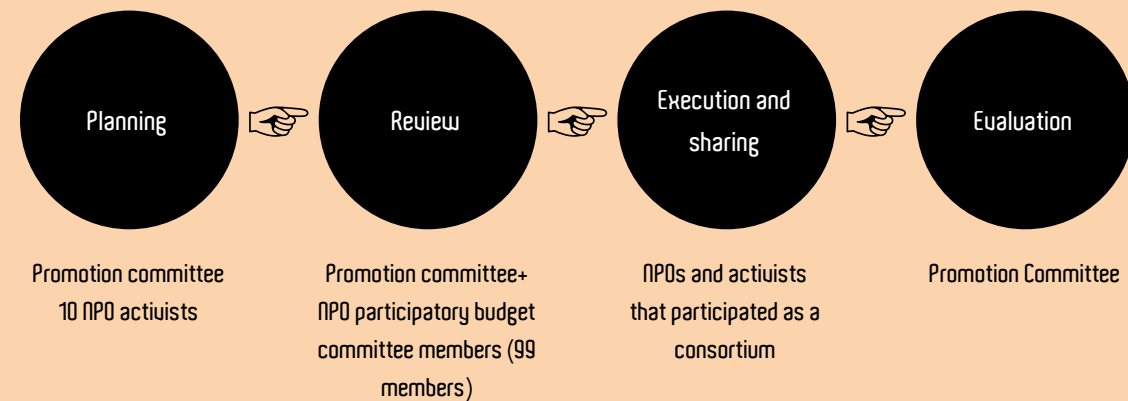
99 NPO participatory budget committee members



4 teams supported

Performance as a change indicator

Participation of NPOs and activists in the preliminary stages of the project

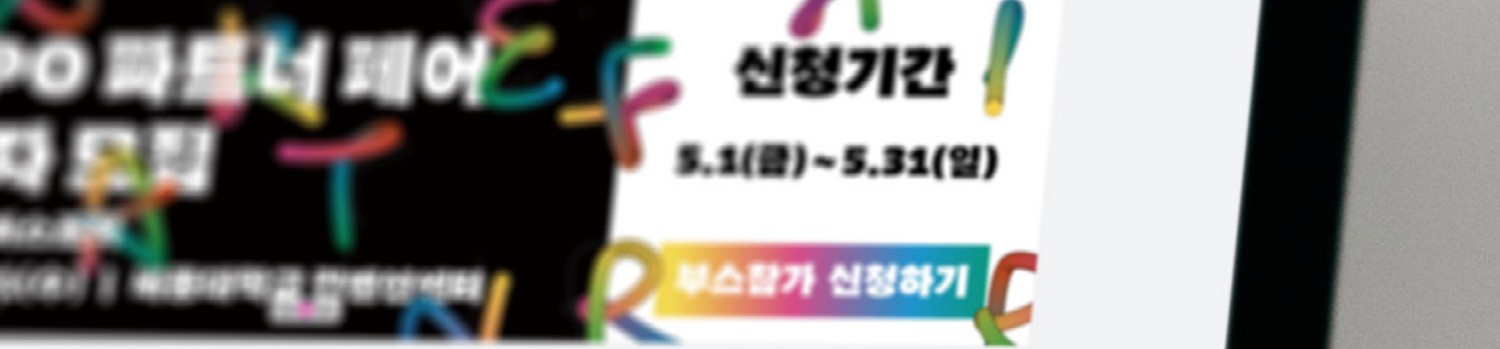


Production and utilization of civil society public goods

Project Title	Public goods of civil society	
Data Activism School	Poster of Public data website list, Data education teaching material (https://github.com/ bobpark925/dataforgood)	
Organizational operation guide to strengthen accountability of nonprofits	Revised edition of the self-diagnosis indicators for NPO accountability, production of formula of making together for NPOs (7 types related to general affairs of treasury, 16 types related to human resources, 4 types related to Personal Information Protection)	
Project that designs and publicizes public indices for the sustainability of the public interest activists.	Survey activists across the nation (853 respondents) and report the results of demand survey on assistance for public interest activists' lives and sustainable activities	
Tree Shade project_ 'Throw Away Worries' Living Environment Counseling Center	Manual for organizations that want to make a platform. Life Living Environment Counseling center & Asking tree & Platform	

Project Evaluation

The SNPO tried to increase the engagement of organizations and activists through the NPO participatory budget. The NPOs participated in the entire project and selected a joint objective that organizations find difficult executing independently. They then produced results that could be shared within civil society. 90 out of the 99 NPO participatory budget committee members, most of whom are activists, were directly involved in the selection process and gave suggestions about project implementation. However, the "deliberation" that activists stressed to ensure that the opinions and decisions of NPOs are reflected, was only applied to the screening stage due to operational difficulties. In 2020, we will adjust the NPO participatory budget process so that the 'deliberation' process can be integrated into all the projects.



⑤ Sharing Information on Public Interest Activities

Public Relation and Information Archive

Contribute to the sustainability of the Seoul NPO Center and the NPO ecosystem by promoting NPO projects, and sharing information on NPOs

Performance as a quantitative indicator



* Top 5 Content from Information Archiving 2019

Content	Number of Views (monthly average)	Category
"How is our organization" Self-diagnosis indicators for NPO Accountability (revised edition)	812	Administrative tool
Accounting handbook for beginner activists	563	Administrative tool
Finding venues in Seoul that can accommodate more than 100 people	458	Administrative tool
Policy direction for the diagnosis and activation of civil society ecosystem: focusing on new agents of public interest activities	451	NPO Report and research material
Example of UK civic engagement support	435	Case Study

**
First Penguin Campaign (Joint campaign with KakaoTogether, 10,870 citizens participated, 2,783,600 KRW fund-raised): a campaign that introduced the activities and outcomes of civil society organizations which spoke out first about policies and systems that solve societal issues 30 years ago (2018.11-2019.1).

NGO Solidarity Campaign (Action Domino): As the follow-up of the 'First Penguin Campaign', this campaign galvanized solidarity and support for civil society organizations by introducing examples of how they changed the world with card news (2019.11-12).

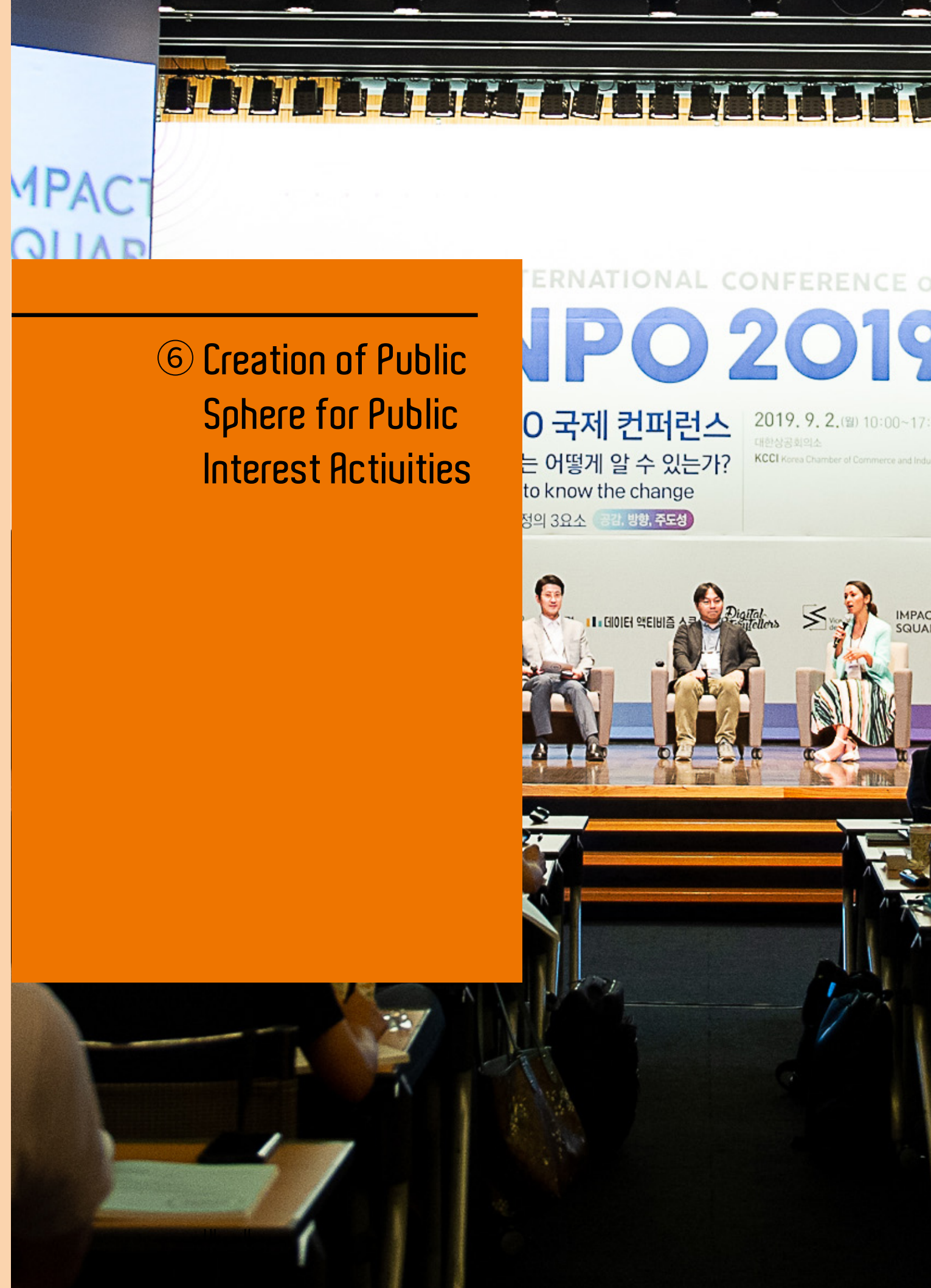
Operated the SNPO visitor program

👍 | Project Evaluation

The SNPO's emphasis on the necessity of information archiving since its foundation has brought the SNPO to the level where excavation and accumulation of data, and the management of designed archiving can run smoothly. The SNPO is now preparing to move on to the next step. We are considering the development of an NPO portal that goes one step beyond the function of providing materials by connecting information, resources, and people. We started this undertaking through public relations. Instead of simply introducing the societal outcomes of NPOs, our campaigns enabled the engagement of citizens, which allowed the outcomes to be understood more easily and actually broadened the support for NPOs.

In 2020, we will experiment with NPOs without a follower base and with communication channels of activists. We will also start transitioning to an informational platform for materials, resources, and people by strengthening PR on NPO-related policy changes.

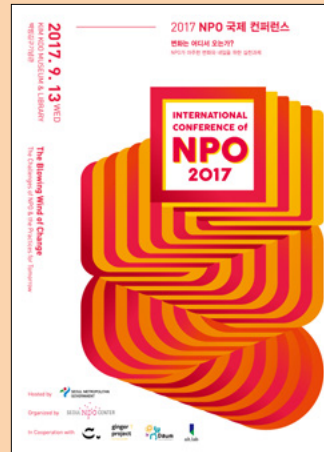
⑥ Creation of Public Sphere for Public Interest Activities



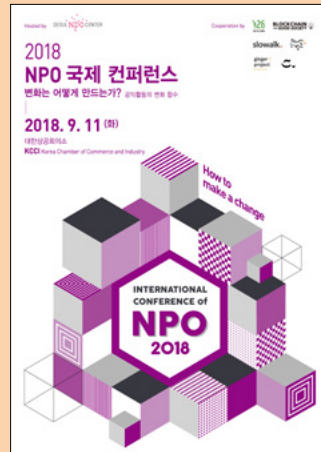
International Conference of NPO

Share domestic and international trends in public interest activities and promote change in NPOs

▶ | Change series



2017: The Blowing Wind of Change

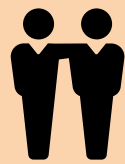


2018: How to Make a Change



2019: How to Know the Change

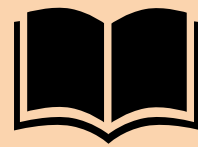
▮ | Performance as a quantitative indicator



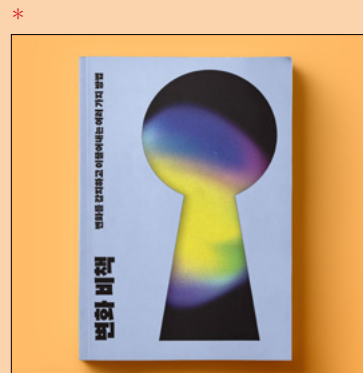
6 collaboration sessions



505 participants



Publication of trend report*



🌀 | Performance as a change indicator

Inspiring Topics

- > 3 elements for measuring change: empathy, direction, autonomy
- > Satisfaction level of conference participants 4.8 points (out of 5 points)



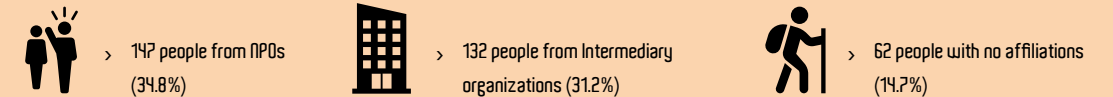
Compromising with collaborators: Partnership for planning & execution

- > Planning meeting: 7 sessions
- > Collaborative sessions: 6*
- > Follow-up integration forum: 2 sessions



Increasing recognition

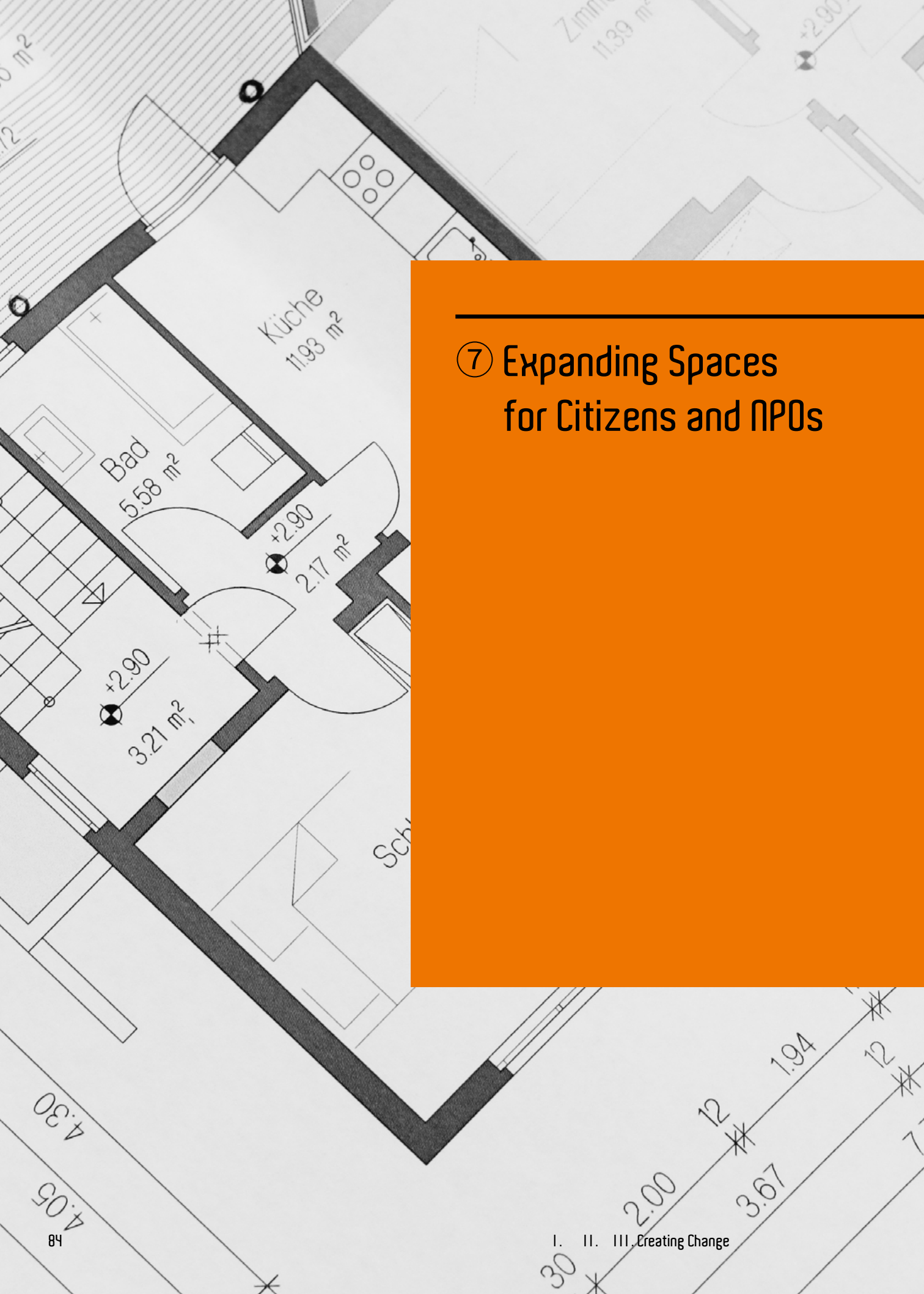
- > Benchmarking external organizations on conference topic and operational method: 1 case of local NPO conference benchmarking
- > Going beyond NPO stakeholders to engage diverse members



👍 | Project Evaluation

The trilogy of change is over. We agreed that we need to locate the source of change, be conscious of change, respond proactively and autonomously to every stage of measuring change, and also be aware of the times when change should be rejected. This occasion left us the challenge of determining what the characteristic NPO way of responding to change should be.

In 2020, we will address the topic of 'crisis and transition'. We will discuss man-made crises like the climate crisis and ones that are out of man's control like Covid19. We will explore what preparations are necessary and what futures should be mapped out at a time when our lifestyles and the principles driving our activities are forced to undergo change.



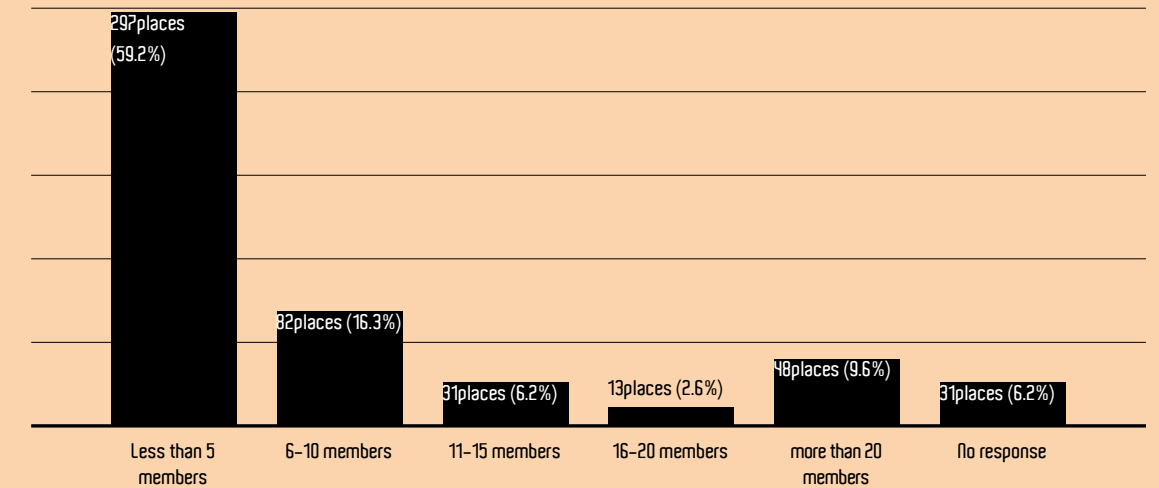
**7 Expanding Spaces
for Citizens and NPOs**

NPO Rental workspace · Co-working space

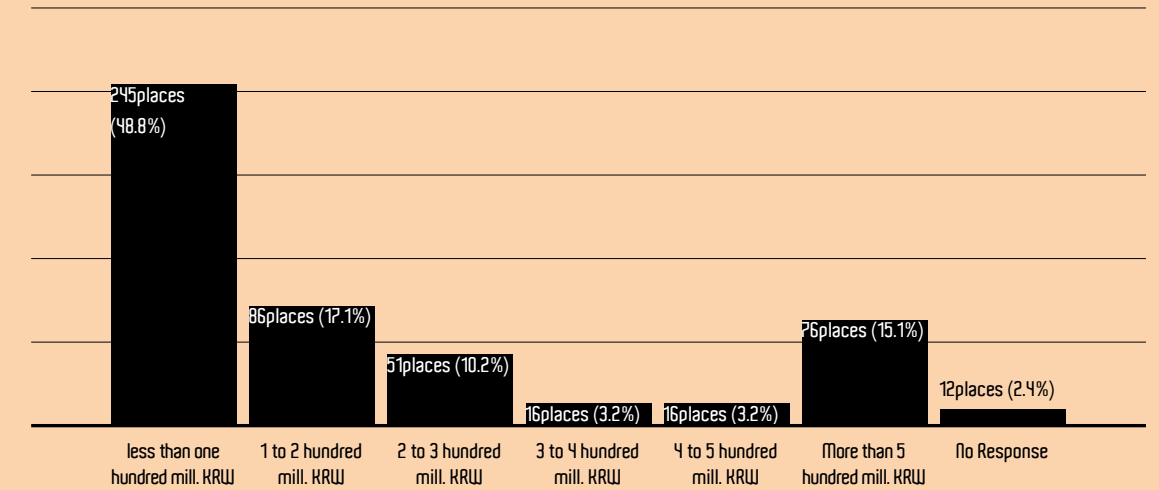
Beginning with the research on the demand for NPO rental workspaces & co-working spaces (2019), the SNPO will push forth the creation of a space for citizens and NPOs after establishing the meaning, values, structures, and management plan in 2020.

*
Research on the demand for NPO rental workspaces & co-working spaces (2019)

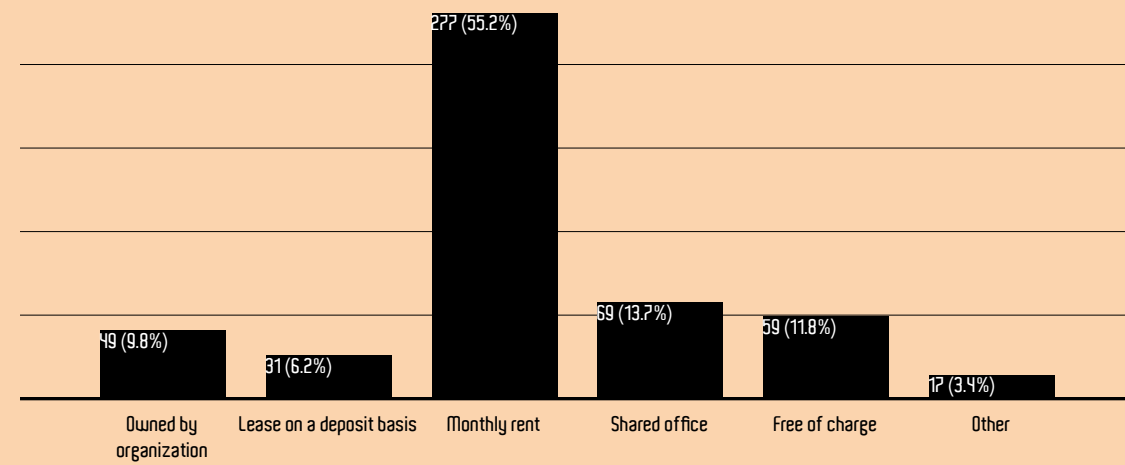
No. of Full-time activists in NPOs in Seoul



Annual Budget Scale of NPOs in Seoul



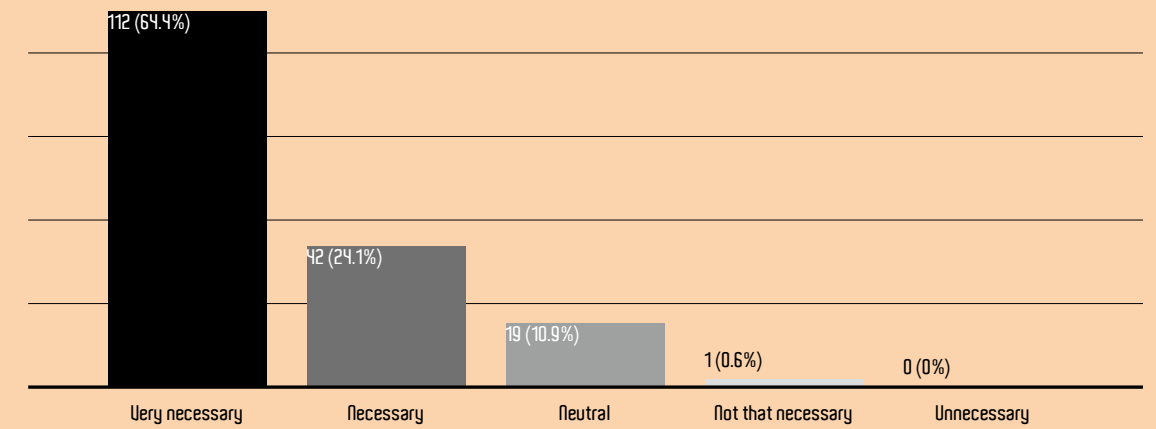
Types of spaces retained by NPOs in Seoul (Unit: No. of places)



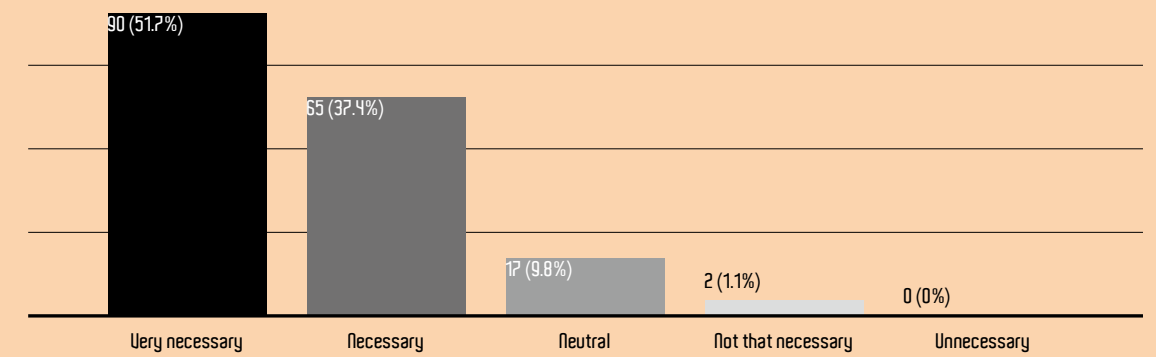
1) Management support for NPO co-working space (Multiple answers)

Rank		No. of responses	Percentage (%)
1	Equipment rental	105	66.9
2	Tax & Accounting	96	61.1
3	Production of promotional video and booklets	65	41.4
4	Poster and brochure design	58	36.9
5	IT(electronic payment, member management etc.)	39	24.8
6	Joint on/offline documentation (archiving)	32	20.4
7	Human resources and in-house recruitment	15	9.6

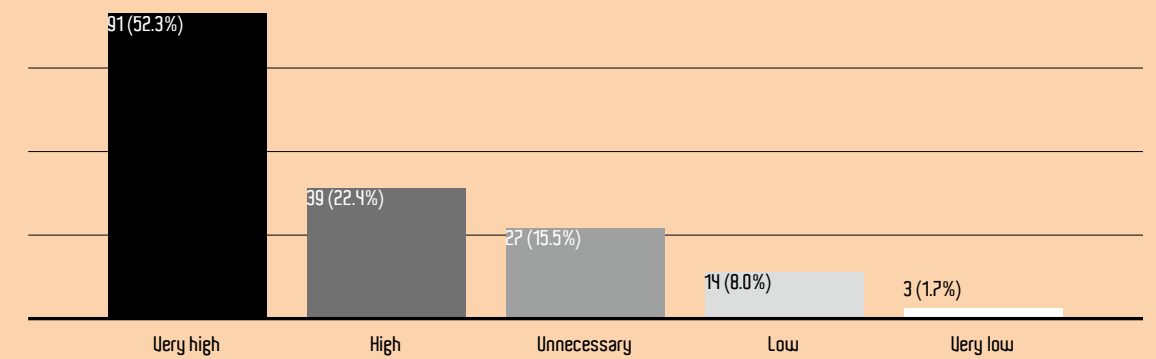
2) The Necessity of co-working spaces for NPOs



3) The Necessity of having a facilitator for collaboration in NPO co-working space



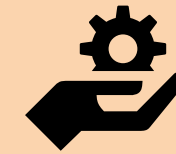
4) Intention to occupy co-working space



Nonprofit Startups Support Project

Cultivating nonprofit startups with new elements for public interest activities

Performance as a quantitative indicator



6 teams supported



180 showcase attendees

⑧ Support for Startup NPOs with New Approaches

*



Community platform for unemployed youth to connect and collaborate.



A nonprofit press that guarantees university students' right to know and creates content about university culture and discourses



Volunteer organization that produces online fundraising content through media-related talent donations and supports fundraising for socially disadvantaged groups.



Project to increase agricultural income in Laos and reduce plastic waste through the use of environmentally friendly leaf dishes.



Planned and executed Mad Pride to relieve societal prejudice; helped people with mental disabilities/mental disorders gain independence through the creative arts.



Building the capacity of interpreters working for refugees/migrants through a interpretation training program with a mutual cultural perspective.

Performance as a change indicator

	Public Interest	Originality	Activity Growth Potential		Organizational Viability	
			Securing Support for Next Term	Partnership Development	Registration of Organization	Developing Funding Model
NEET People	●	●	●	●	●	
Univalli	●	●	●		●	●
Rhythm of Hope	●	●		●	●	●
Milk for Lao	●	●		●	●	
Antica	●	●	●		●	●
Homo Inter	●	●		●	●	

| Project Evaluation

The teams that participated in the nonprofit startup support project had the chance to experiment with solving societal issues, and gain societal recognition and support. They saw the possibility of evolving from a mere participant to an actor or in other words, an nonprofit startup. Nonprofit startups are a new way to solve societal issues and are a channel for newly emerging agents. This evaluation played a large role in creating the ecosystem that supports the incubation of nonprofit startups.

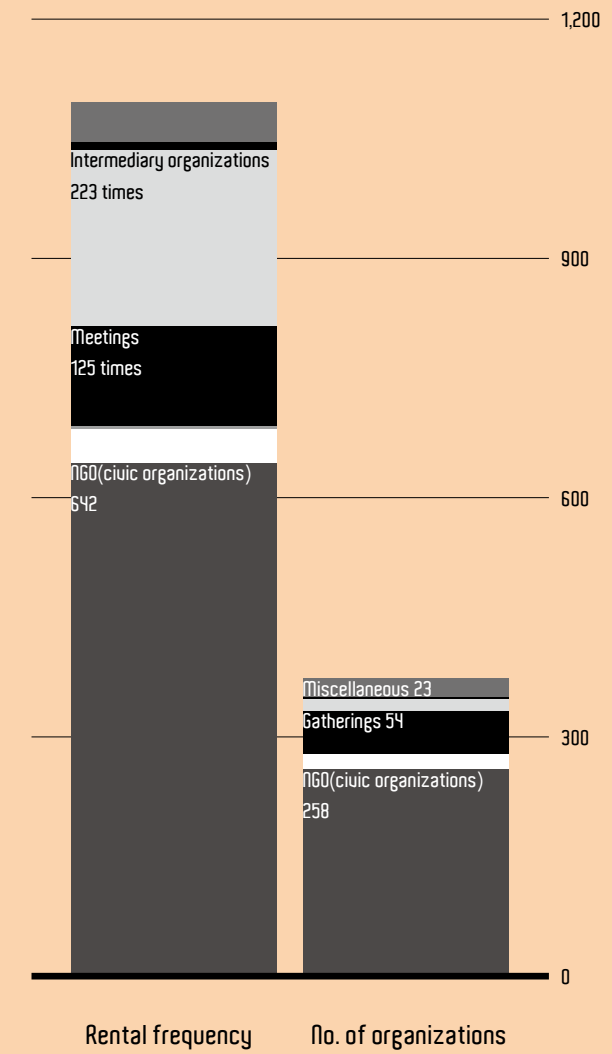
However, a support system for the growth stage following the incubation period is still lacking. This means that these entities find it difficult to grow as a nonprofit organization and develop a sustainable model for self-sufficiency. This is why it is important that in addition to the expansion of the NPO startup support ecosystem, the policies and systems that support nonprofit startups adopt a new perspective (NPO job creation, social recognition, compensation based on societal contribution).

Space Rental and Management of NPO Promotional Space

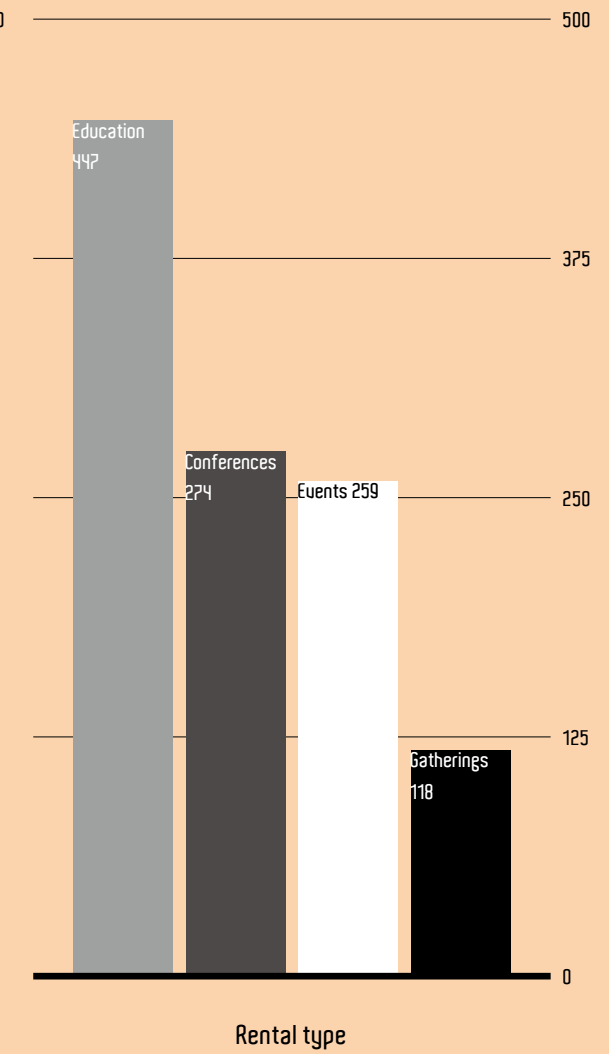
Space Rental for Public Interest Activities

The SNPO has been providing space to NPOs and citizens through space rental since it was established.

Rental frequency per organization



Rental type



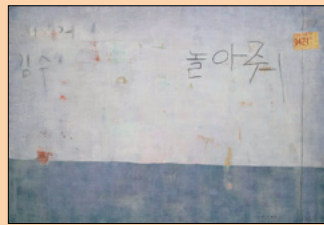
Item	No. of times rented	No. of organizations
NGO(Civic organization)	642(58.5%)	258(69.4%)
Social enterprise/cooperatiue	45(4.1%)	19(5.1%)
Volunteer/welfare facility	3(0.3%)	1(0.3%)
Gatherings	125(11.4%)	54(14.5%)
Intermediary organization	223(20.3%)	13(3.5%)
Foundation	6(0.5%)	4(1.1%)
Miscellaneous	54(4.9%)	23(6.2%)
Total	1,098(100%)	372(100%)

Item	No. of organizations
Education	447(40.7%)
Conferences	274(25.0%)
Events	259(23.6%)
Gatherings	118(10.7%)
Total	1,098(100%)



Spaces with Memories

Choi Ho Cheol
2019.1.11.~2019.3.14.

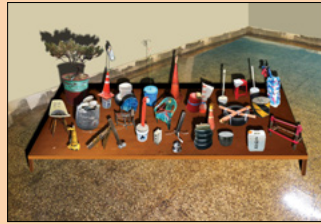


Peaceful Scenery

Lee Seon Il
2019.4.3.~2019.5.30.



Photography exhibition: Two German Photographers - Documentary books
Andrzej Steinbach, Tobias Neumann
2019.6.14.~2019.8.14.



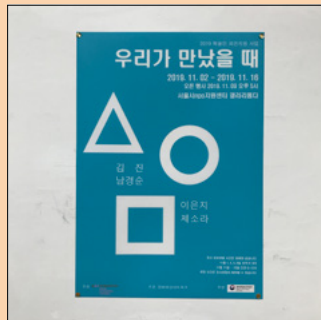
Talking Ends

Jeon Ji
2019.8.21.~2019.9.20.



Drawing Tomorrow on the Road

Jang Mi Jung
2019.9.23.~2019.10.15.



When We Met

Kim Jin and 3 others
2019.11.2.~2019.11.16.



Door

Kang Su Nam and 19 others
2019.11.18.~2019.11.29.



The Archivists for NPOs No.4 'Factory Girl, the Birth of the Modern Female Worker'

Lee Gyeong Min
2019.12.9.~2020.1.31.

NPO Promotional Space(NPO BOX)

Introducing SNPO's direction and support projects of 2019

Seoul NPO Center
2019.2.11.~2019.3.30.

Introducing resident organizations of Seoul NPO Center's coworking space, with activities that help NPOs

Wise Circle, Sustainable Youth Network, 99 College, Joyul Collective
2019.4.1.~2019.4.30.



Promotion of activities like Mom project, Heart-to-Heart walk, Heart-to-Heart bus etc.

Gonggamin
2019.5.1.~2019.6.8.

Promotion of the 12th Social Economy Competition

iCoop Union
2019.6.22.~2019.7.27.



The Seoul Emotional Labor Content Competition

Seoul Emotional Labor Center
2019.7.29.~2019.9.9.

Promotion of NPO Partner Fair

Seoul NPO Center
2019.9.10.~2019.10.30.

Promotion of Global Citizen Musial's 5th A Common Beat

Pullullim
2019.11.1.~2019.12.31.

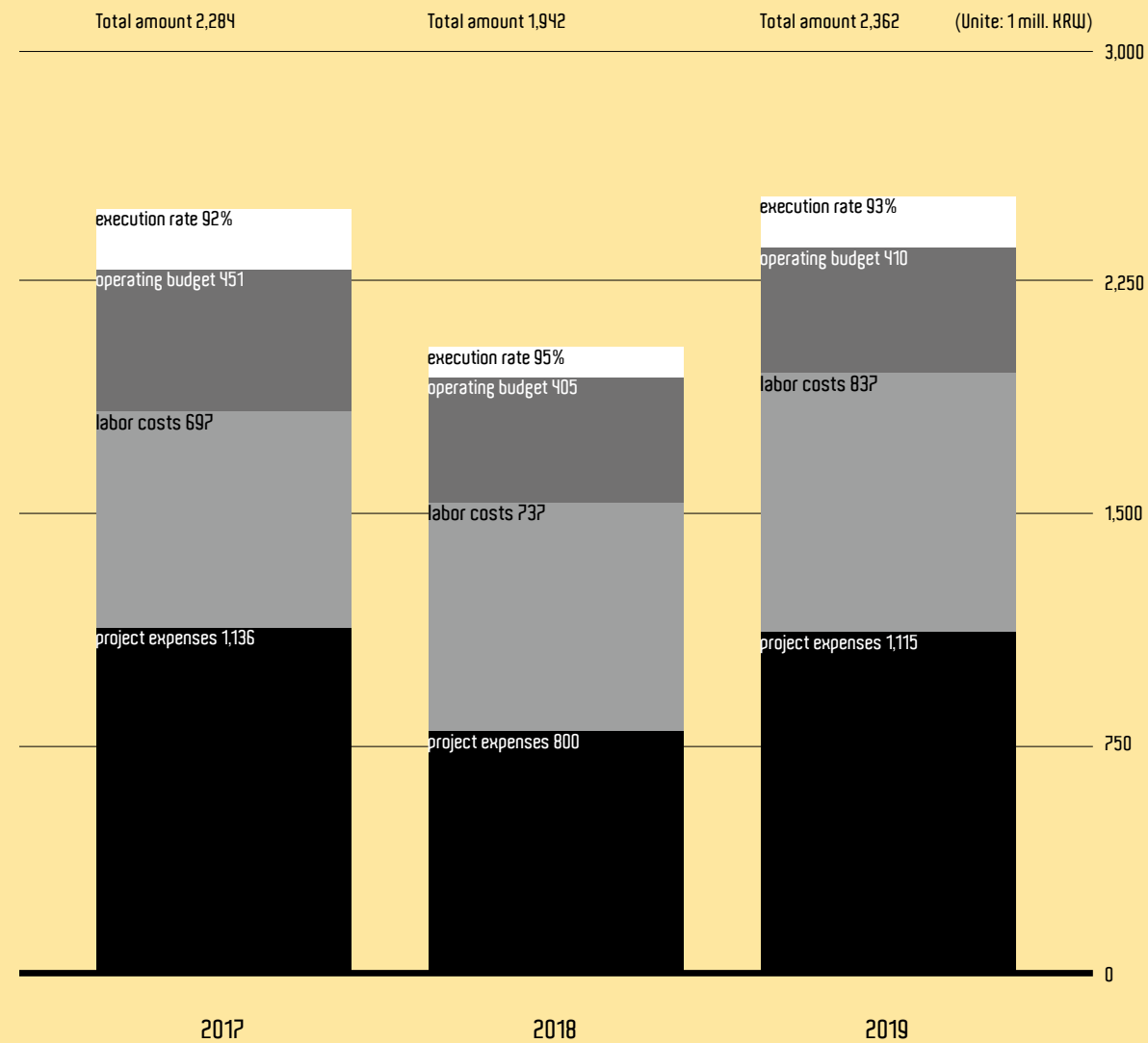
IV. Sustaining Change

1. Financial Administration
2. Organizational Operation
3. Human Rights, Labor, and Communication
4. Spreading Sustainability & Protecting Information and the Environment

1. Financial Administration

Budget status and execution rate of the last 3 years (2017-2019)

Despite efforts to minimize the unencumbered balance through periodical inspection of budget execution, the budget execution rate fell (2%) from the previous year due to the occurrence of personnel expense balance, reimbursement of contest grants, changes in the research project plans etc. The SNPO will try to reduce the unencumbered balance of the budget by overhauling the inspection process and working with the project inspection division.



The Seoul NPO Center's settlement of its record and detailed breakdown of its contracted project costs and revenue-making projects, gets reviewed quarterly on appropriateness by an external accounting firm (Samhwa Accounting Corporation). The annual audit of financial statements is performed by InSung Accounting Corporation. The results of the audit are disclosed on the website.

2. Organizational Operation

2019 Organizational Restructuring

Transition from team-based system to a department-based system
(Management Planning Department, Change Support department)

In January 1, 2019 the office was reorganized from the existing 1 SNPO, 2 departments, and 4 team structure to 1 SNPO and 2 departments (Management and planning, Change Support). The number of teams was disproportionate to the size of the staff (formerly 16) and the level of initiative from each member had increased such that a structural change was necessary. The team-based structure was shifted to a department-based structure to allow the members more opportunities to demonstrate and be responsible for their personal initiatives, and to relieve the dual structure for more efficient decision-making.

Internal evaluations and staff interviews showed that after the restructuring, there are benefits like being able to address issues related to organizational operation on a department level, more effectively responses to external audits, and more self-directed implementation of projects by project directors. However, giving and receiving daily feedback has proved more challenging after the shift.

Establishment of Vision and Plans for Term 3(2020 -)

To establish the vision and plans for term 3, the SNPO operated a vision committee (with the participation of the parent corporation) and the re-entrustment preparation TFT. The Vision Committee, across two meetings, have explored the relationship between the center's existing vision system and the parent corporation. The re-entrustment preparation task force engaged in weekly education and discussion sessions with the goal of establishing medium and long- term plans, and vision-related activities. All members participated in a series of workshops (five in total) that were organized based on the findings of the task force. The results from this workshop, combined with employee opinion surveys and civil society support network feedback, formed the center's third term vision and plan.

Parent corporation Vision Committee Workshop	Inspection of the SNPO vision system, debate on the relationship direction and the implications of effective collaboration structure with the parent corporation (1/9, 1/28)	
Re-entrustment plans TFT	Sector-specific environmental analysis (4/11, 4/18)	<ul style="list-style-type: none"> Seoul NPO environmental analysis Support directions for growth of communities Seoul Metropolitan Government's NPO-related Policy directions Policy environment surrounding the intermediary organization Defining civil society activation*
	Examination of support for capacity-building of activists/organizations (growth support) (5/8, 5/17, 5/23)	<ul style="list-style-type: none"> Organize changes and currents in the SNPO activist training project Discussing the capacity of activists/ organizations Defining activists and activist capabilities**
	Discussion of SNPO's vision and plan (June-August / once a week)	<ul style="list-style-type: none"> Discussion of SNPO's vision, core goals, mid-to-long term plans, detailed implementation plans
All-staff Vision Workshop	<ul style="list-style-type: none"> Debate about the SNPO's identity, functions and roles (5/29) Environmental Analysis Workshop (6/10, 6/18) Term 3 Vision, Keywords, Core goals Establishment Workshop (6/25, 7/4) 	
Opinion survey of employees for the establishment of Operational plans for Term 3 (6/1-28)		
Collect opinions of Civil Society Support Network (5/22, 6/24, 8/12)		

Establishment of Vision and Mission for Term 3

Vision

Collaboration and connection platform to support public interest activities

Mission

Support the spread of social values and social problem solving through solid relations with civil society and respect for public interest activities

* The higher the number of citizens who engage in public issues and actively work towards solving societal issues, the greater the opportunities for creative citizen-led experiments.

** Activist: A person who leads societal change and spread new values
 Activist Capabilities: Strength to lead societal change and spread new social values

First Amendments to the Employment Rules

The members shared their views on the amended employment rules during the two general meetings (Monthly Impact)(September 30, October 28). All 16 members signed a consent form on November 4th. The changes to rules of employment were submitted to the Seoul Regional Employment and Labor Administration (Labor Improvement Guidance Division 1) on November 8, 2019 and processed fully on December 24th.

Main information on Amendments

- > Guarantee safe working conditions and enhance employee welfare
- > Reflect enactment and amendment standards pursuant to the revised superordinate law
- > Matters concerning prevention and prohibition of workplace harassment, the newly established grievance management committee

Selection of Seoul NPO Center's Entrusted (Re-entrusted) Agency : SIMIN

SIMIN was selected as the entrusted agency of the Seoul NPO Center for the 3rd term after the open call and signed the consignment agreement with the Seoul Metropolitan Government in November 14, 2019. (Agreement duration:2019.11.15.-2022.11.14.)

- '19. Feb-April
Execution of comprehensive performance evaluation of 2019 entrusted agency
- '19. 5. 14.
Review of the Committee for the Promotion of Citizens' Public Interest Activity (CPCPIA) re-entrustment plans
- '19. 6. 28
City Council resolution on the entrustment agreement of Seoul NPO Center
- (1st round)'19. 7. 19.-8. 29. (Re-announcement)9. 6.-9. 17.
Open call for entrusted agencies
- '19. 9. 24.
Selection of entrusted agency by qualification deliberative committee
- > Selection of Seoul NPO Center's entrusted (re-entrusted) agency : SIMIN

Audit performance by the Audit and Inspection Commission of the Seoul Metropolitan Government and the administrative audit and inspection by the Seoul City Council









An on-site audit (March 21st - 22nd) regarding the Seoul NPO center's contract agreements and an interview investigation (April 1st - May 9th) were performed by the Seoul Metropolitan Audit Committee in accordance with their inspection schedule. The audit found several irregularities regarding contractual agreements with individuals, advance payments, accounting and contract deposit management. Staff training for budget, contact and account management and changes to internal accounting and contractual regulations were made to fulfill the committee's recommendations. All staff members at the Seoul NPO Center were subject to three sessions of accounting and contract related training and revisions were made to the NPO guidelines.

An administrative audit and inspection was conducted by the Seoul Metropolitan Council to assess the planning and achievements of all major projects in accordance with their 2019 inspection schedule. It took place at the 290th General Meeting (Government Administration and Home Affairs Committee) with other private sector contractors (November 11th-12th). The results of the administrative audit and inspection found points of improvement in meeting project plan deadlines in accordance with the entrustment contract and the approval of the Committee for the Promotion of Citizens' Public Interest Activity's project plan. Revisions to space rental management and strengthening preparations for overseas policy training was also deemed necessary. These findings were immediately rectified with revisions.

3. Human Rights, Labor, and Communication

Employment Status (As of May 2020)

M / F

	2018	2019	May 2020
Regular employment			
Irregular employment*	None		
Youth Innovation Activists (Asan Frontier Youth)		None	None
Employee turnover			None
Average length of service	19 months	34 months	33 months

Current status of non-regular work

- > It is the policy of the NPO Center to hire full-time staff for regular continuous work but also hire temporary staff for unavoidable reasons. Temporary staff are employed and managed under the strict adherence of Seoul Metropolitan Government's employment policy (Labor Respect Metropolitan Area Stage 2 Development Plan) and the Ministry of Employment and Labor's guideline.
- > Temporary staff were hired to support new projects in 2019 (Nonprofit startup and university student connection support), space rental management and Consultation for NPOs. We seek to hire more temporary staff to help us archive materials for the Public Interest Portal, to support the NPO Social Character Campaign and aid Consultation for NPOs in 2020.
- > Temporary staff are paid according to the Seoul Metropolitan Living Wage and receive the same taxes and benefits as full time staff such as social insurance, break time (30 minutes per 4 hours of work), vacation leave (annual paid holiday, sick leave, family events, compensatory leave), employee training and per diem allowance.
- > The NPO center will continuously strive to improve the working conditions of temporary staff

Establishment and Operation of the Grievance Committee

The Seoul NPO Center setup the 'Grievances Committee' in 2018 to hear from all our employees (from non-regular workers to the CEO) about their difficulties and address them. Following the new provision introduced on July 16th 2019 banning workplace bullying in the Labor Standards Act, the grievance committee formed a response team to tackle workplace bullying and included guidelines on reporting and investigation of incidents to the office regulations. The committee's workplace grievance solution processes and its composition based on the 'grievance committee rules' were newly reflected on the center's office regulations to improve our existing regulatory standards. No cases have been reported to the grievance committee in 2019.

Job Satisfaction Survey

Since 2017, the SNPO has conducted job satisfaction surveys to identify the staff's level of immersion and the immersion environment, and to predict the hindrance factors to deduce measures for improving organizational immersion. The trends and factors for change by metric in job satisfaction from the last 3 years were identified. The results of the 2019 satisfaction survey served as baseline data for operation planning and human resource management in Term 3 (2022 -). Moving forward, the satisfaction survey will continue to be reflected in efforts to improve organizational culture and to inspect phased tasks.

* Survey participants: All employees except the CEO and the director of Change Support Office

Questions on the work environment

Questions	17' 04	18' 04	19' 05	19' 11
1. I know what the organization expects of me.	6.6	7.6	6.6	7.2/ 10
2. I am fully equipped with the materials and equipment I need to perform my job properly.	5.0	6.3	6.7	5.6/ 10
3. I get the chance to do what I do best every day.	5.6	5.6	6.9	5.9/ 10
4. For the past week (as usual) I have been recognized or praised for doing good work.	4.8	6.0	6.4	6.0/ 10
5. My boss or co-workers treat me with the respect that an individual human being deserves.	7.4	7.7	7.1	7.3/ 10
6. In the workplace, there is someone who encourages my personal development and growth.	5.4	7.1	5.5	6.1/ 10
7. I believe that my opinion matters to the SNPO Center.	4.9	6.0	4.6	5.8/ 10
8. The SNPO's mission and goals make me feel that my work is important.	5.3	5.9	5.6	7.4/ 10
9. My colleagues are committed to doing good work.	8.2	9.0	8.4	8.9/ 10
10. I have good colleagues at the workplace.	6.8	7.1	7.1	7.6/ 10
11. During the past six months, I've talked to someone at the workplace about my personal growth and development.	6.7	7.7	5.6	6.0/ 10
12. Over the past year I have had the opportunity to learn and grow in the workplace	5.8	5.7	5.1	6.1/ 10
13. All things considered, it is generally satisfactory to work at the SNPO Center.	5.8	6.5	4.7	6.2/ 10

Three years of the 'Work Immersion Survey' show there are indistinct yearly trends. Yearly staff changes and the resulting effects on the office environment may have contributed to the results. A striking finding from the results is that the items with high scores and those with low scores remain consistent across the years. The level of trust between colleagues is very high. From the 13 items that are tested, positive perception of colleagues ranked at the top every year. Relationships between staff members also gained high scores.

On the other hand, work satisfaction was found to be comparatively lower. The reasons for the low score included an environment that is not conducive for the acceptance of opinions, lack of feedback and inadequate equipment and supplies. Our goal is to address these concerns and continuously seek ways to realize an environment that embodies effective communication and open feedback by changing current organization systems and providing work culture workshops.

Interestingly, the scores for 'the SNPO's mission and goals make me feel that my work is important' and awareness of the organization's expectations have increased. These results reflect the staff's experience of establishing the vision and mission for term 3 together; the staff's awareness of how important their work is in the the process of setting mid-to-long term strategies; and their experience of growth and learning.

Questions about each member's thoughts and feelings

Questions	17' 11	18' 04	19' 05	19' 11
1. How happy have you felt working at the SNPO over the last six months?	5.4	6.2	3.6	5.4/ 10
2. To what extent did you feel worried and anxious while working at the SNPO over the past six months?	6.4	5.8	8.0	8.4/ 10
3. How meaningful is your work and life at the SNPO to you?	6.8	7.4	6.9	7.3/ 10
4. How much do you feel that you contribute to the mission/goals of the SNPO?	7.9	6.7	7.1	7.4/ 10
5. Do you feel that you receive specific feedback from the organization about your job performance?	5.8	5.8	4.5	4.6/ 10
6. To what extent have you experienced stress from work over the last 6 months?	8.0	7.8	8.5	8.3/ 10
7. To what extent have you thought about leaving the SNPO over the last six months?	5.9	4.7	7.5	5.8/ 10

The survey on the emotions and thoughts of the members suggests that the stress level is generally high. Respondents attributed the stress to unclear job role and scope, ineffective communication, heavy workloads etc. Although the members find meaning in their work in the SNPO, they regularly experience anxiety and worries and continue to have concerns about resignation.

The happiness index was at its all time low in May of 2019. Increased fatigue from the Seoul Audit Committee's audit performance between March and May of 2019 it thought to be the reason behind the increased level of anxiety and concern. The SNPO, led by the Management and Planning department, drafted a survey result report which included the survey process and response plan, and took follow-up steps through legal reviews, accounting consultations, retrial applications etc.

Work life priorities

The SNPO members identified their work life priorities from the 10 categories below.



Response about work life priorities has remained the same the past 3 years. Despite the shift in members each year, 'the meaning and value of assigned tasks' has been ranked the top priority every year. 'Relationship with coworkers' and 'importance of organizational mission and vision' consistently ranked 2nd as well. This shows that people who agree with the meaning behind the SNPO's vision and work, are interested in working at the SNPO. Moreover, the results reflect the tendency of members to pursue social values, derive a sense of accomplishment from their activities, and prioritize their relationship with coworkers.

Narrative opinions

The pros and cons of working at the SNPO, and expectations for executives and other members were identified.

Opinions that appeared frequently each year are as follows.

Summary

The Pros of working at the SNPO

- > Meetings and interactions with new people and new information
- > Good colleagues
- > Employment security, Good location
- > Organizational culture that puts emphasis on autonomy
- > A sense of pride that one's work contributes to the SNPO and the nonprofit ecosystem

The Cons of working at the SNPO

- > Unclear job role and scope
- > Lack of encouragement and praise
- > Frequent meetings
- > Demanding work load
- > Inadequate consideration of improving treatment of employees

Expectations for the Executives

- > Clear communication, consistent attitude
- > Specific follow-up plans for work immersion survey results on an organizational level
- > Sensitive but unemotional leadership
- > Develop operating systems based on SNPO trends
- > Rational decision-making

Expectations for other Members

- > Generosity, support system
- > Maintenance of health
- > Mutual understanding of work and activities
- > Be empathetic about the individual direction and pace of change
- > Take interest in and encourage each other's growth

2019

The Pros of working at the SNPO

- > Good feedback from assisted organizations
- > Compliments
- > Work assistance and suggestions
- > Opportunity to engage in various discussions
- > Encouraging colleagues and superiors

The Cons of working at the SNPO

- > Unclear system
- > Focus on projects and lack of interest in organizational sustainability
- > No consideration of internal promotions
- > Survey experience
- > Confusion about the purview regarding work decisions
- > Difficulty of building collaborations
- > Telegram use outside of working hours

Expectations for the Executives

- > Leadership with consistent word and action
- > Form Labor-Management Council
- > Change internal organizational culture
- > Give clear instructions and rational feedback
- > Extend duration of paid sick leave
- > Use honorifics

Expectations for other Members

- > A considerate and tolerant atmosphere
- > Stress management, health
- > Health and enjoyment from own positions
- > Understanding and interest towards one another
- > Inclusive relationships that support each other's growth and vitality

Daily Communication

Conference	Participants	Content
Monthly Impact	All staff	<ul style="list-style-type: none"> › Debate on SNPO Management Issues › Discussion of staff proposals and projects
Strategy meeting	CEO, Head of Planning office, Head of Change Support Office	<ul style="list-style-type: none"> › Discussion of SNPO organizational operation planning and policy challenges › Project implementation on a weekly basis
Department meeting	All members of the Planning Office & the Chang Support Office	<ul style="list-style-type: none"> › Projects of each department › Collaboration among projects
Re-entrustment preparation meeting	SNPO re-entrustment TFT/ All staff	› Preliminary discussion for re-entrustment in Term 3 TFT: Establishment of Mission and Vision, Core goals, tasks (April – August)
Workshop	Participants	Content
All staff workshop	All staff	› 2019 Project evaluation and 2020 Project Plan (December)
Vision workshop with parent corporation	Parent corporation Vision Committee, SNPO re-entrustment TFT	› 2019 Project evaluation and 2020 Project Plan (December)
Vision workshop for establishing Term 3 plans	All staff	<ul style="list-style-type: none"> › Debate about the SNPO's identity, functions, and roles (May) › SNPO environmental analysis debates (2 sessions) (June) › Directions and Strategy for SNPO's 3rd term (July)
Korean Council of Citizen Centers workshop	All staff	<ul style="list-style-type: none"> › Korean Council of Citizen Centers Winter workshop (January) › Korean Council of Citizen Centers Summer workshop (September)
Interviews	Participants	
Individual interviews with the department head	Each department member	
Individual interviews with the head of the organization	All staff	

Training Opportunities for Employees

Training for employees (required)	No. of sessions / hours
Human Rights	1 session / 2 hours
Privacy protection	1 session / 1 hours
Disability Awareness	1 session / 1 hours
Prevention of workplace sexual abuse	1 session / 1.5 hours
Fire safety	1 session / 2 hours

Capacity building	No. of sessions / hours
Mechanisms of the legal system	1 session/ 2 hours
Copyright law	1 session/ 2 hours
Principles of the participatory budget & Seoul's Citizen Deliberative Budgeting	1 session/ 1.2 hours

Small group training	No. of sessions / hours
Developing measures to create jobs and activate the Job Market in the Nonprofit Sector	1 session/ 2 hours
Understanding Intermediary Organizations in Japan	1 session/ 2 hours
Diagnosis of the Civil Society Ecosystem and Policy directions for Activation	1 session/ 2 hours

Electives	Training hours / No. of attendants
The 2nd KT&G Sangsang Summit	5 hours / 4 people
Asian Youth Activist Research Fellowship Workshop	4 hours / 2 people
1st Korean Association of Nonprofit Organization Research Field Forum	2 hours / 2 people
Kakao Impact 100UP	2.5 hours / 4 people
Social Values Forum	3 hours / 3 people
Academic Seminar on Public Interest Corporations	3.5 hours / 1people
Training on Intermediary organization performance indicators and evaluation indicators	2 hours / 3 people
2019 Insight Seminar	2 hours / 2 people
Social Innovation Seminar	2.5 hours / 1 people
Social Values Forum	2 hours / 4 people
1st Policy Forum on Seoul Social Compact	2 hours / 1 people
Civic Education Instructor Training program for NPO Activists	3.5 hours / 1people
NPO Management Expert workshop	5 hours / 4 people
2nd Policy Forum on Seoul Social Compact	2.5 hours / 2 people
Asan N Forum Pre-session Seminar with International Keynote speakers	2 hours / 1 people
Asan N Forum	5 hours / 5 people

Electives	Training hours / No. of attendants
NPO Legal Manual Workshop	2 hours / 1 people
NPO Step-up Workshop	32 hours / 5 people
Eunpyeong Sangsang Conference	3 hours / 1 people
Google Analytics New version Launch Seminar	2 hours / 1 people
3rd Korean Association of Nonprofit Organization Research Field Forum	4.5 hours / 1 people
2019 Future Innovation Forum	4.5 hours / 1 people
Jirisan Forum	16 hours / 2 people
Seoul Metropolitan Government Governance on Private Contracts (Special Lecture on Integrity & Human Rights)	2 hours / 1 people
2019 Civil Society Symposium	4 hours / 1 people
Practical Training for Seoul Entrusted agencies	8 hours / 2 people
Mapo Localist Conference 2019	3 hours / 1 people
Gwanghwamun 1st Street Open Forum	3 hours / 1 people
Nonprofit Governance Institute Launch Seminar	4.5 hours / 2 people
On-site workshop on the Baseline survey of the establishment of the Northeast Region 1 NPO Center	4 hours / 1 people
Special lecture: Comparison of Nonprofit Training Programs	3 hours / 1 people
SOPPOONG Impact Seminar	2.5 hours / 1 people

Comparison of Employee Capacity-Building Training Hours (2017-2019)

	No. of Sessions (2017) / hours	No. of Sessions (2018) / hours	No. of Sessions (2019) / hours
Mandatory training	4 / 7	5 / 9	5 / 7.5
Capacity-building training	2 / 4	2 / 4	3 / 5.2
Elective training	14 / 183	11 / 254	32 / 457
Small group training	-	-	3 / 6
Total	20 / 194	18 / 267	43 / 475.7

4. Spreading Sustainability & Protecting Information and the Environment

GRI* Registration of the Seoul NPO Center Sustainability Report 2018

As of 2015, when the Sustainability Report 2014 was published, the Seoul NPO Center has been publishing an annual Sustainability Report based on stakeholder engagement, to set goals and strategies for increasing organizational sustainability. Since 2019, the English translation of the report has been published (Korean report published in 2019.5.31/ English report published in 2019.9.30) and registered in the GRI(Global Reporting Initiative), making available SNPO's activities and information available to organizations interested in social responsibility all over the world.



* GRI is an independent international organization that presents guidelines for the sustainability reports of corporations and organizations.

Strengthening education of Privacy & Copyright law

The SNPO has strengthened its standards for its collection and usage of personal information consent forms and ensures that the staff comply to the protection of personal information on a regular basis for the projects they direct.

The SNPO has mandatory training in both privacy and copyright laws every year. The training session on August 7, 2019 covered laws and notices for the fair use of copyrighted works. The policy for the CC license was surveyed and the center's compliance to the conditions and types of the CC license (http://www.keris.or.kr/intro/edu_rule.jsp) was verified.

Support for the Socially Disadvantaged

The SNPO annually purchases photocopying paper produced by persons with disabilities at a vocational rehabilitation facility. To ensure safety and accessibility for the elderly and persons with disabilities, facilities like the entrance ramp, tactile paving, slip-resistant stair treads, designated parking space etc. are regularly examined by a building maintenance company.

In addition, prior to events and project planning, we refer to the Event Accessibility Checklist* which was produced with the support of Tourism For All Korea. In compliance with the checklist, the International Conference for NPO and NPO Partner Fair were planned with consideration for persons with disabilities, pregnant women, elderly and other participants with limited accessibility.

Environmental Protection

Environmental protection is one of SNPO's most sacred standards which the SNPO strives to uphold by planning and pursuing projects. The SNPO used environmentally friendly palm leaf dishes** at the food booths during the 2019 NPO Partner Fair. It also had an event that utilized environmentally friendly items. Tumblers, handkerchiefs, recycled paper etc. could be exchanged for vouchers. The SNPO has also continued its environmental practices by using recycled paper and soybean oil ink to produce the project fair booklet and the NPO Partner Fair booklet.***

* Event Accessibility Checklist

Accessibility Event Checklist		행사(이벤트) 접근성 체크리스트	
체크리스트를 사용하여 행사(이벤트) 계획을 세우십시오. 남녀노소, 장애(비장애인 모두가 함께 참여할 수 있습니다).			
장소		장소 준비	
지하철역/버스정류장까지 연결	유 무	열광하고 쉬운 안내 표지	유 무
- 경유장/역명, 출구	<input type="checkbox"/> <input type="checkbox"/>	비대 노면 경는	<input type="checkbox"/> <input type="checkbox"/>
자동출입문	<input type="checkbox"/> <input type="checkbox"/>	전신 및 배신의 안전한 설치	<input type="checkbox"/> <input type="checkbox"/>
엘리베이터	<input type="checkbox"/> <input type="checkbox"/>	동목/다경부스 근처 자원봉사자 배치	<input type="checkbox"/> <input type="checkbox"/>
장애인 화장실 또는 가족화장실	<input type="checkbox"/> <input type="checkbox"/>	손님/내빈 지정석 이용	<input type="checkbox"/> <input type="checkbox"/>
음향설비	<input type="checkbox"/> <input type="checkbox"/>	휠체어 또는 병각/시각 장애인 지정석 구비	<input type="checkbox"/> <input type="checkbox"/>
- 마이크 사용 여부	<input type="checkbox"/> <input type="checkbox"/>	휠체어 접근성	<input type="checkbox"/> <input type="checkbox"/>
		- 경사로 및 단차 해소	<input type="checkbox"/> <input type="checkbox"/>
초대/안내/홍보	유 무	장각장에 접근성	<input type="checkbox"/> <input type="checkbox"/>
접근성 요청에 대한 이메일 및 연락처 정보 포함	<input type="checkbox"/> <input type="checkbox"/>	- 수어통역 또는 웨어러블	<input type="checkbox"/> <input type="checkbox"/>
최소 글꼴 12pt 인쇄물 구비	<input type="checkbox"/> <input type="checkbox"/>	시각장애 접근성	<input type="checkbox"/> <input type="checkbox"/>
홍보를 pdf 파일 (ms word 파일/pdf 파일)	<input type="checkbox"/> <input type="checkbox"/>	- 한글자표 또는 음성변환자료(word/pdf)	<input type="checkbox"/> <input type="checkbox"/>
SNS홍보: 홍보물 내용문자 포함	<input type="checkbox"/> <input type="checkbox"/>		
다과 및 음료	유 무	연설 및 발표	유 무
휠체어 사용자가 쉽게 이용할 수 있는 음식, 음료, 식기구의 세팅	<input type="checkbox"/> <input type="checkbox"/>	연사의 접근성에 대한 정보 제공	<input type="checkbox"/> <input type="checkbox"/>
구분될 수 있는 형태/손잡이가 있는 컵/포크와 찻시 등	<input type="checkbox"/> <input type="checkbox"/>	발제자에게 접근성 관련 사항 안내	<input type="checkbox"/> <input type="checkbox"/>
다과/음식 판매 도우 지원 가능	<input type="checkbox"/> <input type="checkbox"/>	안내견	유 무
채식주의자를 식용 구입	<input type="checkbox"/> <input type="checkbox"/>	안내견을 위한 안전한 공간 마련	<input type="checkbox"/> <input type="checkbox"/>
알러지 유발 식품 표기	<input type="checkbox"/> <input type="checkbox"/>	안내견 돌 그릇 제공	<input type="checkbox"/> <input type="checkbox"/>
		스텝/자원봉사	유 무
		스텝/자원봉사자에게 접근성 사전 설명	<input type="checkbox"/> <input type="checkbox"/>
		접근성 전달 스티커/자원봉사자 지정	<input type="checkbox"/> <input type="checkbox"/>

* 이 저작물은 사단법인 한국장애인권익옹호회 저작권이 있습니다.

** Environmentally friendly dishes made from palm leaves



*** Seoul NPO Center Instruction Manual 2019 (Top), NPO Partner Fair Booklet (Bottom)



V. Appendix

1. Stakeholder Reviews
2. Audit Report
3. Statement of Financial Position & Statement of Activities
4. NPO Sustainability Reporting Guidelines Reporting Indicators
5. GRI Content Index
6. List of Publications in 2019

1. Stakeholder Reviews

○○ Change.

The Seoul NPO Center's sustainability report consists of three sections on linking, making, and sustaining change, and can be browsed by following this flow. As we have seen, results have been fairly carefully recorded.

'Linking Change' includes the stakeholders' views on the role of the SNPO and the direction of the SNPO's activities. This section shows how the stakeholders' contributions formed the backdrop of the SNPO's vision for term 3 through keywords etc. It was nice to see the evolution of the SNPO's role, level of recognition, and activities reflected in the stakeholder opinion surveys. I hope to see a trend analysis alongside the prior year opinion survey in future reports.

'Making Change' remarkably demonstrates the tough labor of representing quantitative indicators. The issue-specific performance report initially draws attention to the quantified data through the listing of continuing projects but fails to leave much impact after that.

It might be enough to just keep the "SNPO work performance at a glance" and "Report by Issue" from the beginning of the section, and either omit or move the 'performance report by issue' to the appendix. Supplementing the evaluation instead by adding assessments by the projects director of the SNPO and by organizations or activists who have directly or indirectly participated in each program would have been more constructive. 'Making Change' occupied the most space out of the entire content so it reminded me of the organization's annual activity report.

'Sustaining Change' was unexpectedly the most interesting section to read. The job satisfaction opinion survey of SNPO employees has many implications. Although the results of the collected opinions on job satisfaction are thoroughly recorded, information on measures to increase job satisfaction was lacking. Rather than deliver the survey results in their raw form, structuring the information thematically like in the 'Conversations with Stakeholders' from 'Linking Change' would be more effective. If the purpose of the sustainability report is to reflect on NPOs and their activities as well as organizational sustainability, the stories of the organization's members need to be better curated as a more integral narrative.

I hope the less satisfactory aspects of the SNPO operations from 'Sustaining Change' will improve over time, and the opinions from 'Linking Change' and the performance from 'Making Change' will be integrated into the SNPO's future activities.

Congratulations on the publication of the Sustainability Report. Thank you for your work in 2019 as the base camp for citizens' public interest activities in Seoul. I look forward to your operations as a collaboration and connection platform to support public interest activities after 2020.

Secretary General of Networks For Green Transport
Kim Gwang Il

Congratulations on the Seoul NPO Center's 6th Sustainability Report. The Seoul NPO Center (hereinafter 'SNPO')'s efforts to regularly examine the SNPO's operations and activities, and reflect the stakeholders' opinions is very meaningful since it serves as the base camp for citizen's public interest activities in Seoul by building a sustainable public interest ecosystem and supporting the growth of NPOs. The way the SNPO examines its past footprints to report not only its broad activities and performance but also the areas for improvement in a balanced manner, and its continued consideration and amelioration of the organization's own sustainability are also very positive. These are areas that should be routinely managed and considered from the standpoint of transparency and accountability which our society has recently demanded from civic activities. The report was evaluated based on the following standards.

- Does the report guarantee stakeholders opportunities for engagement and properly reflect their opinions in decision-making and the activities?
- Does the report recognize and report the issues that are central to the organization and the internal and external stakeholders?

The report adequately demonstrates how the SNPO defines key stakeholders as staff members, committees, parent corporations, collaborators and partners, the Seoul Metropolitan Government and city council, NPOs and public interest activists, researchers, and citizens etc.; and how the SNPO worked to include stakeholders' views by conducting surveys and interviews.

In addition to the optimism that the stakeholders trust in the SNPO overall and that the SNPO's activities and interactions will benefit civil society in the long run, the survey showed that the SNPO is a place where people, resources, and information gather and connect for the growth of NPOs. The analysis of the stakeholders' similar needs in consideration of present circumstances, stood out in particular. However, the report needs to more closely examine the main stakeholders' expectations, and the SNPO's resources and capacities; and demonstrate the way these will be reflected in the SNPO's strategic direction. Then, the SNPO's past, present, future can be linked organically; the direction moving forward clarified; and the primary basis for monitoring developed.

The report makes clear the effort involved in organizing and reporting the SNPO's various activities in an easily understandable way. The Importance Analysis conveys how stakeholders' perceive the level of importance of each project. However, an importance analysis should go beyond analyzing the importance of the projects. The SNPO's mid-to-long term strategic direction must be analyzed. The societal, environmental, governance-related aspects surrounding the SNPO must be addressed and analyzed in a integrated way. Moreover, evaluating the projects and activities by identifying the qualitative and quantitative indicators is meaningful. However, the impact analysis of the projects and performance monitoring need to be more systematized so that actual societal changes and the growth of the NPOs can be observed in greater depth. I hope these changes will help the SNPO produce more abundant reporting and represent the positive cycles that increase the sustainability of the public interest activity ecosystem and society in general.

I hope that the more influential and broadened the SNPO's projects and activities become year after year, the organization can grow in a more sustainable direction and the values the SNPO pursues through transparent practices and interactions with stakeholders, can be embodied more deeply by society.

Senior Researcher of UN Global Compact Network Korea
Eva Eunkyung Lee

The concept of sustainability emerged from our concerns about everyone's role and responsibility in our common future. Everyone must play a greater part in maximizing positive impact and minimizing negative influence on the economy, society, and environment that we find ourselves in.

Against the current domestic context where less than 100 corporations publish the sustainability report, the SNPO's attempt to apply the GRI Index and the concept of sustainability to NPOs, and collect opinions of stakeholders to assess its own projects and role, is exceptional. For any organization that has influence on the present and the future, regardless of its status as a for-profit or a non-profit, sustainability-related issues like financial management, governance, human rights, environmental issues, client (consumer) protection, ethics and anti-corruption etc. are necessary and must be sustained.

The Seoul NPO Center's Sustainability Report of 2019 is impressive on three fronts. First, it shows commitment to transparent disclosure of information and change. The key driver of sustainability is transparent governance and operations. The Seoul NPO center disclosed the details of its governance structure (organization and committees etc.) and decision-making considerations, which showed us the organization's goals and direction. Second, the way in which the SNPO's role was deduced by gathering stakeholder opinions stood out. While most corporations struggle with the reliability and survey design of their stakeholder pool, the SNPO impressively involved a large number of stakeholders (267 people) in a survey on reliability, brand image, and project importance. Third, the SNPO put effort into reporting positive/negative outcomes and issues. The majority of sustainability reports concentrate on the positive outcomes and leave out the improvements that are made by monitoring and integrating feedback on negative issues. By contrast, this report added detailed explanations of limitations and inadequacies alongside the performance of each project.

I look forward to seeing more details on management and measurement of positive & negative impact, and remedies to the importance analysis, the key aspect of any sustainability report, in the Sustainability Report of 2020. If a more comprehensive analysis can be produced 1. by including an analysis of issues the partner NPOs must monitor, and 2. by reflecting the SNPO and the NPOs' roles and responsibilities (as derived from the stakeholder surveys and interviews) in the metrics of the importance analysis, a more developed model will be possible. Moreover if the SNPO reflects how aspects deemed less satisfactory during evaluations were improved in the change indicators, and shows how the negative impact was mitigated and shifted into a positive impact, the report will be a guideline that NPOs can benchmark.

I hope the SNPO will continue its role in making the many NPOs in Korea sustainable in the same way it had assisted and connected various NPOs and expanded the ecosystem.

CPO(Chief Purpose Officer) of Triplelight co.
YOOJIN JUNG

2. Audit Report

Independent Auditor's Report

The Steering Committee of the Seoul NPO Center
and the Mayor of Seoul Metropolitan Government

March 25, 2020

Audit opinion

We have audited the financial statements of the Seoul NPO Center (hereinafter referred to as the "SNPO"). These financial statements consist of the Statement of Financial Position of December 31, 2019, 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 SNPO's financial status as of December 31, 2019, 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 SNPO 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 controls 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 SNPO 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 going concern premise. The decision-making body of the SNPO is responsible for monitoring the SNPO'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 SNPO'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 auditing-related internal controls that are implemented 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 on whether there are significant uncertainties relating to the circumstances or situations that may cause significant doubt about 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 may cause the SNPO 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 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, Yeouuido-dong, Yeongdeungpo-gu, Seoul InSung Accounting Corp
CEO, Seungil Jeon

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. This audit report may be modified as a result.

3. Statement of Financial Position/Statement of Activities

Statement of Financial Position

Term 7 (Current) 31. Dec. 2019

Term 6 (Past) 31. Dec. 2018

(Unit: KRW)

Seoul NPO Center Item	Term 7 (Current)			Term 6 (past)		
	Combined	Private Contract	Revenue - making	Combined	Private Contract	Revenue - making
Assets						
I. Current assets	206,836,598	187,865,710	18,970,888	128,840,238	103,194,049	25,646,189
(1) Quick Assets	206,836,598	187,865,710	18,970,888	128,840,238	103,194,049	25,646,189
Cash and cash equivalents	206,437,428	187,865,710	18,571,718	128,840,238	103,194,049	25,646,189
Trade receivables	175,000		175,000			0
Value added Tax Refund	150,000		150,000			0
Current income tax assets	74,170		74,170			0
(2) Inventories						
II. Non-current assets	309,010	0	309,010	477,561	0	477,561
(1) Investment assets						
(2) Tangible Assets	309,010	0	309,010	477,561	0	477,561
Furniture, fixtures, and equipment	45,294,868	44,452,113	842,755	40,870,838	40,028,083	842,755
Private Trust	(8,360,865)	(8,360,865)	0	(10,408,992)	(10,408,992)	0
Accumulated depreciation amount	(36,624,993)	(36,091,248)	(533,745)	(29,984,285)	(29,619,091)	(365,194)
(3) Intangible Assets	0	0	0	0	0	0
Software	15,341,311	15,341,311	0	21,877,330	21,877,330	0
Private Trust	(15,341,311)	(15,341,311)	0	(21,877,330)	(21,877,330)	0
(4) Other non-current assets						
Total Assets	207,145,608	187,865,710	19,279,898	129,317,799	103,194,049	26,123,750
Liabilities						
I. Current Liabilities	206,753,237	187,856,530	18,896,707	104,393,603	103,184,703	1,208,900
Accounts payable	206,042,240	187,856,370	18,185,870	103,491,093	103,184,703	306,390
Withholdings	160	160	0	0	0	0
Value added Tax Withheld	585,837		585,837	902,510	0	902,510
Advance payment	125,000		125,000			0
II. Non-current liabilities	12,080,153	12,080,153	0	14,394,455	14,394,455	0
Allowance for retirement benefits	163,881,903	163,881,903	0	154,200,185	154,200,185	0
Retirement pension fund assets	(151,801,755)	(151,801,755)	0	(139,805,730)	(139,805,730)	0
Total Liabilities	218,833,390	199,936,683	18,896,707	118,788,058	117,579,158	1,208,900
Capital						
I. Capital						
II. Capital Surplus						

Seoul NPO Center Item	Combined	Term 7 (Current)		Term 6 (past)		
		Private Contract	Revenue - making	Combined	Private Contract	Revenue - making
III. Capital adjustment						
IV. Accumulated other comprehensive income						
U. Deficit	11,687,782	12,070,973	(383,191)	(10,529,741)	14,385,109	(24,914,850)
Unappropriated Deficit (Current : 22,217,523 Past : 3,384,959)	11,687,782	12,070,973	(383,191)	(10,529,741)	14,385,109	(24,914,850)
Total capital	(11,687,782)	(12,070,973)	383,191	10,529,741	(14,385,109)	24,914,850
Total capital and liabilities	207,145,608	187,865,710	19,279,898	129,317,799	103,194,049	26,123,750

Statement of Activities

Term 7 (Current) 01. Jan. 2019 - 31. Dec. 2019

Term 6 (Past) 01. Jan. 2018 - 31. Dec. 2018

(Unit: KRW)

Seoul NPO Center Item	Term 7 (Current)			Term 6 (past)		
	Combined	Private Contract	Revenue - making	Combined	Private Contract	Revenue - making
I. Revenue	2,240,792,524	2,186,485,502	54,307,022	1,949,346,378	1,840,997,731	108,348,647
1. Project revenue	2,184,556,270	2,184,556,270	0	1,896,082,150	1,839,439,050	56,643,100
Entrusted project cost grant	2,184,556,270	2,184,556,270	0	1,839,439,050	1,839,439,050	0
Seoul Research Institute	0		0	46,643,100	0	46,643,100
Asan Frontier Youth	0		0	10,000,000	0	10,000,000
2. Other income	56,236,254	1,929,232	54,307,022	53,264,228	1,558,681	51,705,547
Interest income	502,183	405,374	96,809	382,400	284,686	97,714
Space rental fees	53,688,252		53,688,252	51,087,797		51,087,797
Settlement of retirement pension costs	1,523,858	1,523,858	0	1,273,995	1,273,995	0
Space rental refund fees	499,500		499,500	510,000		510,000
Miscellaneous income	22,461		22,461	10,036	0	10,036
II. Costs	2,263,010,047	2,184,171,366	78,838,681	1,952,731,337	1,846,997,369	105,733,968
1. Project costs	1,031,153,808	1,031,153,808	0	798,843,091	742,198,459	56,644,632
Asan Frontier Youth	0	0	0	10,001,532	0	10,001,532
Establishment of the foundation for public interest activists	353,821,126	353,821,126	0	0	0	0
Support for NPO Change	431,835,140	431,835,140	0	232,267,693	232,267,693	0
Seoul Research Institute	0	0	0	46,643,100	0	46,643,100
Establishment of the foundation for public interest ecosystem	0	0	0	339,728,907	339,728,907	0
Activation of Public Interest ecosystem	245,497,542	245,497,542	0	170,201,859	170,201,859	0

Seoul NPO Center	Term 7 (Current)			Term 6 (past)		
	Combined	Private Contract	Revenue - making	Combined	Private Contract	Revenue - making
2. Operating costs	1,152,780,739	1,152,612,188	168,551	1,105,682,781	1,104,514,230	1,168,551
Employee salary	484,603,332	484,603,332	0	449,654,783	449,654,783	0
Bonuses	44,457,660	44,457,660	0	0	0	0
Sundry expenses	176,364,668	176,364,668	0	211,455,329	211,455,329	0
Severance payment	63,628,204	63,628,204	0	63,973,670	63,973,670	0
Network promotion costs	6,000,000	6,000,000	0	6,000,000	6,000,000	0
Fringe benefits	61,876,121	61,876,121	0	55,139,570	55,139,570	0
Travel costs	8,922,850	8,922,850	0	12,381,060	12,381,060	0
Organization work costs	1,648,300	1,648,300	0	3,300,000	3,300,000	0
Communication costs	7,867,090	7,867,090	0	8,120,670	8,120,670	0
Tax and public imposts	2,137,743	2,137,743	0	1,548,840	1,548,840	0
Depreciation	168,551	0	168,551	168,551	0	168,551
Repair costs	2,028,500	2,028,500	0	0	0	0
Insurance costs	6,639,240	6,639,240	0	5,895,550	5,895,550	0
Department work expenses	2,597,250	2,597,250	0	2,963,648	2,963,648	0
Training costs	7,460,628	7,460,628	0	6,905,410	6,905,410	0
Book costs	332,210	332,210	0	0	0	0
Meeting costs	3,221,000	3,221,000	0	3,701,600	3,701,600	0
Printing costs	3,309,330	3,309,330	0	0	0	0
Office supplies costs	369,850	369,850	0	6,818,270	6,818,270	0
Consumables costs	2,840,220	2,840,220	0	473,000	473,000	0
Payment fees	15,337,492	15,337,492	0	22,625,500	21,625,500	1,000,000
Facility equipment maintenance costs	21,016,040	21,016,040	0	10,782,933	10,782,933	0
Building maintenance fee	229,954,460	229,954,460	0	228,138,460	228,138,460	0
Book printing	0	0	0	5,635,937	5,635,937	0
3. Non-project expenses	79,075,500	405,370	78,670,130	48,205,465	284,680	47,920,785
Deposit interest return	428,000	405,370	22,630	301,053	284,680	16,373
Return balance of rental revenue	41,151,920		41,151,920	8,617,330		8,617,330
Space operating costs	2,000,000		2,000,000	32,380,534		32,380,534
NPO Activity PR booth operating cost	78,091		78,091	0		0
Space user service cost	0		0	5,852,767		5,852,767
Space maintenance costs	0		0	630,361		630,361
Exhibition support costs	14,441,609		14,441,609	0		0
Space operating costs	2,351,492		2,351,492	0		0
Space Manager expense	12,000,000		12,000,000	0		0
Rental consultant personnel expenses	6,921,868		6,921,868	0		0
Miscellaneous losses	63,100		63,100	62,860	0	62,860
Income, tax, etc.	(360,580)		(360,580)	360,560		360,560
III. Net loss	(22,217,523)	2,314,136	(24,531,659)	(3,384,959)	(5,999,638)	2,614,679

Statement of Cashflow

Term 7 (Current) 01. Jan. 2019 - 31. Dec. 2019

Term 6 (Past) 01. Jan. 2018 - 31. Dec. 2018

(Unit: KRW)

Seoul NPO Center	Term 7 (Current)	Term 6 (Past)
Item	Price	Price
I. Cash flows from operating activities	77,597,190	(88,064,649)
1. Operating net income	(22,217,523)	(3,384,959)
2. Costs excepting cash outflow, etc.	63,796,755	64,142,221
A. Transfer of assets		0
B. Retirement benefits	63,628,204	63,973,670
C. Depreciation costs	168,551	168,551
3. Revenue excepting cash inflow	0	0
4. Changes in assets and liabilities related to operational activities	36,017,958	(148,821,911)
A. Decrease (increase) in receivables	(175,000)	0
B. Decrease (increase) in current tax assets	(150,000)	0
C. Increase (decrease) in accounts payable	(74,170)	430,040
D. Increase (decrease) in deposits	102,551,147	(90,835,637)
E. Increase (decrease) in VAT	160	(698,500)
F. Increase (decrease) in advances	(316,673)	421,211
G. Increase (decrease) in current tax liability	125,000	(165,000)
H. Payment of severance pay	(53,946,481)	(9,900,570)
I. Increase in retirement pension fund assets	(11,996,025)	(48,073,455)
II. Cash flow from investing activities	0	0
1. Cash inflows from investment activities	4,874,030	2,840,200
A. Asset acquisition subsidies	4,874,030	2,840,200
2. Cash outflow from investment activities	(4,874,030)	(2,840,200)
A. Acquisition of equipment	4,424,030	938,000
B. Acquisition of software	450,000	1,902,200
III. Cash flows from financing activities	0	0
IV. Increase / decrease in cash (I + II + III)	77,597,190	(88,064,649)
U. Cash at beginning of term	128,840,238	216,904,887
VI. Cash at end of term	206,437,428	128,840,238

4. NPO Sustainability Reporting Guidelines

Reporting Indicators

NPO Sustainability Reporting Guidelines Reporting Indicators ● Fully reported ● Partially reported ○ Not reported ⊖ N/A

Section	Subject	Indicator	Y/N	Page
Organization Profile	Organization Overview	General information on the organization	●	10-14, 101, 103
		Values that the organization seeks		
		Mission and Vision	●	8-9
		Core Values	●	8-9
	Sustainability-oriented	Sustainability concerns and organizational relevance	●	8-9
	Board/Steering Committee & decision-making	Composition and operation status of the Board/Steering Committee	●	10-14
		Efforts toward transparency and effectiveness of governance	●	12-14
	Stakeholders	Key stakeholders	●	22
		Stakeholder engagement and communication	●	23-37, 47-54
	Conditions and characteristics of reporting	Report overview and reporting scope	●	2
Efforts to improve reliability of the report		●	116-118	
Organizational sustainability	Soundness of financial operation	Financial management and financial soundness	●	98, 120-125
		Systems and activities for financial management	●	98
	Ethical management	Efforts related to financial and operational transparency	●	98, 102
		Ethical management/anti-corruption policy and activities	●	98, 102
	Environmental protection	Reducing environmental pollution and protecting ecosystems	○	
		Resource saving and energy reduction activities	●	112-113
	Human Rights and Labor	Basic labor rights compliance status	●	101, 103
		Activities for health and safety of employees/activists	●	108
		Gender sensitivity, non-discrimination, respect for diversity	●	103, 108
		Procedures for employee satisfaction and grievance handling	●	103-107
Support for work-life balance and self-development		●	109	
Treatment of non-employee activists and mutual communication		●	103	
Protection of information	Privacy and security status	●	112	
Value chain/influence	Sustainability efforts in value chain/influence	●	66-75	
Program effectiveness	Program planning and management	Program selection, objectives, and planning procedures	●	55
		Program monitoring and performance measurement procedures	●	55
		Risk management processes and efforts	●	55-95
	Connectivity with organizational values	Methods and procedures for managing program impacts	●	55-90
Partnerships	Partnership management status, expected effects and achievements	●	55-95	

Section	Subject	Indicator	Y/N	Page
Program effectiveness	Consideration and involvement of community/stakeholders	Stakeholders identified by program	●	55-95
		Status and results of communication with key stakeholders	●	55-95
		Procedures for complaints of stakeholder by program	●	55-95
	Human rights based approach	Human rights based approach to programs and activities	●	112-113, 72-73, 81-83
	Efforts to implement programs and activities based on human rights	●	112-113, 72-73, 81-83	

5. GRI Content Index

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

GRI Standards/ GRI 64 Sector Disclosure	Disclosures	Page	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	56-95	
	102-3	Location of headquarters	146	
	102-4	Location of operation	9	
	102-5	Ownership and legal form	4, 10-12	
	102-6	Markets served	9, 22	
	102-7	Scale of the organization	103, 122-125	
	102-8	Information on employees and other workers	10-11, 103	
	102-9	Supply chain	56-95	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	99-101	
	102-11	Precautionary Principles or approach	112	
	102-13	Membership of associations	16-19	We are a member of the Council of Civic Support Centers in Korea.
	Strategy	102-14	Statement from senior decision-maker	4-5
102-15		Key impacts, risks, and opportunities	4-5, 40-95	
Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	8-9	
Governance	102-18	Governance structure	10-13	
	102-23	Chair of the highest governance body	10-13	The chair of the highest governance body in the Seoul NPO Center cannot become an executive officer in the Seoul NPO Center.

GRI Standards/ GRI 64 Sector Disclosure	Disclosures	Page	Additional Information
Governance	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	22
	102-42	Identifying and selecting stakeholders	22-23, 31, 53
	102-43	Approach to stakeholder engagement	23, 31-37
	102-44	Key topics and concerns raised	47-54, 24-37
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	2, 40-42
	102-47	List of material topics	40-42, 47
	102-48	Restatements of information	Not applicable
	102-49	Changes in reporting	99, 102
	102-50	Reporting period	2
	102-51	Date of most recent report	The most current report was published on May 31, 2019. (The English version of the report was published on Sep. 30, 2019.)
	102-52	Reporting cycle	2
Reporting Practice	102-53	Contact point for questions regarding the report	146
	102-54	Claims of reporting in accordance with the GRI Standards	126-128 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	127-128
	102-56	External assurance	116-121, 98
200: Economic			
201: Economic performance 2016	103	Management Approach	55
	201-1	Direct economic value generated and distributed	122-125
	201-4	Financial assistance received from government	123
400: Social			
NGO: Affected Stakeholder Engagement	103	Management Approach	II, III
NGO: Public Awareness and Advocacy	103	Management Approach	66-69
NGO: Coordination	103	Management Approach	74-75
NGO: Monitoring, Evaluating and Learning	103	Management Approach	III, 55
NGO: Labor Practices, Grievance Mechanism	103	Management Approach	101, 103-109

6. List of Publications from 2019

SNPO Instruction Manual 2019 <Riding the Tides of Change>	2019. 03.
Seoul NPO Center Sustainability Report 2018	2019. 05. / 2019. 09.
A Study on the Establishment of and Operational Strategy for the Southeast NPO Center	2019. 07.
International Conference of NPO 2019 <How to Know the Change>	2019. 09.
2019 NPO Partner Fair Sourcebook	2019. 10.
Research report on Demand for Expansion of NPO Rental Workspace * Coworking Spaces	2019. 10.
NPO Trend Report 2019	2019. 11.
Research on Establishment of the Seoul Metropolitan Government's Basic Ordinance and Basic Plans for Activation of Civil Society	2019. 11.
2 019 Baseline Survey for the Establishment of the NPO Support System in Northwest Seoul	2019. 11.
2019 Baseline Survey for the Establishment of the NPO Support System in Northeast region 1	2019. 11.
2019 Baseline Survey for the Establishment of the NPO Support System in Southwest Seoul	2019. 12.
NPO Consulting Center Casebook 2019 <How Public Interest Activities Succeed>	2019. 12.
2019 Organizational Change Support Project <Organizational Change Laboratory> resource book	2019. 12.



연구로 활동의 지속성을 찾다

Sli.do 3907



일상마음 · 왕지성, 김준원, 장소화

시민사회 청년활동가 마음건강 실태 조사 분석

이 한

남성 페미니스트
페미니즘 운동 내 남
활동 고민

중은
백소

2019
활력향연, 연구공유회

활동이
연구가
될 때

5.월 14-18시
지원센터 '꿈다'



2019 NPO 상담소 사례집
공익활동 가이드

이렇게 하면 공익활동이 되거든요

모금 홍보

part.2

공익활동 모금 홍보
모금활동/스토리텔링/데이터분석/SNS운영/홈페이지/뉴스레터



14:00 등록
14:05 포럼 소개
14:10 사회자 인사말
| 임현진 사단법인 시민 이사장
14:15 발제
| 김병권 서울시 협치자문관
"시민사회지형 변화에 따른 쟁점과 도전"
- 거시적 관점에서 시민사회 조직 발전전망
14:45 등록
전국연맹 사무총장
서울활동가
협력대응센터 부대표
(시대) 활동가
(시대) 설립자
평화 대표 / 나눔발전소 대표이사

1921

토론자
김겨

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서울시 NPO 지원센터

NON-PROFIT STARTUP



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2019. 9. 2. (월) 10:00~17:30

대한상공회의소

KCCI Korea Chamber of Commerce and Industry





2019 비영리스타트업 쇼케이스

2019. 11. 14. (목) 15:00-18:00 | 페럼타워 3층 페럼홀

비영리 공약활동
새로운 얼굴을 만나다

Q&A

2019
비영리스타트업
쇼케이스



