

2020

Seoul NPO Center
Sustainability Report





2020

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Sustainability Report

Seoul NPO Center		2020 Sustainability Report
		The Seoul NPO Center was founded to bring a positive societal impact for citizens and civil society organizations that take action. The sustainability report shows our stakeholders the SNPO’s current projects and future objectives. The objective of this report is not self-promotion but to engage with the diverse perspectives of our stakeholders, improving and amending our projects and the management of the organization. Every year, we survey and facilitate conversations with stakeholders to meet our objective. The Sustainability Report is based on these conversations.
Principles	NPO Sustainability Reporting Guidelines: 2016*, GRI Standard 2016 (GRI-Referenced)	
Scope	This report covers all activities and operations of the Seoul NPO Center, for the full calendar year of 2020	
Target	The targets of this report are our stakeholders, NPOs, public/private researchers and citizens	
Timeframe	2020. 1. ~ 2020. 12. ※ Some of the contents include the first half of 2021. ※ The Korean version of the Seoul NPO Center’s sustainability report 2020 was published on May 31, 2021.	
Verification	A third party has verified this report.	
Cycle	We have issued a sustainability report annually since 2014. ※ An English version of the report has been available since 2018.	
Principle of Openness	The reports are always available at our website.	



* 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).



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A Message from
the Chairperson

The new vision behind the Seoul NPO Center’s third term (2020-2022) was creating a ‘platform to cultivate connections and collaborations that support public interest activities’. We adopted this vision to support citizens and civil society groups to broaden social values and find solutions to societal issues through collaboration.


However, the third term was met with unexpected environmental changes. The Covid-19 pandemic shook the foundations of our daily lives. Social distancing was imposed on all of us. Consequently, the Seoul NPO Center had to flexibly adapt to the changes by adjusting its strategies for delivering impact. The offline projects had to shift as ‘untact’ activities. The collaborative platforms that were anchored in the offline space were now moved online.

Even in unexpected circumstances, the Seoul NPO Center attended to what stakeholders on the ground identified as necessary for the work and management of nonprofits. The Seoul NPO Center turned to experimentation to deliver necessary changes in a timely manner. As evident in our stakeholders’ opinions, the online projects left us with further challenges.

This is not the first time a pandemic like Covid-19 spread around the world, but this pandemic was contemporaneous with a disruptive upheaval like the Fourth Industrial Revolution. It was the catalyst for the shift to a new age of the Fourth Industrial Revolution. The problem at hand is that the opportunity the Fourth Industrial revolution presents to humanity simultaneously has the potential to be a catastrophe.

The Fourth Industrial Revolution forecasts generational changes: the emergence of a new lifestyle based on the fusion of the online and offline, the introduction of artificial intelligence that surpasses human intelligence, the emergence of a new production method using intelligent automation and the resulting decline of Industrial Revolution-style employment, and the growing risks of the big datafication of personal information. The Fourth Industrial Revolution thus poses new challenges in politics, economics, society, culture and religion while demanding a new system and order.

To address these challenges within a neoliberal order with an eye towards enhancing the quality of life for citizens, the presence of a civil society sector — to scrutinize and check the political and economic sectors, presenting viable solutions — is more urgent than ever. The Seoul NPO Center will continue as a creative platform that builds the capacity of civil society and facilitates the collaboration between citizens and civil society. I hope the Seoul NPO Center receives sustained interest, encouragement, and guidance.



시민
시민연합

Hyuckseung Yang

Chairperson and the President of SIMIN

<p>SIMIN</p> <p>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.</p> <p>https://simin.or.kr</p>	<p>Vision</p> <p>Developing communities through a strong civil society</p> <p>Mission</p> <p>Contributing to the growth of civil society by promoting and connecting various public interest activities.</p>	<p>Aims</p> <ul style="list-style-type: none">- Promoting citizens’ public interest activities through policymaking- Supporting sustainable growth through capacity building for organizations and individual activists- Broadening public interest values through knowledge production and exchange- Identifying and addressing civil society’s common challenges through communication and solidarity
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A Message from
the Chief Executive Officer

Every year, we communicate with our stakeholders to publish the Sustainability Report. This year, we invited activists from organizations that have been in the field for 10-15 years, to discuss ‘necessary elements for collaboration and solidarity between organizations’. The participants agreed that the network between veteran and younger activists should be expanded, and this network should be mutually fulfilling and necessary. Others said that different concerns should be connected, in order to make solidarity possible.

Some may say there are too many conditions attached to solidarity. However the attendants sympathized with these opinions and that the SNPO was assigned the task of creating a space where unfamiliar activists could meet and build relationships.

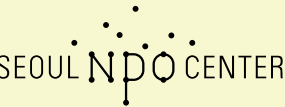
Sometimes when discussing collaboration or the direction of various laws, legislations and policies, I often see people who envisage a civil society from 30 years ago. There are many who respond with “Oh really?” when I say that civil society has expanded and diversified since then; that the values have changed with time. Civil society is changing and will continue to change but there are still many who are not convinced by this inevitable fact.

I personally think that activists are very curious, assertive, and inclined to change. Wouldn’t it be strange if civil society, made up of such people, stayed the same? The SNPO’s vision is to be a platform that cultivates connections and collaborations like a gazebo (茅亭) in front of a big tree at the entrance of a countryside village. We need native villagers who can tug at people by their sleeves — people who, out of shyness or lack of knowledge, are not yet in the gazebo. It’s there that they can make relationships, connections, and collaborations.

I consider a native of a civil society to be someone who offers the first word, tugging at the other’s sleeve, in an attempt to do something and acknowledge that differences can exist — rather than indifference. This isn’t something someone gradually acquires by being in the field for a long time but by practicing the values of solidarity and reciprocity. The SNPO will play that role.

We will work to meet the expectations of the center as a place where ‘diverse perspectives, domains, approaches are accepted’ as stated in the stakeholder survey.

It’s an especially rainy late spring, early summer. I wish you all a cool summer.



SEOUL NPO CENTER

Cheong Ran-A

CEO of the Seoul NPO Center

Seoul NPO Center
서울시NPO
지원센터

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

1.비전과 미션
2.운영구조
3.의사결정
4.센터의 발자국

I.

Seoul NPO Center

서울시NPO 지원센터

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

- 1. 비전과 미션
- 2. 운영구조
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Vision & Mission

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

Objectives

Projects

Strengthening the societal role of public interest activities	<ul style="list-style-type: none"> Create an environment where activists can focus on their mission Support practices that provide solutions to societal problems Support the growth of activists as experts of area-specific agendas
Building the foundation for societal recognition of public interest activities	<ul style="list-style-type: none"> Improve the values of public interest activities and citizens' perception of public interest activities Establish policy support based on support and respect for public interest activities
Establish strategies for the growth of civil society	<ul style="list-style-type: none"> Integrate and combine the Seoul Metropolitan Government's support policies for a more inclusive civil society sector Support the balanced growth of regional civil society groups Provide measures for cooperation between public and private support systems

Core Values

connection, collaboration, transition

Target audience

- Nonprofits/citizens concerned with an organization's formation, growth, and change
- Activists/citizens leading societal change and creating new values



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

Management

* As of Feb. 2021

Parent corporation SIMIN		The Seoul Metropolitan Government's Committee for the Activation of Civil Society	
	Board of Directors	Human Resources Committee	
Seoul NPO Center			
Cheong Ran-A, CEO of SNPO		Steering Committee	Selection Committee
Planning Department (4 members)		Change Support Department (12 members)	
Ki Soon Im, Department Head		Lee Sun Ah, Department Head	
Management team	Project support team	Knowledge management team	Resources team
Shin Seong Hee, Manager	Bae Young Soon, Team Leader	Yoo Il Young, Team Leader	Kim Yu Ri, Team Leader
Hwang Kyoung Hee, Manager	Kim Mi Young, Manager	Kim Ji Min, Manager	Lee In Seop, Manager
Hwang Yoon Chan, Manager(2020.9~)	Park Su Yeon, Manager	Yoo Bo Mi, Manager	Jang So Ra, Manager
	Na Hye Su, Manager		Shin Hae Jung, Manager(2020.9~)
Lee Sung Woo, Team Leader(~2020.8)			Kwon Hyon Jin, Manager(~2020.8)
<ul style="list-style-type: none"> Management, Human Resources, Administration Budgeting & Implementation Space rental and support for exhibitions Space sharing for public interest activities 	<ul style="list-style-type: none"> Support for organizational change (Nonprofit tools, Idea for public goods, NPO consulting) Support for Nonprofit Startups Support for a public sphere for district civil society 	<ul style="list-style-type: none"> Capacity building for activists (Learning Platform P.A.N., Research Support for activists) NPO Knowledge forum NPO Archiving 	<ul style="list-style-type: none"> NPO partner Fair (NPO International Conference) External relations Policy support for the civil society sector Building a PR and information portal

3 Governance

The Seoul Metropolitan Government’s Civil Society Activation Committee

Basis for the establishment of the committee *Article 20 of ‘The Ordinance on Advancing Public Interest Activities and Activating Civil Society of the Seoul Metropolitan Government’	Role <ul style="list-style-type: none"> Review and adjust policy for advancing public interest activities and activating civil society Review 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, , 1 journalist (7 men, 4 women)
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Current Status of Opening of the Seoul Metropolitan Government’s Civil Society Activation Committee 2020

Date	Key issues	No. of Participants	Approval status
2020. 1. 17.	<ul style="list-style-type: none"> Reviewing the Seoul NPO Center’s 2019 performance and 2020 programs Reviewing the Northeast NPO Center’s 2019 performance and 2020 programs Reporting plans for NPO support programs and the operational plans of the committee 	7/9	original bill approved
2020. 5. 11.	<ul style="list-style-type: none"> Reviewing the Seoul Southeastern NPO center’s 2020 programs Reviewing the Seoul Northeast NPO Center’s contract renewal plans for contracting parties 	12/15 (written review)	original bill approved
2020. 7. 3.	<ul style="list-style-type: none"> Reporting plans to fully amend the Ordinance on the Promotion of Public Interest Activities by citizens Reviewing the formation of the Seoul South Western NPO Center and contracting-out plans Reviewing the amendments to the operational regulations for the Seoul NPO Center and district NPO centers 	12/13	original bill approved Partially approved
2020. 11 4.	<ul style="list-style-type: none"> Reporting based on ‘the Ordinance for the Activation of Civil Society and the Promotion of Public Interest Activities’ and reporting the plans to commission new committee members for the Civil Society Activation Committee Reporting the establishment and implementation of master plans on activating civil society and promoting public interest activities Reporting the progress of New Deal jobs for nonprofits Reporting the progress of the NPO Coworking Space and the promotion of the Seoul South Western NPO Center 	9/14	original bill approved

* The original Seoul Metropolitan Government’s Ordinance on the Promotion of Public Interest Activities by Citizens was fully amended (2020. 10.5) as the Seoul Metropolitan Government Civil Society Activation Committee’s Ordinance on the Promotion of Public Interest Activities by Citizens. The original Seoul Metropolitan Government Committee for the Promotion of Citizens' Public Interest Activity was replaced by the Seoul Metropolitan Government Committee for the Activation of Civil Society. As a result was expanded and reorganized as a policy-making body that supports the growth of civil society.

Steering Committee

Basis for the establishment of the committee Article 5, Operational regulations on the Seoul NPO Center, Article 5.4 Agreement on the entrustment of operational affairs of the Seoul NPO Center	Role <ul style="list-style-type: none"> Deliberate and advise on issues related to the management and projects of the Seoul NPO Center 	Composition 4 public interest activists, 2 civil society experts, 1 academic, 1 journalist, 1 administrator (head of management/ ex-officio member) (6 men, 3 women)
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Current Status of the Steering Committee’s Events in 2020

Date	Key issues	No. of Participants
2020. 1. 21.	<ul style="list-style-type: none"> Reporting the project proposal of 2020 Reporting the work performance of 2019 	8/10
2020. 4. 28.	<ul style="list-style-type: none"> Reporting the Steering Committee’s operations <ul style="list-style-type: none"> Reporting the delegation of reappointed and newly appointed management committee members Electing the Chairperson of the Management Committee Reporting the 2020 Project Implementation plan and plans in action 	6/9
2020. 8. 5.	<ul style="list-style-type: none"> Reporting of the Steering Committee’s operations Reporting work performance of 2020 Reporting the total amendment of the Seoul Metropolitan Government Ordinance on the Promotion of Public Interest Activities by citizens; the amendment of operational regulations for the SNPO and space rental management regulations 	6/9
2020. 12. 22.	<ul style="list-style-type: none"> Reporting on the Steering Committee’s operations Reporting the work performance of 2020 Reporting the Seoul Metropolitan Government’s Ordinance on the Activation of Civil Society and Promotion of Public Interest activities 	7/9

Human Resources Committee

Basis for the establishment of the committee Article 12, the operational regulations of the Seoul NPO Center, Article 16 of Rules of Employment, Article 8.6 Agreement on the entrustment of the operational affairs of the Seoul NPO Center	Role <ul style="list-style-type: none"> Recruit the 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), 5 external members
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Current Status of the Human Resources Committee Events in 2020

Date	Key issues	No. of Participants
2020. 2. 12.	Recruitment (manager)	6
2020. 8. 25.	Recruitment (manager)	4
2020. 9. 17.	Recruitment (manager)	5

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
- Article 15 Operational regulations for the Seoul NPO Center

Role

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

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
 - Coworking 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' inviting experts from abroad
- Held 8th policy forum, 'Seeking a New Supporting System for Public Interest Activities'
- Published research report 'The Social Impact Framework'

Showcase research conducted to deliver social progress of NPO Activities
2nd Strong Civil Society Forum: ‘Nonprofits’ experiments and learnings during the New Normal era’
Implementation of rental service satisfaction survey
GRI registration for the English translation of the Seoul NPO Center’s Sustainability Report 2019
<u>August</u>
Support Project for Organizational Change: 2 special lectures part of the organizational change series
4 sessions of NPO Online Consultations (August~December)
Selection and training of citizen activists for climate crisis response(August~September)
Opening of ‘Pyeolchida’, the research study space for activists
<u>September</u>
3rd Strong Civil Society Forum ‘ Post-Covid-19, New Force for Support’
Conducted research on developing indicators for sustainable public interest activities
<u>October</u>
4th Strong Civil Society Forum: ‘Covid-19, Solidarity and Collaboration Again Now’
Hosted the NPO Partner Fair · International Conference for NPO 2020
Publication of ‘Preparing for the New Normal’, the NPO Trend Report 2020
<u>November</u>
Collaboration on Activist’s Story Weekly
Collaboration with a network of human rights organizations and activists
14 recipients selected for the masters program scholarship for activists in early 2021 (Kyunghee University, Hanyang University)
Briefing on research outcomes of ‘Hwallyeok Hyangyeon’, research support for activists
Joint workshop for management-related capacity building for employees in intermediary organizations
5th Strong Civil Society Forum: ‘The

Covid Dilemma: Values that must not be forgotten’
<u>December</u>
Support for applications as designated donation organizations with experts on public interest corporations (Collaboration with the Korea Public Corporation Association)
Online Nonprofit Startups Showcase Forum on legislative improvements on Certification of minutes for Nonprofit corporations
Example of change: ‘Should I Give?’ Campaign
Example of change: Publication of 2 picture books titled ‘Riding the Bus’ and ‘Grandma, the Sewing Machine’

II.

Linking Change 변화를 연다

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

1. 센터의 이해관계자
2. 이해관계자 의견 조사
3. 이해관계자와의 대화

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Stakeholders

Internal Stakeholders Group

Executives

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

Committee

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

Parent Corporation – SIMIN

Fulfilling social responsibilities as the entrusted agency of the Seoul NPO Center and supporting the ongoing communication and connection of civil society

External Stakeholders Group

Nonprofits (NPO) & Public Interest Activists

Co-planner, co-producer and main participant of the SNPO projects

Seoul Metropolitan Government

Improving institutions and making policies on the activation of civil society through governance and collaboration, creating basic plans and executing the ‘Ordinance on the Activation of Civil Society’

City Council

Reviewing and deliberating over the SNPO’s contracts and budgets; monitoring the transparency and fairness of the SNPO projects and management.

Partner Organizations

Sharing human and material resources and performing joint projects as the cooperation system for civil society support

Seoul Intermediary Organizations

Locating and facilitating collaboration between various fields within civil society

Seoul District/Regional Support Organization

The foothold of support for district/regional public interest activities

Researchers

Documenting and arranging evidence of civil society’s societal contributions, suggesting directions for legislative improvements, formulating the discourse and strategies surrounding activation of civil society

Citizens

Proactive participants of public interest activities and the beneficiaries of the social outcomes of nonprofit work

Stakeholder Opinion Survey

Survey Overview

Subjects	708 key stakeholders
Subject selection method	Convenience Sampling
Survey Tool	E-mail
Survey period	2021.Jan.19.~Jan.29.(11days)
Number of Responses	312 (response rate: 44%)
Stakeholder Classification	50 internal (participants of governance) 262 external (project participants, partners, advisory committee etc.)

Credibility of the Projects & Organizational (Brand) Trust

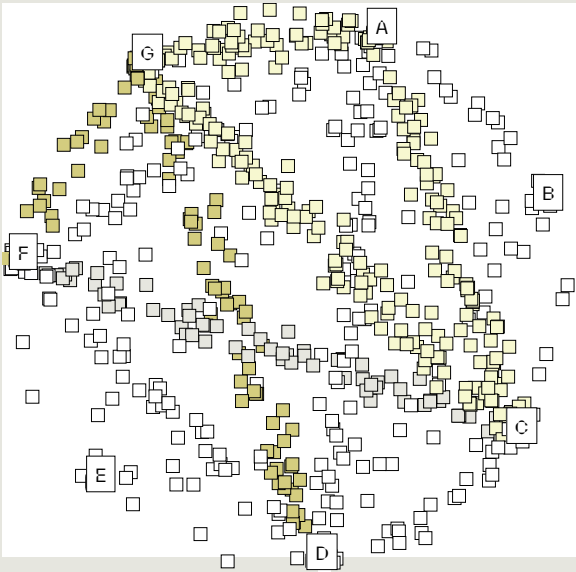
* The following questions on the SNPO’s credibility is identical to the questions from the previous year for the purpose of comparison. Additional comments were added to reflect the specificity of current Covid-19 circumstances.

Credibility of the Projects

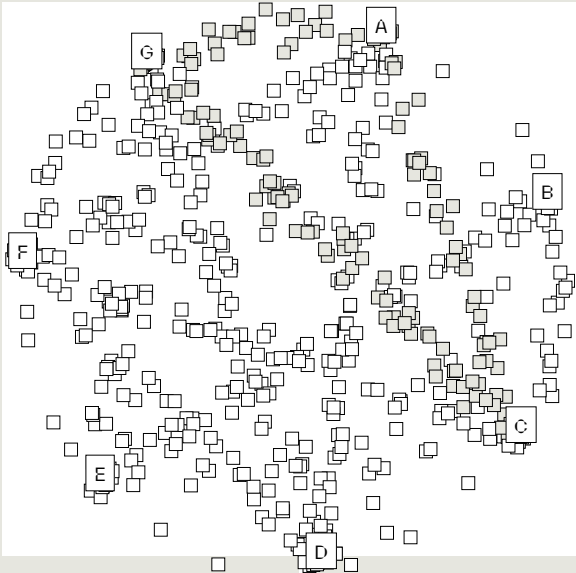
Questions on the SNPO’s credibility	2020	2019
The SNPO uses its budget in a reasonable and transparent manner for NPOs and activists	8.55	8.68
The SNPO plans projects and identifies resources that are necessary for NPOs and activists	8.46	8.45
The SNPO staff proactively communicates with nonprofits and activists	8.31	8.27
The SNPO will be helpful in the long run for civil society	8.74	9.04
The SNPO is responding appropriately to the changes and demands of nonprofits resulting from Covid-19	7.79	
The SNPO will respond appropriately to the external environmental changes that nonprofits will confront in the near future	8.14	

Comparison of response on the SNPO’s credibility

- The SNPO’s credibility has been maintained at a similar level to the previous year.
- Response to Covid-19 scored the lowest regardless of the respondent specificity.
- The score may reflect the total closure of the space rental service without an alternative and the lack of experience in transitioning projects online.
- Expectations about response to future change were higher the more experience the respondent had participating in the SNPO projects.



Brand Assessment 2020

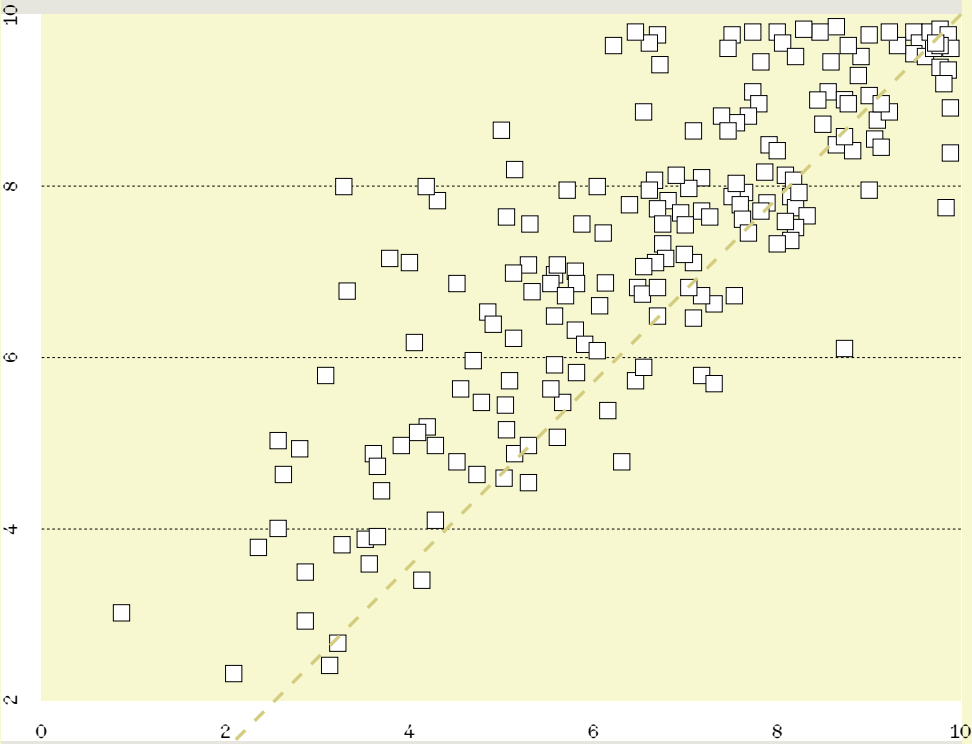


Brand Assessment 2019

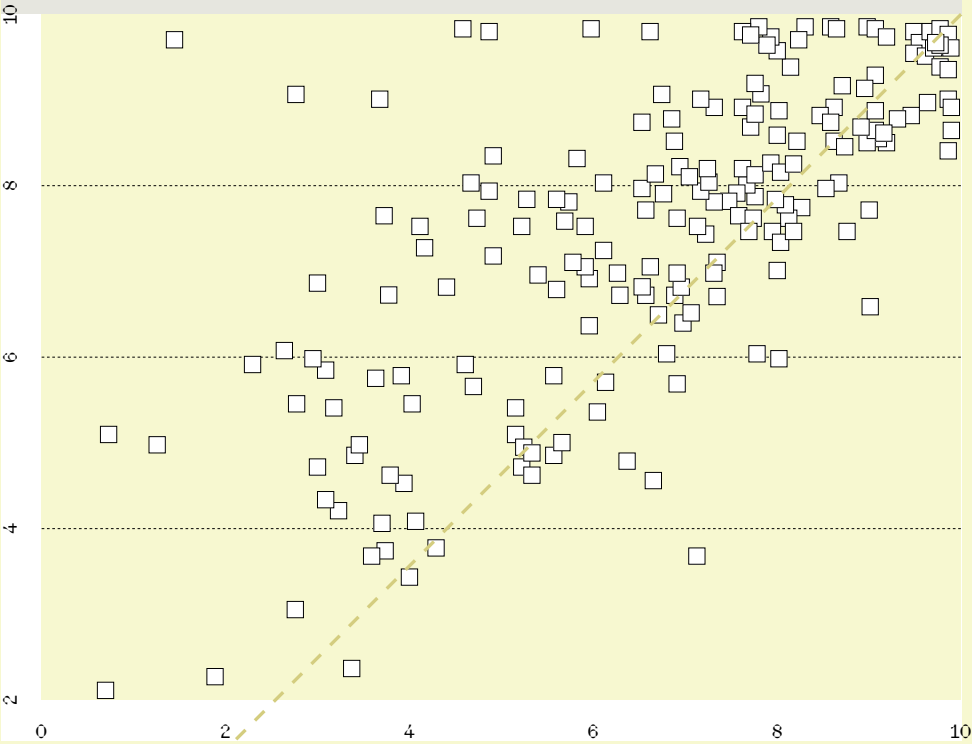
- | | |
|--|---|
| A A place that plans and implements programs that are necessary for public interest activities | E A place that supports the governance by the NPOs and the Seoul Metropolitan Government |
| B A place that finances essential budgets for public interest activities | F A place that builds the foundation for public interest activities by creating policy and institutional improvements for civil society |
| C A place with materials and information that are necessary for public interest activities | G A place that connects NPOs with essential resources and people |
| D A place that promotes citizens' public interests | |

- The SNPO's image in 2019 centered on the following three axes: **G** Connecting people and resources – **A** Planning and executing programs – **C** A place with resources and information. In 2020, we added some elements. The SNPO's image was oriented around **G** Connecting people and resources – **F** Developing the foundation for policy and legislative change – **C** A place with resources and information – **D** A place that promotes public interest activity.
- The vision and programmatic direction of the third term is centered on cultivating connections and collaboration, and strengthening our role as a platform. In this respect, the stakeholders of the SNPO understand the image and the brand that we are aiming for.

* The score measuring the potential that the respondent sought out the SNPO first and planned to seek out the SNPO in the future was compared with the scores from the previous year.



Responses on the Utilization of Information provided by the SNPO from 2020



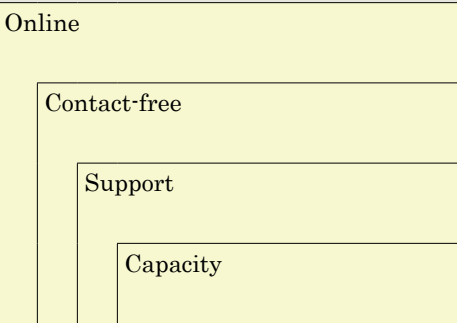
Responses on the Utilization of Information provided by the SNPO from 2019

- In contrast to 2019, the results from 2020 are more focused on the yellow line, which shows the present and future use converging. This indicates the potential that people will use the information provided by the SNPO in the future as it is being used currently. In other words, the stakeholders use the information that is suitable to their goals and needs.

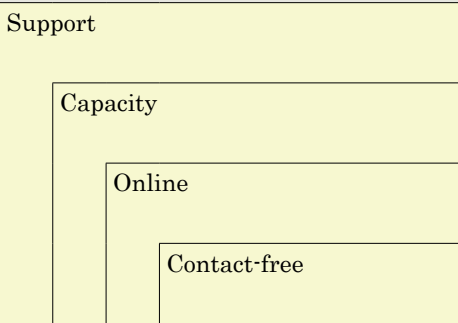
Expectations and proposals for the SNPO’s future activities

* The respondents were asked subjective questions about gaps and areas for improvement in the SNPO’s operation or activities in response to Covid-19. The word frequency analysis was used to analyse the results.

Expectations about Covid-19 response_
specific word frequency

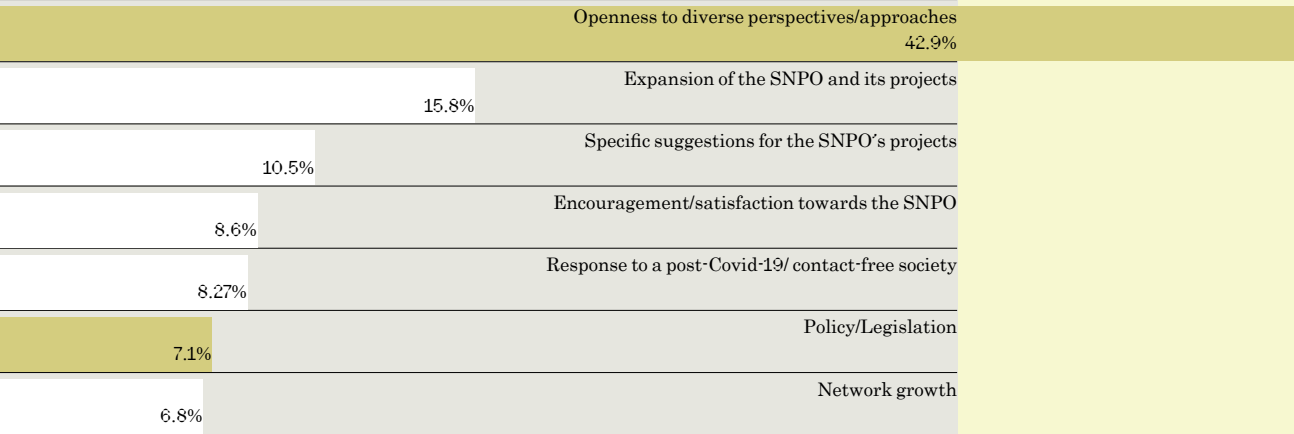


Responses about the SNPO’s future projects_
specific word frequency



- The response can be summarized as support for contact-free online activities. Support in this context reflected the demand for the SNPO to support organizations’ online activities, and for the SNPO to execute its programs by maximizing the characteristics of the online space.
- The SNPO will keep the ‘contact-free online environment’ in mind as a program is being planned and in its early stages.

The word ‘support’ appeared frequently in the response to the question about the changes necessary to the SNPO’s programs and activities. The classification of the specific context is shown below.



- Many held the opinion that the SNPO’s projects and activities need to be more open to ‘diverse perspectives and approaches’. Irrespective of the political preferences of participants, there was unanimous demand for a feminist approach, an open approach to the nonprofit agenda such as labor and education, acceleration of youth involvement, and new forms of programmatic support.
- Excluding organizations based on political affiliation goes against the SNPO program’s principles. This is why the SNPO does not directly support any one agenda. On the ground, many activists and organizations do work with political preference in mind. This reflects a change in the civil society ecosystem.
- The SNPO is always concerned about its prioritisation. This is largely a result of limited resources but we want to pursue a program that will benefit a broader landscape of organizations and activists. This is why the SNPO is currently offering support by building a ‘platform’.

3

Conversations with Stakeholders

Conversations with Stakeholders invites stakeholders to provide feedback on the SNPO’s activities and projects so that they can be reflected in future projects. This year, we invited three groups of stakeholders for an important and engaging conversation. In order to help the stakeholders understand the SNPO prior to the conversation, we shared the survey results and project outcomes from 2020. This event is held once a year.

* The Conversations with Stakeholders event complied with the Covid-19 guidelines.

Overview

Date: April 9 2021 15:00 ~ 17:00
Location: Seoul NPO Center
Format: Panel-style forum

Group No.	Stakeholders
Nonprofits (Group 1)	Kim Ka Won, Team Leader of Minsnail Union
	Kim Kyung Seo, Activist of Minsnail Union
	Kim Ruth, Director of Korea Environmental Education Center
	Kim Hyung Nam, Director of Center for Military Human Rights Korea
	Byun Jae Won, Policy Director of Solidarity Against Disability Discrimination
	Choi Jung Min, Activist of World Without War
	Yoo Bo Mi, Manager of The Seoul NPO Center
	Lee Seoung Won, Adjunct Professor of Kyung Hee Cyber University
	Cho Min Ji, Director of The Center for Freedom of Information
	Choi Ji Hui, Activist of Minsnail Union
New nonprofits/ Independent activists (Group 2)	Kim Yang Hee, Director of Korean Women's Environmental Network
	Kim Bo Rim, General operations coordinator of Youth 4 Climate Action
	Oh Dae Nam, Co-Representative of Homo Inter
	Kim Jin Seo, Representative of Univfemi
	Lee Han, Activist of Feminism with Him
	Jung Kyoung Hoon, Representative of Today good Action
	Jung Ju Yeon, Representative of Wear Again
	Cho Hye Jin, Microcredit Team Manager of Social Solidarity Bank(BSS)
Collaborating institutions and partners (Group 3)	Ko Dae Kweon, Chief Executive Officer of Inno Social Lab
	Kweon Ohyeon, Representative of Parti coop.
	Kim Ja Yu, Representative of NUGUNADATA
	Park Young Joo, Chief Executive Officer of Seoul North Eastern NPO Center
	Lee Byung Kuk, Collaborative Governance Support Officer of Seoul Metropolitan Government
	Lee In Seop, Manager of The Seoul NPO Center
	Lee Hee Suk, Supervising Attorney of Dongcheon Foundation
	Chang Byoung Gwon, Director of Seoul South Eastern NPO Center

The debate within the three groups centered on four questions.

Necessary Factors for Activating Collaboration and Solidarity

The first group was made up of activists from organizations aged less than 20 years and activists in their 30’s and 40’s from nonprofits aged 20 years and above.

Question What role should the SNPO play in building solidarity among mid-sized organizations active for 10 years or more? How do existing approaches to solidarity within civil society need to change?

- Collaboration with acquaintances and the needs of ‘Veteran·New’ activists need to be expanded
- Solidarity is difficult if we are unfamiliar with each other
- A space for diverse interactions between generations and fields is needed
- Solidarity is possible when it is necessary and valid
- Their concerns need to be related to create solidarity

Cho Min Ji Director of The Center for Freedom of Information | NPO

I got the sense that the existing form of solidarity among civic organizations operates ‘through acquaintances’. Veteran activists tell younger activists who want to start something to “contact someone from that organization” but that isn’t easy for young new activists. I’d like the SNPO to act as a platform where more information on organizations’ activities are collated. Secondly, intermediary organizations nationwide are copying the SNPO’s model so I think it’d be nice if the SNPO creates a forum where activists in the same regions can meet. Finally, I think there needs to be a conversation about the methodology of collaborating with stakeholders from corporations and public institutions.

Choi Jung Min Activist of World Without War | NPO

Without War has as its principle ‘solidarity and collaboration only when necessary’. We get invitations for solidarity and collaboration from various sources, but we are picky because solidarity and collaboration require work. The SNPO could help with activating solidarity and collaboration but I don’t think an effective cooperative network of solidarity is a necessary condition.

Choi Ji Hu Activist of Minsnail Union | NPO

Integrating experiences from the past with ours and finding a point of contact is a challenging concern. I don’t know where to direct this question. Finding a contact point is difficult. Min Snail Union also looks to the SNPO as an example for its management of Youth Housing Center. I’m curious about others’ more personal and intimate concerns but I feel the absence of fellow and veteran activists.

Kim Ruth Director of Korea Environmental Education Center | NPO

There’s a Seoul Environmental Education network which the Environmental Education Center belongs to, but two years ago when we were the management department, we needed solidarity but it was also overwhelming. I’m concerned about how to continue solidarity and collaboration. Seeing how the activists in their twenties are struggling with the same things I found challenging, I’d like the SNPO to create a space where veteran and younger activists can speak frankly with each other. Communicating to people outside my organization is different from speaking with people in the organization. I think it’d be great if the SNPO could offer more support and space for conversations surrounding these changes. I hope the SNPO can continue to support organizations by listening to our needs when necessary.

Byun Jae Won Policy Director of Solidarity Against Disability Discrimination | NPO

There are huge societal issues that can only be solved when all the marginalised folks come together. These are clearly issues that require solidarity. There’s a lot we need to reconsider so that the disability movement is no longer the fight of just people with disabilities. The new type of connection and collaboration needs to have all the minority groups and civic organizations finding solutions together. Communication and transparency are key. The SNPO can’t mediate every single agenda so if it can get organizations together like it has done today, I think there will be less psychological barriers when reaching out to each other at a later date. The SNPO needs to set the stage for future exchanges.

Kim Hyung Nam Director of Center for Military Human Rights Korea | NPO

There needs to be a space where we engage by sharing our concerns. When activists’ concerns are not addressed, unnecessary misunderstandings can happen, so I hope there’s a platform where activists can speak about these concerns with activists in and outside of their organization. I think having a platform, where organizations’ concerns about limited resources are exhibited and shared, would also be beneficial. It’s time for public interest organizations to stop searching for revenue sources to fund their activities and for organizations to be connected to revenue sources that invest in public interest activities.

Kim Yang Hee Director of Korean Women’s Environmental Network | NPO

There are differing views within civil society on issues such as gender equality within the workplace and the case with the Mayor of Seoul. I wish there were a place where we could have discussions. Activists who’ve been in the field for a long time do have spaces for interactions but I’d like a space where I can engage with people in their twenties and thirties. If we meet and broaden our understanding about fields we aren’t familiar with, we might be able to cooperate to start a small movement.

Lee Seoung Won

Adjunct Professor of Kyung Hee Cyber University | Seoul NPO Center Steering Committee Member

Archiving questions is important. I think it's important that each organization archive external and internal problems. The SNPO could connect organizations dealing with similar issues. Asking similar questions is extremely important. Finding similarity in these organizations' concerns, which are ambiguous for each organization to lay out, and forming a specific type of collaboration could also help the SNPO work through a challenge.

Yoo Bo Mi

Manager of The Seoul NPO Center

I met many people in relation to the learning platform for activists 'P.A.N.' and one person suggested that making a 'network of activists in education' would be helpful. Rather than trying to do it all alone, the SNPO could operate with activists from those organizations. I thought this was a great idea. Many people said the standards for solidarity and collaboration should be necessity and validity so considering and thinking deeply about what standards and strategies to deploy if the SNPO were to have a network, is something I've been thinking about.

Connections and Collaboration for New Nonprofits

For the second, new nonprofit group, nonprofit startups and networks were invited.

Question What is necessary for connections and collaborations for new nonprofits and what should a new form of connection and collaboration look like?

- | | |
|---|---|
| <ul style="list-style-type: none">- A space for casual forms of solidarity through exploration, information exchange and opinion sharing- Respect, support and acknowledgement as a activists regardless of age or | <ul style="list-style-type: none">- experience- Connections that can bring change rather than one-off forms of solidarity- Solidarity that is mutually beneficial |
|---|---|

Jung Ju Yeon

Representative of Wear Again | New NPO

I'm thinking less in terms of being the actor that forges connections and collaborations. I'm in the passive headspace where I want to be the beneficiary of aid. Networking involves a give and take but we're not in a position to give. For better connections and collaborations, people need to know what they're doing. That way we can feel out what collaboration would look like. I hope there are many chances to explore and learn from each other.

Jung Kyoung Hoon

Representative of Today good Action | New NPO

I wish there were a casual online community where we could ask questions like, for instance, whether a plan is aligned with feminism if we were to do a project on feminism. Otherwise we'd have to make something polished and put it up on the SNPO bulletin or on the Orange Letter (newsletter). If we can speak about these issues in a casual environment and build relations along the way, there will be opportunities for other forms of collaboration. Right now, if you don't have a personally built network you have to ask through official channels, so it's hard.

Oh Dae Nam

Co-Representative of Homo Inter | New NPO

Our concern is how to be on the map. I think connections begin with the ability to introduce your organization through the language of the masses. I think the SNPO should consider how to create a space for networking that results not in one-off interactions but in stable long-term relationships.

Lee Han

Activist of Feminism with Him | New NPO

We don't have any full time staff, only three steering committee members. It's hard to collaborate when we aren't sure what to do and in fact, collaborating at this stage could be more harmful. We do make use of the Facebook groups and open chat rooms we're part of. But there are core members and there's limited accessibility. The core members moderate the space. These groups function only when the core members are committed to uploading content and maintaining that space.

Kim Bo Rim

General operations coordinator of Youth 4 Climate Action | New NPO

Most of the members are teenagers so many people say we're impressive for our age. Because of this, we don't form healthy partnerships with existing and older organizations. We're used to communicating in our own way with the public and through social media but we're immediately on guard when an issue breaks out and groups like joint action are formed. We're not sure how to create connections.

Kim Jin Seo

Representative of Univfemi | New NPO

I want to be connected to organizations that can help each other, not just with any organization. I'm currently working without earning the minimum cost of living so if I'm contacted by a network, I choose on the basis of whether there's compensation. Meeting to connect can be overwhelming. I think meeting in a more open atmosphere might foster networking. I think it's important to see if the participants have the interest and the time, and the luxury of money to join such endeavors.

Cho Hye Jin

Microcredit Team Manager of Social Solidarity Bank(BSS) | Committee member of the Seoul Metropolitan Government's Committee for the Activation of Civil Society

Hospitality and respect are important. Even the activist space has social hierarchies and I think it's because the decision making is often the remit of the older, more experienced organizations. If they welcome the newcomers warmly and listen to their perspectives when new connections and partnerships are formed, the newcomers would shrink less. Don't say unnecessary things to uplift the mood. Just respect each activists for their practice.

A Space for Nonprofits

In the spirit of the opening of the Seoul NPO Coworking Space in May, we asked new nonprofits what type of space would be suitable for nonprofits.

Question What qualities should a coworking space and office space for nonprofits have?

- Provide an address and post-office box
- Division of community and independent area
- Accessible and no time limits
- Psychologically safe space
- Respect for diverse users
- A satisfactory rest area

Jung Ju Yeon Representative of Wear Again | New NPO

I'm taking advantage of the SNPO space but I hope it's supplemented with an individual space. A space without any natural light is sad. Shouldn't there be an event to build trust and a sense of security among people who use the same space? I'd like this space to be operated by someone who is concerned with building connections through luncheons or some such events.

Jung Kyoung Hoon Representative of Today good Action | New NPO

For organizations like ours that is about to be registered, acquiring a space is a concern but also having to change our registered address when using an open space, is also a concern. Offering a registered address and a post-office box would reduce many concerns for organizations like ours and it could also encourage organizations to regularly visit the space to pick up packages. I'd like the space to function as a space for the development of casual relationships.

Oh Dae Nam Co-Representative of Homo Inter | New NPO

We're using a communal space and the constant exposure brings fatigue. Having a separate private space would be helpful. The Seoul NPO Coworking Space is in the basement so having something natural is necessary. I hope it's a space where we can simultaneously get resources and inhabit with all five senses.

Lee Han Activist of Feminism with Him | New NPO

I really like the Youth Department, the space for youth activists in the Innovation Park. I wondered why I like that space and it's because there's a space to be together and be alone. There's a space that you can use with the door closed and it's open 24/7. Safety is ensured by the level of trust between the occupants. People who share the space need to be familiar with each other, share stories, and share concerns about issues. This was possible because the people in charge of maintaining the space were sensitive to these matters.

Kim Bo Rim General operations coordinator of Youth 4 Climate Action | New NPO

Our organization is made up of a lot of youth who come from different regions so accessibility is key. Having a safe space free from emotional abuse is the most important condition. When we were at the SNPO, the space was open so there were times when we were asked to go up on stage for the events hosted by other organizations visiting the SNPO. That's why we need a space where we can be physically and emotionally safe. An open communal space needs to set some rules to avoid difficult conflicts.

Kim Jin Seo Representative of Univfemi | New NPO

I'd like the space to be imagined in multitudinous ways — a space where my queer friend can use the bathroom, where a vegan option is available for everyone, that does not close at 7pm so activists in university don't have to move elsewhere, a place with 50 desks and a place to rest rather than 100 desks, a place where you can comfortably chat, and a place that considers the labour environment of the person who maintains the space. Safety doesn't mean stamping your fingerprint but it means creating a culture where people in the space trust each other. Each person has to play a part in creating the space. SECOM can handle the technical side of security.

Partnerships with Nonprofits

For the third group, institutions and experts with expertise required for collaboration on nonprofit activities were invited.

Question What progress and limitations have you discovered while collaborating with nonprofits? What's necessary to develop partnerships?

- The need to change the perception of institutions with expertise as partners and fellows
- Appropriate technologies for nonprofits is changing the workflow
- There are things only the SNPO can do. The SNPO must lead legislative improvements and represent the interests of nonprofits
- The SNPO has to play the role of making public goods for the entire civil society

Kweon Ohyeon Representative of Parti coop. | Collaborating institutions and partners

At first, I started because I thought the nonprofit sector should strengthen its technical and design capacities. But for that to happen, experts need to enter the space as a member of the ecosystem. The perception that these people with the expertise are partners or fellow activists rather than guests, is necessary within the sector. Parti had to call itself a group of activists because otherwise people see us as an assisting group rather than as activists. I hope you can make a space that shows that people in this sector have pride, that we're playing an important role in society and that the sector is a space with a vision, with really inspiring people.

Ko Dae Kweon

Chief Executive Officer of Inno Social Lab | Collaborating institutions and partners

As nonprofit organizations diversify and increase in number, I'm concerned about whether our organization is being successfully managed and succeeding as a movement. The organization turns to the SNPO for things it can't handle by itself. The SNPO is not a separate organization but is something that makes the public goods of the overall ecosystem. There are a lot of small scale research on what activists do. I wish the problems, problem solving process, and outcomes from each of the research are collected as hashtags and created into a small cloud within the nonprofit sector like DBpia. I think the citizens would feel uplifted by a system that recognizes the output of the research that started with them.

Kim Ja Yu Representative of NUGUNADATA | Collaborating institutions and partners

We don't think of our work as involving technology or data but as fundamentally changing the way nonprofits work. That's why we use the term 'appropriate technology' and work primarily with technologies that can be applied to the office work and bring immediate efficiency gains. It's not something we can accomplish alone so I would really like to collaborate more with intermediary organizations. Finding a way to have such exchanges and network on a regular basis would be beneficial.

Lee Hee Suk

Supervising Attorney of Dongcheon Foundation | Collaborating institutions and partners

I know that legislative improvements are important but I think only committees and intermediary organizations are better placed than individual organizations to do this. There's enough demand to say that if the SNPO doesn't do this, nobody else can. In the end, the reason why legislative improvements haven't happened is because it will impact public opinion negatively, which won't benefit us. That's why getting citizens' support is central to legislative action. I hope the SNPO can lead the way and connect us to many media and PR activities. Also, we need to be able to discuss why legislative improvements are necessary with data. This is extremely difficult so the SNPO is the only place that can do this.

Park Young Joo

Chief Executive Officer of Seoul Northeastern NPO Center | Collaborating institutions and partners

There's a huge gap between the main center and the distric. The metropolitan centers focus primarily on legislative improvements and civil society policy-making, while while the distric focus on activities on the ground. Early on, the distric focused on the activists; since last year we've been working to embed ourselves in the lives of citizens and work on the agendas with citizens one by one. We used to set up conclusive public spheres but we started thinking about expanding and creating agendas. We also thought about taking the agendas back with us. Rather than end the public discussion as a one time event, we felt the need to build a network and expand and improve the agendas.

Chang Byoung Gwon

Director of Seoul South Eastern NPO Center | Collaborating institutions and partners

When citizens participate regionally, we can only go ahead by agenda. That way we can create more languages that can convince people to join us. Last year at Seoul South Eastern NPO Center, we had projects to respond to the climate crisis but the way that's solved differs by meetings and district. In the SNPO, legislative improvements and environmental engineering should be discussed but to the people in the regional organizations, what to do in the tributary next to us is more urgent. In that way there's a huge difference between the agenda of the central NPO Center and the distric NPO centers.

Lee Byung Kuk

Collaborative Governance Support Officer of Seoul Metropolitan Government | Collaborating institutions and partners

The Ministry of Interior and Safety is planning a centralized NPO center. The Seoul NPO Coworking Space has been made, and the fourth distric is underway. At this point, I think the Seoul NPO Center should get ready to address concerns about which angle to adopt.

Lee In Seop Manager of The Seoul NPO Center

What everyone said about the SNPO representing the interests of nonprofits resonates with me. I have always thought the SNPO has to be neutral but I hope the SNPO can generously represent the interests of nonprofits leading public interest activities.

III.

Creating Change 변화를 만들다

1. 2020 Work Performance at a Glance
2. Key Issues from the Importance Analysis
3. Performance Report by Issue

1. 한눈에 보는 2020년 센터 사업성과
2. 중대성 분석을 통해 본 사업 이슈
3. 사업별 성과보고

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2020 Work Performance At a Glance

NPO Organizational Support

Presentation on Projects of the SNPO



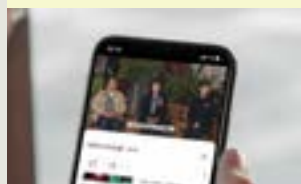
- 35,000 online visitors

Support Project for Organizational Change



- 7 organizations supported
- 2,967 views for online special lecture/ Findings briefing sessions

Support Project on Nonprofit Startups



- 6 organizations supported

- 5,281 views for online networking forum/showcase

Consultation for NPOs



- 171/160 consultations/ organizations
- 1,452 views for online special lectures

Support for Public Interest Activists

Research Support for Activists



- 10 research teams selected
- 10 research reports published

Building a Roadmap for Activists' Capacity Building



- 1 research
- 1 roadmap platform for activist capacity building developed

Support for Activation of the Public Interest Ecosystem

NPO Partner Fair



- 100 booths
- 5,301 online visitors

International NPO Conference



- 1,434 online visitors
- 4,150 views

External Relations



- 14 External relations projects
- 104 partner agencies

Forming the Basis of a District NPO Support System



- 1 capacity building project supported
- 2 network collaboration projects supported

Support for the Growth of Civil Society

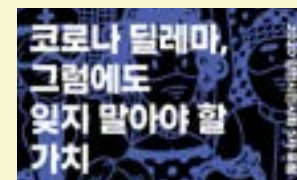
NPO Participatory Budget



- 3 teams supported
- 6 partner organizations
- 141 NPO participatory budget committee members

- 37 participants for the online public discussion

Policy Research



- 2 research surveys
- 9 policy proposals
- 6 policy forums
- 140 online participants for the policy forum
- 28 new contents on policy information
- 89,329 views on policy-related content

Building PR and Information Portal



- 865,220 web visits
- 14,520 Facebook followers(cumulative)
- 10,361 newsletter subscribers(cumulative)
- 221,421 blog views(cumulative)
- 1,112 NPO news posted
- 531 external projects registered
- 129 press reports

- 2,266 cases archived(cumulative)
- 163 Examples of change 163 cases archived(cumulative)
- 2 illustration books on examples of change published

Building a NPO Coworking Space



- 1 nonprofit coworking space built

Public Interest Activity Space Share Program



- 3 teams occupied in the coworking space

Support for Venues and Exhibitions



- 163/11,635 organizations that rented the venue/users
- 2 exhibitions organized by nonprofits

Key Issues from the Importance Analysis

Project Importance Survey on Stakeholders

- The importance of the issues on the list were surveyed under 8 categories *
- 8 categories were surveyed under the following classifications: <the highest performance>, <the most important category for the respondent>, <the programmatic area for the development of civil society> **

* Survey method 10 point scale: 'Not important(0 points) ~ Very Important (10 points)'

** Survey method: One category was selected from the list of issues per question

List of important issues

Created by rearranging the SNPO's projects based on the stakeholders' survey results

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

Importance of issues according to Stakeholder Survey results

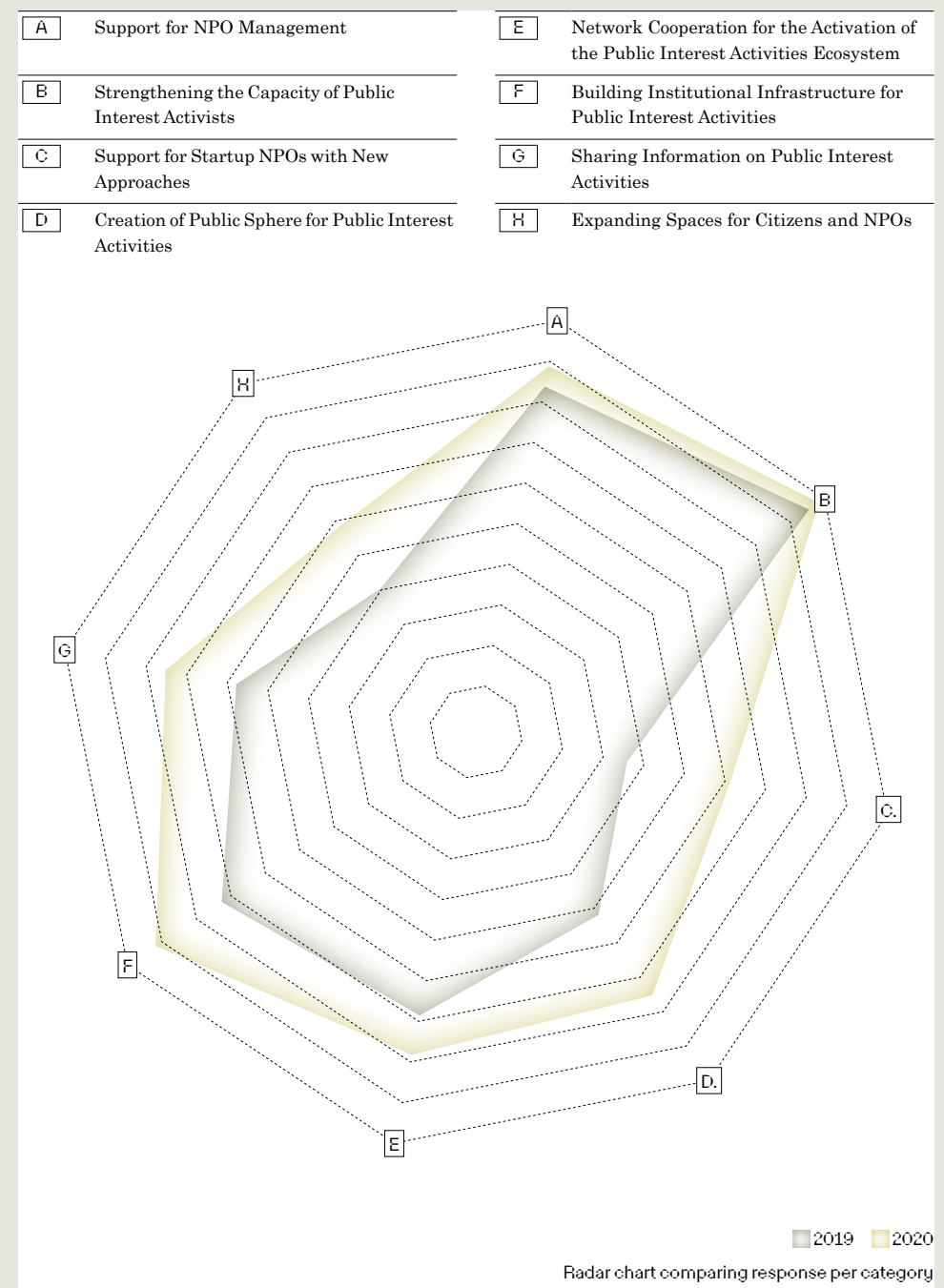
Importance analysis results

The average score for each issue (project)'s importance has increased despite the increase in the number of respondents. This indicates that the importance of each project has increased overall. This year, the standard deviation between each issue was reduced. This shows that the importance of all projects is evaluated with a high score.

Compared to last year, the issues that increased in the importance score were 'Support for Startup NPOs with New Approaches' and 'Creation of Public Sphere for Public Interest Activities'. The 'Support for Startup NPOs with New Approaches' received a low score in 2019. The increase in the score for this issue reduced the gap between the importance scores of the issues.

Category	2020	2019	2018
Average	8.38	8.09	7.8
Minimum	7.98	7.54	7.15
Maximum	8.79	8.73	8.59
Standard Deviation Score	0.28	0.41	0.45

The comparison of the average score of the last three years regarding the SNPO project's level of importance



This year, the survey was divided into three project-related categories: **Performance**, **Necessity**, and **Focus**. One interesting finding from the analysis was that the respondents divided projects with high performance and necessary projects in their answers. This indicates that high performance is not equivalent to necessity.

The responses on performance, necessity, focus area for the 8 issues are shown in the following graph.



The stakeholders thought the support for management of nonprofits (24.68%) and the capacity building efforts for public interest activists (24.36%) had the most impact among the SNPO’s projects. Both projects, which are central, have been supported by the SNPO since its establishment.

The most necessary project for each stakeholder was capacity building for public interest activists (22.76%), and networking and collaboration for the activation of the public interest ecosystem (17.95%). The results were indicative of the growing demand for connections among the activists.

Building institutional infrastructure for public interest activities (25.64%) was chosen as the area that needs the most attention for the development of civil society. Strengthening the capacity of public interest activists received the highest score on all three categories. This is an area that requires continued work.

High performance and important focal point for the development of civil society		
Personally important but also an important focal point for the development of civil society		
① Support for NPO Management	0.66	0.46
② Strengthening the Capacity of Public Interest Activists	0.62	0.33
③ Support for Startup NPOs with New Approaches	0.67	0.29
④ Creation of Public Sphere for Public Interest Activities	0.39	0.32
⑤ Network Cooperation for the Activation of the Public Interest Activities Ecosystem	0.52	0.20
⑥ Building Institutional Infrastructure for Public Interest Activities	0.46	0.20
⑦ Sharing Information on Public Interest Activities	1.00	0.50
⑧ Expanding Spaces for Citizens and NPOs	0.53	0.27

The choice of respondents who selected project areas to focus on

The respondents tended to answer that projects necessary for them were areas that the SNPO should focus on for the development of civil society. Excluding the questions on information exchange which received few responses, the support for startup nonprofits had the highest score followed by support for management of nonprofits and capacity building for activists. The results show that supporting new practices and raising the sustainability of nonprofits are important challenges for individual and civil society alike. Another tendency worth noting is that respondents answered separately and in different ways to performance, necessity and focus.

① Support for NPO Management	0.16
② Strengthening the Capacity of Public Interest Activists	0.22
③ Support for Startup NPOs with New Approaches	0.24
④ Creation of Public Sphere for Public Interest Activities	0.43
⑤ Network Cooperation for the Activation of the Public Interest Activities Ecosystem	0.37
⑥ Building Institutional Infrastructure for Public Interest Activities	0.45
⑦ Sharing Information on Public Interest Activities	0.00
⑧ Expanding Spaces for Citizens and NPOs	0.47

The ratio of responses on which projects to focus on, without responding to questions on the SNPO project’s performance and personal importance

According to the analysis results, irrespective of personal importance and the SNPO’s performance, developing institutional infrastructure, creating a public sphere, building networks and collaborating for the activation of the ecosystem were ranked high as areas to focus on for the development of civil society. Respondents perceived these as areas of concern for the growth of civil society in the long term.

Evaluation on the SNPO's response to Covid-19	Internal	External	Total
Online public sphere	8.54	7.71	7.85
Management of Ontact programs	8.70	7.8	7.95
Transition to online events	8.56	7.64	7.80

* No (1) ↔ Yes (10)

“Moving the SNPO's events online is not the main solution in the Covid-19 era”

“Beyond just moving events online, the events themselves should be designed for the online space.”

“Instead of just moving existing offline events online, projects should be operated in ways that fit the online space”

“The online NPO Partner Fair was slightly disappointing. The SNPO needs to consider actual ways to make the online events as effective as the offline events.”

Subjective responses to the SNPO's response to Covid-19

This year, there was an additional question about the changes the SNPO made to its projects and activities due to Covid-19. When compared with other survey categories, it is a low evaluation. The reason for this can be found in the subjective responses. Rather than an online event that mimics an offline event, events designed and run with the specificity of the online space in mind were high in demand. This means that projects need to be designed for the online environment rather than as a temporary alternative in response to the possibility of a pandemic/disaster like Covid-19.

Project Tasks determined by the Importance Analysis

The first is capacity building for activists and the sustainability of support for nonprofit management. The SNPO needs to create an environment where training and learning are possible for any activist. The SNPO should undertake various attempts and experiments with civil society on how the pandemic will change the organization and the activities.

The second is the expansion of support for nonprofit startups that lead new types of programs. We will consider ways to connect nonprofits with resources and expand support so that new and different organizations and activists — with differing approaches and types of actions regarding social issues — can join the scene.

The third is developing institutional infrastructure, creating a public sphere, and strengthening collaboration. Since 2020 the SNPO has proactively engaged in activities to improve and review civil society-related policy. And we're trying to deliver news of policy change to nonprofits and activists as swiftly as possible. During the talk with leader groups and mid-level groups that have been active for the past 10 years, the importance of collaboration and networks within organizations was discussed. Organizations from diverse fields and different ideas exist but they're not aware of each other yet. We were able to confirm that there exists a desire for solidarity and collaboration. We will create many opportunities for connections.

3 Performance Report by Issue

(1) Operating the Project Planning and Management System

Project planning	2020	2021
Project planning TFT	2019. 4. 3.-7. 25.	2020. 8. 12.-11. 24.
Development of project proposal	2019. 12. 16.-12. 30.	2020. 11. 24.-12. 30.
Development of Impact Flowchart	-	2021. 1. 26.-2. 25.
Development of outcome indicators, targets for change	2020. 3. 11.-3. 17.	2021. 1. 26.-2. 25.

↓

Project Monitoring (3 sessions)	2020	2021
• Accumulate evidence of important and meaningful change	1st session 2020. 4. 1.-4. 17.	1st session 2021. 5. 3.-5. 25.
• Modify and supplement outcomes and indicators	2nd session 2020. 7. 6.-7. 27.	2nd session 2021. 8. 2.-8. 31.(TBD)
• Inspect project progress and budget execution	3rd session 2020. 10. 27.-11. 19.	3rd session 2021. 11. 1.-11. 30.(TBD)

↓

Project Evaluation	2020	2021
• Report and quantify measured values of core objectives and change indicators	2020. 11. 23.-2021. 1. 15	2021. 12.-2022. 1. (TBD)
• Evaluation: operate as a learning process to improve indicators and measurement methods that meet the core objectives better		

- The SNPO has been using a performance management system to evaluate and improve its projects since 2018.
 - In the beginning of every year, a project proposal which sets the outcomes and indicators for each project is drafted. The evaluation and the areas of improvement are identified through the monitoring of the project performance and reflected in the following year's project proposal.
 - In 2020, the NPO Shared Platform was put forth by conducting monitoring and evaluation, and drafting impact assessments based on project strategies and performance management for 17 teams that participated in the Seoul NPO Center's 3 projects.
 - The Impact Flowchart was used to logically explain the project's objectives and connections between the activities but also as a way to check and agree on ways to accomplish the project's objectives. By using a visual tool which displayed the project's outcomes and systems at a glance, we were able to effectively communicate with internal and external stakeholders.
- Since 2021, the Impact Flowchart was applied to all projects and the existing project monitoring system was revised.
 - We inspected the progress by assessing the methodology of each phase, the management of partnerships, risk, performance in relation to the objectives, and the indicators. Based on the findings, we analyse the gap between the progress and the project plan, predict the milestones reached, and examine the importance of revising the performance indicators.

(2) Report by Issue
Report by Issue reports areas with the highest importance score, based on the results of the Stakeholders Survey

① Strengthening the Capacity of Public Interest Activists



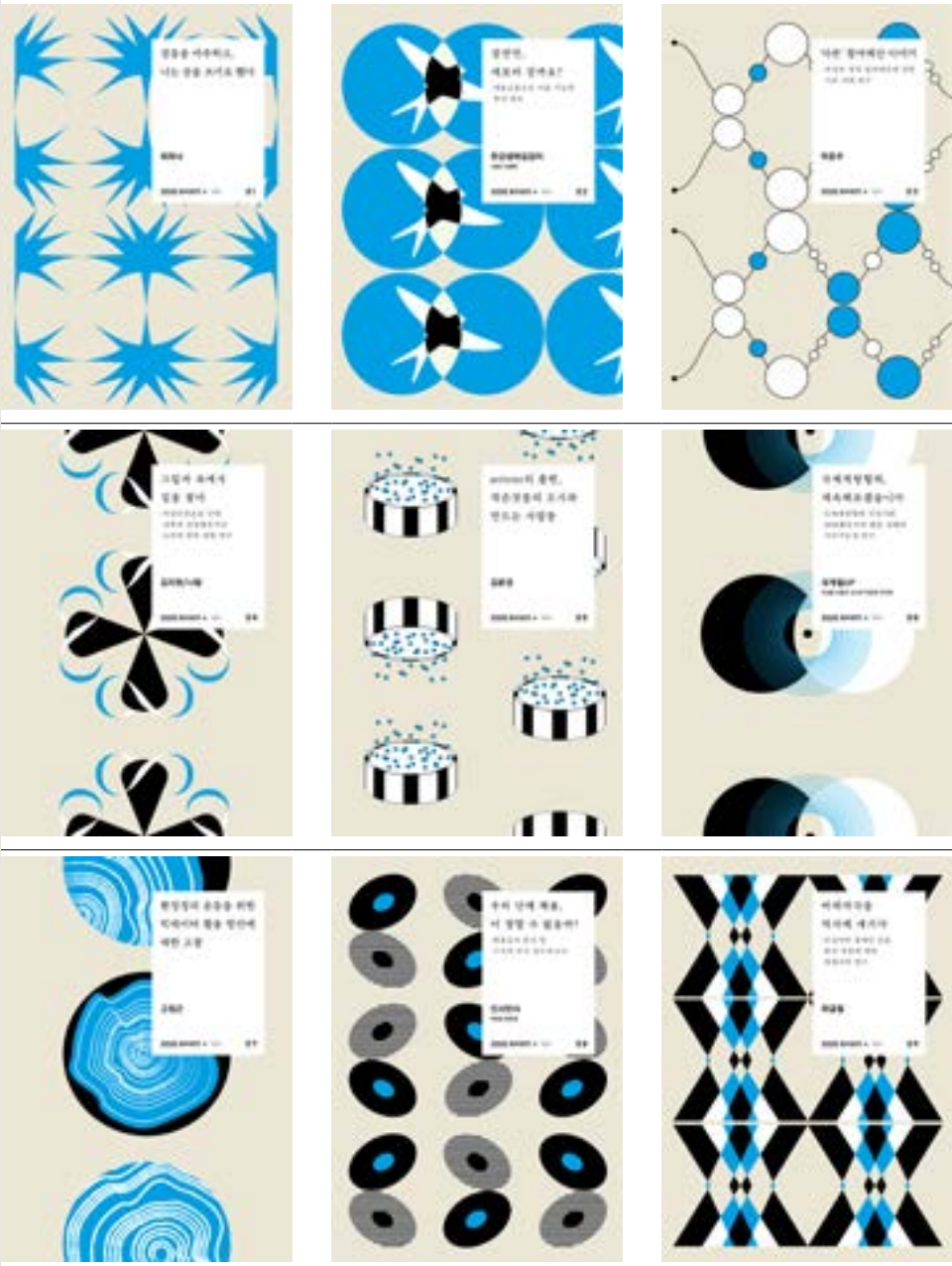
Research Support for Activists
‘Hwallyeokhyangyeon’

Support career development and the strengthening of expertise by supporting the research efforts of activists

Performance as a Quantitative Indicator

research teams selected 10 research reports published * 10

* research reports published



Main keywords

- Based on personal incentives
- Select and explore own research topic, and develop capacities necessary for the research process
- Providing a base for increasing activities and growth as an activist

Go to Research Report
Report(01~03) Link 1 QR Code Scan
Report(04~06) Link 2 QR Code Scan
Report(07~08) Link 3 QR Code Scan
Report (09~10) Link 4 QR Code Scan



Future Plans Through Research Process and Results

Research Title	Motivation	Research Content
“Examining the Use of Big Data for Environmental Justice Movements”	This research seeks to explore the use that an evidence-based approach with data has on the environment movement and the environmental justice sector in particular	Based on the concepts of environmental justice and big data and the analysis of research that uses big data, the research highlighted the possibilities and challenges of using this approach within the environmental justice movement
“Inscribing the Wheel Tracks in History: Research on the History of the Movement for the Rights of Disabled Persons with Cerebral Palsy”	A historical perspective that writes and reflects on disability is absent from movements and policies for people with disabilities. It is especially important to develop a ‘subjective history’ that narrativizes the disability movement from a personal ‘biography’ as the backdrop.	The life stories of four people with cerebral palsy were explored to explain the historical moment after the 2000’s, that saw the appearance of people with cerebral palsy in the public sphere
Follow-up plan : Follow-up research/survey		
“I Will Confront the Conflicts and Write.”	In this booklet, the author, a peace activist, records her experience of overcoming political differences with her father, from a societal lens. Through this booklet, she hopes to share her insights and experience with activists who have similar concerns and conflicts.	Use writing as a method of conflict resolution to disentangle the knots in the activist’s relationship with their father and share personal insights and experiences that were beneficial in order to provide an opportunity for other activists to enhance their sensibility on peace
Follow-up plan : Publication		
“International Development and Cooperation, I Will Go on: Research on the Sustainability and Current Status of 2030 Activists of International Development and Cooperation Organizations”	This research seeks to create healthy change within the culture of the international development sector which pushes activists to leave the space due to burnout from the unreasonable demands placed on the activists by the organizational culture and poor treatment.	Research the current demands on the activists in their twenties and thirties within the international development sector and the factors that enable sustainable practice from a multifaceted perspective in order to consider methods of solidarity for the creation of a healthy working environment
Follow-up plan : Research network/ academic conference		
“The Emergence of Artists: People Who Make Small Things and the City”	Explore self-identity by researching the ambiguous in-betweenness that people identifying as artists and activists experience.	Research the genealogy and language to explain the lives led by artists, people who identify as both artists and activists
“Finding the Way in Shadows: Experiential Research on the Burnout and Recovery of Sexual Violence Counsellors in Feminist Organizations”	Regain the courage and strength to continue their work by researching the burnout and recovery of sexual violence counsellors.	Research the factors that cause burnout for sexual violence counsellors, their recovery mechanisms, the factors that sustain practice, organizational particularities, and measures to prevent burnout from the perspective of organizational culture
“Story of ‘Another’ Participatory Budget: Basic Case Study on the Participatory Budget in the Nongovernmental Sector”	A catalog of cases where the advocacy groups that act as watchdogs of the government and conglomerates’ abuse of power and demand the rights of citizens are their own solution, with an eye to implementing the participatory budget	Examine the various experiments with the participatory budget such as welfare in other countries, social housing, education, international development, NGOs, and their implications, to examine what significance the participatory budget has in the Korean civil society movement.

“Review of the Subjects and the Non-Subjects”	Research the concerns and conflicts that are provoked by the boundaries of the persons directly concerned and those external to the issue who both are concerned with and get questioned about internally and externally in the field of disability and human rights movements.	Analyse the relationship between the persons who directly experience the abuse and those who fight for their rights without the direct experience in order to research sustainability, personal values, and exclusion from practice etc.
“Is There a Better Solution to Hiring in Our Organization?: A Report on the Analysis of Job Adverts and Perceptions of Job Seekers”	Research the new hiring structure for nonprofits and job seekers through a look into the hiring process and structure within nonprofits after a period of absence in the field	Identify the current state of nonprofit hiring processes and the areas for improvement to offer humane and job seeker-friendly hiring processes as an alternative
“Wait, Should We Go Birdwatching?: Birdwatching with Public Transport on the Han River”	Restore confidence in our activities by reflecting on 10 years of birdwatching educational activities, and seek out the meaning of coexistence between humanity and nature by developing an accessible Han River birdwatching course.	Develop a Han River birdwatching course that is accessible through public transport like the subway and the public bus or via cycling and walking.
Follow-up plan : Foundation for follow-up activities		

Project Evaluation

Interest in activists’ research is increasing. The variety of activists’ careers, research topics and methodologies are broadening the spectrum of their research. The research findings serve as the basis for future activities. The publication of the findings help organize the outcomes of the activities and help activists map out the trajectory of their careers.

The research conducted in 2019 ‘Survey of Korean NGO Activists Who Stopped Their Practices: Listening to Those Who Left their practice: Listening to those who have left’ continued as the follow-up research ‘The Current State of the International Development Sector as a Working Environment for Activists in Their 20’s and 30’s and Sustainable Ways Forward: International Develop and Cooperation, I Will Continue’. The possibility of collaboration with researchers was confirmed when the two research team’s findings were presented at the winter conference of the Journal of International Development and Cooperation.

① Strengthening the Capacity of Public Interest Activists



“P.A.N., the Strength of Activists”: Building a Roadmap for Activists’ Capacity Building

Activists’ learning platform for self-directed training



P.A.N.
‘PAN’ is a Korean word that means the place or scene of an action. People use the expression ‘civil society PAN (scene)’ and ‘Environmental PAN (scene)’ very frequently. The English ‘PAN’ was created to imbue a new meaning to distinguish the platform’s identity.

Performance as a Quantitative Indicator

	1 research on building a roadmap platform for the capacity of activists	1
	39 agreements and partner institutions for the learning platform**	39
	99 educational content and training programs on the learning platform	99

*
연구 1 Research on building a platform for mapping the capacity of researcher activists

Organization: Social Balance
Objective: To make a basic design for building a learning platform that offers comprehensive capacity building training information for activists
Timeframe: 2020. Mar. 31.~2020. Jul. 31.

Go to Research Report
QR Code Scan

** Agreements and partner institutions for the learning platform as of April 2021

Performance as a Change Indicator
A New Model for supporting the growth of activists
Opening of ‘P.A.N., the strength of activists’
↳ Go to Link QR Code Scan
Provide information for strengthening practice-related expertise
39 agreements and partner institutions with institutions with expertise in education
99 training programs
A platform for self-directed learning
Information curation and search range based on specificity of the Activist
– Career (apprentice/new Activist, veteran Activist, leading Activist) – Capacity(Strategy setting, Leadership, Collaboration/Network, Utilisation of office skills, Agenda setting, Other) – Issue area(Education, International solidarity/International development and cooperation, Labor/human rights, Welfare, Women/children and adolescents/youth, Civil society sector, Environment, Other) – Practice area(Management/Accounting/Human Resources, Projects/Strategy setting, Fundraising/ Membership management/PR, Other) – Training method (Online, Offline, On offline)

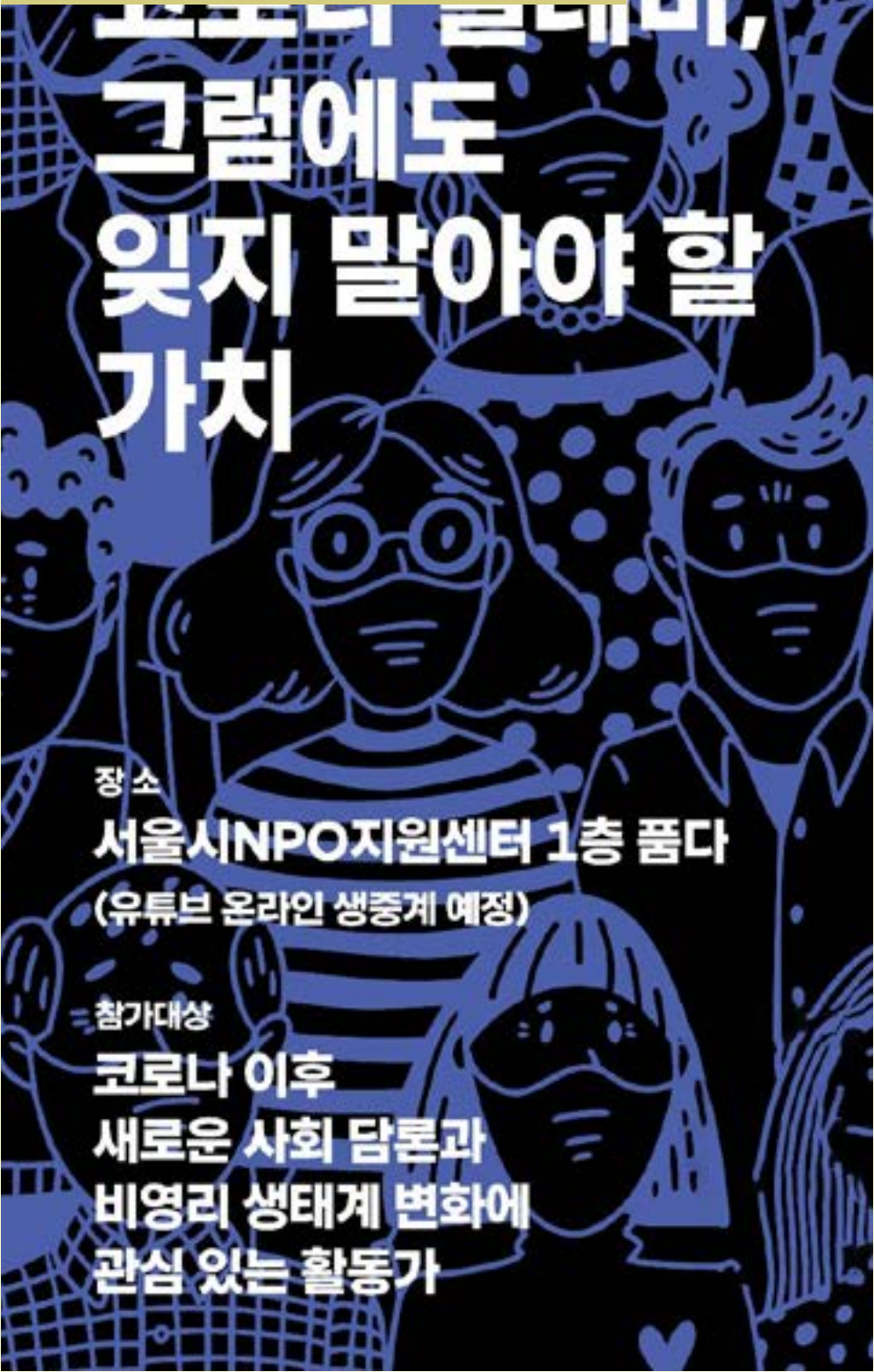


Project Evaluation

We provide high quality training information for activists who are eager for growth. The platform <P.A.N., the strength of activists> launched in March 2021. Through collaboration with organizations with educational programs for nonprofits, we collected high quality training information and provided curated information based on the specificities of the activists in order to help activists’ self-directed growth. We also create and share content to aid the understanding of civil society in general and its history.

In 2021, the platform was launched with the stable operation and usability of the learning platform in mind. The focus was on providing more diverse high quality information on educational programs by expanding the collaboration with external institutions. We will provide a comprehensive capacity building model for activists by connecting relevant projects like the support projects for activist-led research, scholarships for masters level graduate activists, and the archive of public interest information.




② Building Institutional Infrastructure
for Public Interest Activities



Policy Research



Creating a new environment for support and Improving NPO support policy for the activation of civil society

Performance as a Quantitative Indicator

 research surveys*	2	 online forum participants	140
 policy proposals	9		

*

Research 1	Research on representative cases for the social outcome of nonprofit activities	
	Executing organization: Korea Social Value Assessment Research Objective: 1) Verify the positive societal impact and social outcomes with objective data, and 2) establish the basis for nonprofit support policies with social outcomes of nonprofits that have been verified using big data. Timeframe: 2020. Jul. 13. ~ 2020. Dec. 21.	
	Go to Research Report QR Code Scan	
Research 2	Research for developing indicators for sustainable public interest activities	
	Executing organization: Nokdu Ssial Research Objective: - Develop measurable indicators for activists' sustainable engagement with public interests activities - Provide a legislative justification for the development of a public support system by extracting necessary elements for the development of a societal safety net for activists Timeframe: 2020. Sept. 10.~2020. Dec. 18.	
	Go to Research Report QR Code Scan	

Research Report 1	Research Report 2
	

Performance as a Change Indicator

Public Discussion with Civil Society: Strong Civil Society Forum

Date	Topic	Description
May.27	Can you predict the changes to the nonprofit ecosystem after Covid-19?	- A narrative of the changes in the nonprofit ecosystem after Covid-19 (risks and opportunities) - Sharing Covid-19-related concerns about the organization's operations and projects.
Jul.23	The New Normal, the experiments and learnings of nonprofits	- Sharing examples that show the new ways civil society groups communicate in response to Covid-19 (centered on examples of citizen participation - funding - collaboration) - Discussion on the conditions necessary for participation and communication among nonprofits during the New Normal.

Sept.11	New support in the post-Covid-19 era.	<ul style="list-style-type: none">- Covid-19 and the changing environment of the nonprofit ecosystem: the current state and the changes to the field from a supporting organization’s perspective- Discussion about the transitions for supporting the growth of civil society after Covid-19.
Oct.16	Covid-19, solidarity and collaboration again today	<ul style="list-style-type: none">- The New Normal and the challenges of change in the nonprofit ecosystem: documenting the solidarity and collaborations that emerged out of Covid-19
Nov.26	Covid dilemma, the values we must not forget	<ul style="list-style-type: none">- A conversation about the values that civil society must focus on during Covid-19- A discussion on the concerning conflict of values on the ground
Dec.15	Forum on systematic amendments to the certification of minutes for nonprofit corporations	<ul style="list-style-type: none">- Examine the certification of minutes for nonprofit corporations and the notarization process, the cases excluded from the certification of minutes, the practical limits and challenges of certifying minutes for nonprofit corporations, and the necessity of making amendments to the system of certification of minutes for nonprofit corporations.



Sharing Information on Institutions and Policy

Promotion of information on institutions and policy related to civil society



Pending Issues on Civil Society and Outcomes for Each Agenda

- ① Extend the benefits of the employee vacation support system to nonprofit corporations
 - Suggest systemic improvements to extend the privileges that applied only to organizations registered as nonprofit organizations and social welfare corporations, to nonprofit corporations in the Civil Act. (Adopted as an innovation project for the National Government after the Gwanghawmun 1st policy proposal)
- ② Temporarily permitted moving the general meeting of nonprofit corporations online, due to Covid-19
 - Originally, in accordance with the Civil Act, nonprofit corporations are not permitted to hold remote general meetings. However, due to Covid-19, hosting general meetings in person have become difficult, so the SNPO suggested that the Ministry of Justice reinterpret the authoritative interpretation of the Act to allow remote general meetings.

- ③ Suggested reinterpreting the profile of the recipients for the Covid-19 employment security measures to include nonprofit organizations, and started a new loan support project for organizations
 - Suggestions to make policy for supporting small businesses applicable to nonprofits and offer measures to support small loans for nonprofits to foundations managing private funds
- ④ Nonprofits get the same Zeropay benefits as small businesses
 - Proposal for nonprofits to get commission benefits when fundraising through Zeropay payment methods.
- ⑤ Propose and partially reflect the amendments to the Act on Collection and Use of Donations
 - Suggest the necessity of adjusting the standards for disclosure in the ledger from the perspective of ensuring the privacy of the donor, and plan improvements to the Enforcement Decree of the Act on Collection and Use of Donations
- ⑥ Propose amendments and partially reflect the amendments to the public announcement system for public interest corporations
 - Proposed improvements on duplicate reporting, targeting the government and the necessity of changing the public announcement format through meetings with civil society and government stakeholders regarding the amendment of the public announcement system.
- ⑦ Propose a bill for enacting policy and legislation that supports civil society
 - Legislation of the Regulations on the Development of Civil Society and the Promotion of Public Interest Activities (Presidential decree)
 - Full revision of the Seoul Metropolitan Government’s ordinance on the enhancement of public interest activities and activation of civil society
- ⑧ Provided guidelines for governance intermediary organizations that engage in governance
 - After the SNPO suggested the importance of legislating government guidelines for governance intermediary organizations, the government made and distributed the guidelines to local governments nationwide
- ⑨ Propose and partially reflect amendments to the legislation on subsidy programs for nonprofit organizations
 - Proposed amendments that include the following: 1) increase authority to change budget plans and simplify the standards for audits to maximize private subsidy projects, 2) create standards that allow the use of personnel expenditure, and 3) reduce the burden on the organization.

Project Evaluation

The Strong Civil Society Forum 2020 centered the debate on the transition of civil society during the Covid-19 crisis. Participants considered how societal changes before and after Covid-19 brought about shifts in the nonprofit environment, and discussed possible measures to respond to such shifts. Nonprofits have the responsibility to care for socially marginalised folks who are hit hardest by the crisis whilst bearing the burdens of the crisis themselves. In the process, nonprofits have found their own resources and supplemented the government’s prevention efforts against infectious diseases. We need to give more authority to citizens when crisis response is based on citizens’ networks. In addition, we need to continue to identify and improve policies to equitably allocate public resources.

Follow-up policy research will be conducted in 2021 based on the challenges identified in the two policy studies conducted in 2020. Moreover, we promoted policy regularly to facilitate information sharing regarding legislation and policy necessary for on-the-ground work. As a result, nonprofits strengthened their capacity for policy response. In 2021, we hope to provide timely information through newsletters about specific policy and legislation (policy issue briefing) in addition to the blog.

A significant change in 2020 was the full revision of the Seoul Metropolitan Government’s Ordinance on the Activation of Civil Society and Promotion of Public Interest activities, and the legislation of the Presidential Decree for the Promotion of Public interest and Advancement of civil society. In 2021, we hope to strengthen the collaboration between the Nationwide civil society activation network and the Council of Korean Support Organizations for Civil Society to accelerate the proposal of legislation, and revision and enactment of existing legislation for supporting the activation and growth of civil society.





② Building Institutional Infrastructure for Public Interest Activities



Forming the Basis of a district NPO Support System

Develop an NPO support system based on collaboration between regional community organizations, and develop a collaboration system with district centers for the activation of local civil society

Performance as a Quantitative Indicator

	research output*	1
	capacity building support for Southwest district intermediary organizations**	1
	collaborations with district center civil society networks***	2
	association meetings between metropolitan/district NPO centers ****	6

*

Research Research on the justification and the operational strategies of the Southwest NPO Center



Research institute: Kyunghee University's Industry-University Collaboration Group (Humanitas College Training Center)
Research objective: Establish the basis for the founding of the Seoul South Western NPO Center and its operational strategy
Timeframe: 2020. May. 18.~2020. Jul. 31.

Go to Research Report
QR Code Scan

**

Project 1 Capacity building for the Southwest intermediary organizations

Timeframe: 2020.Jun.12.~2020.Nov.30.
Participants: Maumggus; Yangcheon Maeul; Guro Gonggam, Council of Guro Public Interest Organizations
Description:
- Strengthening the capacity of public interest activists in the Southwest region
- Strengthening and accelerating the solidarity and exchange between the Southwestern civil society groups
- Identifying agendas for the Southwest region

Project 2 Collaboration with the civil society network in the Northeast-1 region



Timeframe: 2020. Jun. 19.~2020. Nov. 30.
Organization : Social Balance
Objective:
- Build a Connection Point for districts within the region
- Capacity building training for activists
- Identify and execute self-challenging projects for activists

Go to Research Report
QR Code Scan

Project 3 Collaboration with the civil society network in the Northwest region



Timeframe: 2020. Sept. 1.~2020. Dec. 5.
Organization: Eunpyung SangSang
Objective:
- Deduce integrated issues for civil society in the Northwest region
- Deduce the mission and measures for sustainable operation of intermediary organizations in the Northwest region
- Strengthen operational capacity for public discussions among civil society groups in the Northwest region

Go to Report
QR Code Scan

Network A consultative group for the metropolitan/district NPO Centers

Timeframe: 1 regular session every other month and a total of 6 sessions

Participants: Seoul NPO Center, Seoul Northwest NPO Center, Seoul South Eastern NPO Center

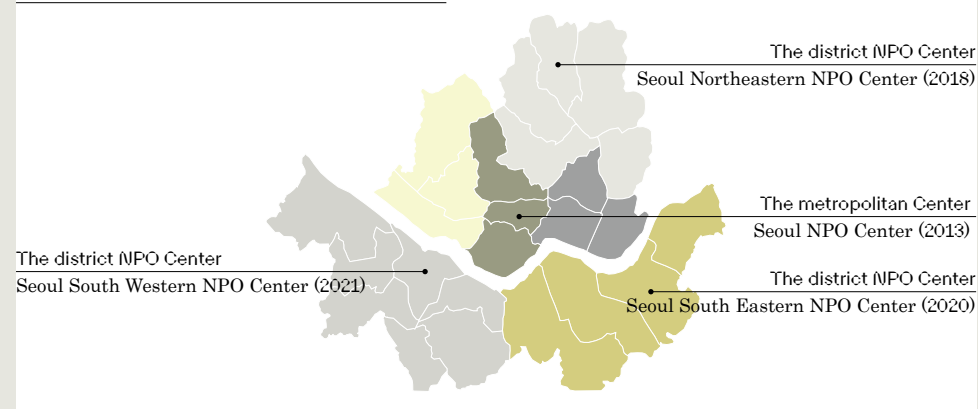
Description:

- Share the current status of the projects and operation of each center
- Discuss the implementation and negotiation for collaborations among centers (An office work regulations manual, expansion of staff training between centers)
- Share information about civil society-related legislation and policy with the Seoul Metropolitan and national government
- Discuss the roles of the metropolitan and the district centers

Performance as a Change Indicator

- Build a district civil society network in each region
- Collaboration among three metropolitan/district centers and formation of a consultative group

The metropolitan/district NPO Centers



Project Evaluation

The Seoul South Western NPO Center was established in 2021 after the selection of an entrusted agency and the finalisation of the 2020 agreement on contracting out. The district centers support public interest activities of citizens and organizations that are committed to solving societal issues in each respective region. This is why the relationship with the local community is important. Prior to the establishment of the district centers, the Seoul NPO Center helps organizations identify agendas and build networks with diverse actors, to enable a smooth transition once the district centers are in place.

The Seoul NPO Center and the 3 district centers are separate contracting organizations entrusted to different corporations. But we share information about our projects and management on a regular basis, create common guidelines, and collaborate in city-level politics, to execute the common task of activating civil society.

(2) Report by Issue




③ Support for NPO Management



‘Organizational Change Laboratory’

Support for strengthening organizational adaptiveness to change

Performance as a Quantitative Indicator

	organizations supported*	7
	views for online special lecture/ outcome briefings	2,967
	Handbook on the Organizational Change Laboratory	1

*

Organization	Objective
Indischool	Increasing empathy with mission and a sense of belonging in the new members of management through things that connect activists to the organization’s mission and its coworkers
Citizen's Movement for Environmental Justice	Setting the direction of the organization’s mission and projects that are in line with the changing times by creating a vision that everyone shares through conversations
Mapo Health and Social Welfare Cooperatives	Experiment with becoming a Board of Directors that participate and communicate actively in order to design plans for organizational change in 2021
Korean Institute of Labor Safety and Health	Experimenting with decision making and communication methods that fit the size of the organization in order to create an organization where 500 members can communicate democratically
Refuge pNAN	Increase high quality communication and respect the diversity of each member by practicing a communicative organizational culture and sharing individual visions
The Center for Freedom of Information and Transparent Society	Wear new clothes (brands), change our tone (messaging) and mode of transport (campaign) to get applause (funding) from citizens
Korean Sexual Violence Relief Center	Review internal organizational communication, increase the efficiency of meetings by increasing the familiarity with the online space, reducing the fatigue of online communication

Lecture

Session 1: Where are we standing and what are we heading towards (Aug. 12.)

Speaker: Choi Hye Jung (Co-founder of Cornerstone for Good)

Description:

- Introduce results from the survey on activists (6 changes brought on by Covid-19 - Task overload, career change, worsening financial conditions, awareness of opportunities for learning/growth, contact-free style of work, changes in organization and tasks)
- Provide thoughts and experiences on practices for adapting to change within the organization; show and empathize with the individual experiences of the activists amid the changing nonprofit ecosystem/ organization after Covid-19.

Session 2: If you want to bring change to your organization start here (4 viewing sessions of video footage)

Speaker: Lee Chang Jun(President of Guru People’s)

Description: Provide opportunities to consider change and the concerns of the organization through elements that must be prioritized for change, organizational management, organizational culture necessary for nonprofits after Covid-19.

Go to video

⌵

[Organizational Change Laboratory Special Lecture](Part 1) New organizational culture after the pandemic: Things to consider as the leader of an organization!
Link 1 QR Code Scan

⌵

[Organizational Change Laboratory Special Lecture]Q&A(Part 1)New organizational culture after the pandemic: How to move a leader resistant to change?
Link 3 QR Code Scan

⌵

[Organizational Change Laboratory Special Lecture](Part 2) New organizational culture after the pandemic: ‘This’ is what determines the organizational culture
Link 2 QR Code Scan

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[Organizational Change Laboratory Special Lecture]Q&A(Part 2)New organizational culture after the pandemic: organizations slow at decision making, do these things
Link 4 QR Code Scan

Performance as a Change Indicator

Results of the Survey on Participating Teams		Group A	Group B	Group C	Group D	Group E	Group F	Group G	Average
Understanding and Empathy	Level of understanding	5	4	5	4	3	4	4	4.1
	Level of empathy	5	4	5	4	4	4	5	4.4
Personal initiative	Experimentation	5	4	5	4	5	5	5	4.7
	Leader Authority	5	5	5	5	4	5	4	4.7
Experience of Execution	Progress achievement	5	3	4	4	3	3	4	3.7
	Appropriateness of financial support	5	5	4	4	4	5	5	4.6
	Appropriateness of duration	4	3	4	4	4	2	2	3.3
Dedication to Change	Implementation of follow-up plans	5	5	5	5	4	5	4	4.7
	Adaptive capacity	5	4	4	4	4	3	4	4.0

The process before the experiment is executed based on understanding and empathy on an organization wide level. The organization selects the topic and executes the experiment. The specific experience of executing the experiment and the outcomes strengthened the organization’s capacity to adapt to change and operate in a sustainable way.

* Adaptiveness to change: The capacity to change in the direction the organization expects based on consideration of internal and external environments.

Project Evaluation

For a healthy organizational culture and sustainable activities, ‘organizational change’ is a necessary task. The first Organizational Change Laboratory in 2018 invited organizations to consider three themes and matched each of the organizations with a relevant expert to identify the organization’s fundamental issues. We learned that when organizations set out to identify the problems and execute the tasks independently, the experiment is implemented and sustained at a higher level. Since 2019, the project transformed to <The Organizational Change Laboratory> where the organization conducted experiments they wanted and accumulated the experience of implementing the projects so that the experiments could create tangible change. In the process, we learned that the success of the experiments depended on the level of empathy within the organization, the level of understanding regarding the experiment and the willingness to change.

The booklet ‘Nonprofits, Experimenting with Organizational Change’ was published in 2020. Drafted by the project leads, it provided a guide to organizations for independently operating an organizational change laboratory, based on all the stages that the participating organizations had undergone.

In 2021, we hope to bring change to the Organizational Change Laboratory. We hope to identify tools that could be used for crisis management, outcome management, and digital use to respond to societal and environmental crises induced by infectious diseases. We also hope to provide tools that are useful for nonprofits in general, not just specific organizations, by developing appropriate tools with useful cases specific to nonprofits.




③ Support for NPO Management



Consultations for NPOs

Consultations with experts to solve issues that arise during nonprofit activities and operations

Performance as a Quantitative Indicator

 areas for consultations	10	 views for the online special lecture	1,452
 consultations	171		

1:1 Consultations with experts on consulting and preparation of public interest corporation’s public documents required by the National Tax Service

- organizations and 81 consultations
- 13 accountants from the accounting firm ‘public interest accounting firm Bright Network’

1:1 Consultations with experts to solve daily nonprofit operation and project-related issues

- 10 areas, 80 organizations, 90 consultations
- 11 organizations, 17 experts participated

Law	Funding
Establishment	Measuring performance/ analysing funding
Human resources/ labour	Branding
Tax/Accounting	Campaigning
Work-induced stress	Website design

Online special lecture

- 6 sessions on copyright / 1 session on collaborative tool
 - ↳ Go to Online special lecture
 - QR Code Scan



Performance as a Change Indicator

- Level of satisfaction: 4.6/5 / Intention to re-engage: 5/5 / Intention to recommend consultation to acquaintance: 4.9/5
- After the transparency issue with The Korean Council for Justice and Remembrance’s use of donations, the special consultation center was created and been operated with 13 accountants from the public interest accounting firm Network, Bright to resolve the difficulties nonprofits face with the illogical format and ambiguous forms when registering for the National Tax Service notice.

Project Evaluation

Since 2020, all public interest corporations have been obligated to release their statement of accounts. While transparency with financial management is a fair demand, understanding the constantly changing procedure and content of the public announcement is not easy, especially for organizations that had previously not been responsible for the public announcement. As a result, the special consultations took place between June and July. The participating organizations benefited tangibly from this project.

In 2020, regular counselling was moved online due to Covid-19. The online sessions maintained one on one consultations with experts and focused on the concerns of the organizations. The level of satisfaction with the online sessions was high so in 2021 we will continue to run the online consultation center. We are working hard to broaden the consultations by connecting organizations belonging to particular fields to the SNPO’s partner organizations with relevant expertise.



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



“NPO Partner Fair”

Online NPO Partner Fair: Activation of the support and industry ecosystem to help the growth of nonprofits and a platform for connections

Performance as a Quantitative Indicator

 booth 100  online visitors 5,301

Participants of the NPO Partner Fair (2017~2020)

Go to Participants of the NPO Partner Fair
QR Code Scan



Performance as a Change Indicator

Connection with nonprofits and partners

- 595 booth consultations
- 49 partnerships
- Average of 16 booths visited per user
- Average of 2.5 partnerships considered

Impact of the Online Fair

- 5,301 participants (38.5% increase compared to last year's 3,828 participants)
- 1,593 (61%) new participants out of 2,600 pre-registered users
- Level of participant satisfaction 4.1/5, Intention to return 4.3/5
- Intention to re-engage in booths 2.2/5, Considering re-engagement because online facilitation needs improvement 2.3/5 *

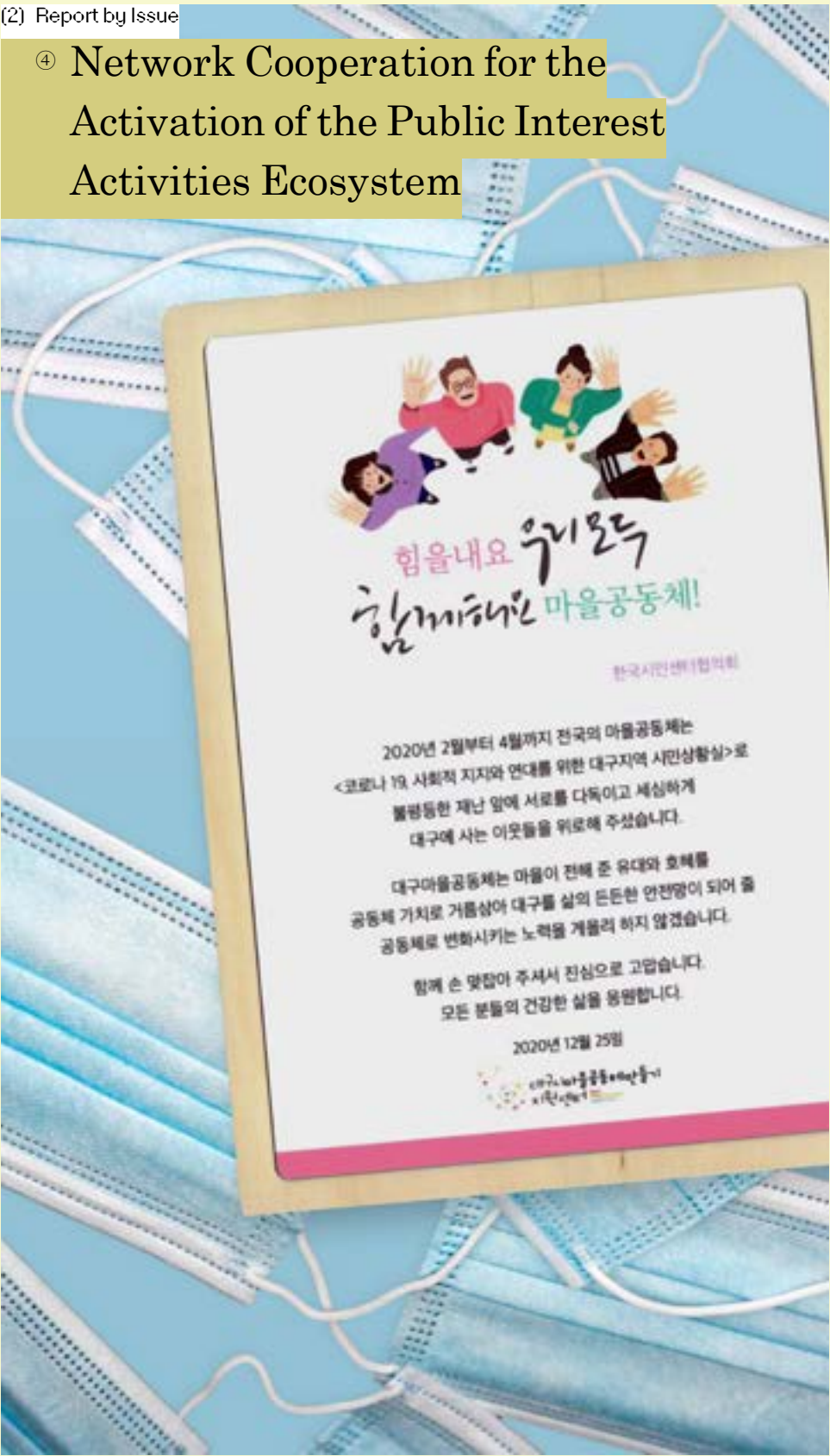
* There was no online function that could collect quantitative data on the participants' booth visits because there were few examples where online consultations led to partnerships. In contrast, the level of satisfaction for the online platform which resolved the issue of time and distance, was relatively high.

Project Evaluation

In 2020, the NPO Partner Fair and the International Conference of NPO were planned to be integrated. However, due to Covid-19 both events were moved online. This gave us the chance to learn the limits and the impact of online events. The number of visitors increased despite the events being held online. Though the level of participant satisfaction did not decline by much, measuring the outcomes and the connections between the nonprofits and partners proved difficult.

We will ensure that the 2021 online NPO Partner Fair will lead to more stable forms of collaboration by pairing the online event with an offline component to supplement the limits of the online environment, by adding a functionality that can measure the collaboration with the partners, and by expanding the online exhibition of booth attendants.

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





External Relations

Expand the network and find public/private resources to support nonprofits, and strengthen collaboration with the main civil society network to activate civil society

* The Seoul NPO Center and the Association of Korean Civil Society Support Organisations received an appreciation plaque from the Daegu Village community Support Center for supporting the distribution of government-issued masks in the Daegu and North Gyeongsang region through the campaign <For You Who Needs it First>. III. Creating Change

Performance as a Quantitative Indicator

 partnerships	14	 partner/network organizations	104
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Performance as a Change Indicator

Expand the network of private actors

Network of private foundations (9 organizations)

- Information exchange with private foundations, share examples of Covid-19-related activities and networking organization activities

Supporting designated contributing organizations with experts on public corporations (1 organization)

- Support for a consulting and advisory program for 10 organizations preparing to register as a designated contributing organization.

Association of the Korean Civil Society Intermediary Organization (21 member organizations)

- TFT for improving enforcement guidelines to subsidize nationwide regional nonprofit public interest activity, collaboration with Activist's Story Weekly, briefing on Beautiful Fund's community based civil society support organization, support for building the capacity of nonprofit accounting by public interest activist social cooperative Dong Hang

Campaign to prevent copyright issues within civil society (2 organizations)

- Produce promotional material and design project to prevent copyright issues within civil society

Activist Scholarship Support Program (3 organizations)

- Kyung Hee University, Hanyang University, SunggongHoe University (New agreement in 2020)
- 26 scholarship recipients recommended (12 in late 2020, 14 in early 2021)

* Scholarships awarded (2014~2020)								
Recommendation of scholarship recipients	2014	2015	2016	2017	2018	2019	2020	Total
	13	6	3	8	11	21	27	89
Admission	9	6	3	6	10	15	26	75
Completion/Graduation	7	6	2	3	6	0	0	24

Provide support system for engagement and collaboration between activists

Activist Stories Weekly 2020 (21 organizations)

- Support gatherings that serve to broaden impact and promote exchange of thoughts and experiences among activists
- Develop storytelling tool for organizational culture and generational card

이야기카드

자료집



Strengthening the collaboration between the Seoul Metropolitan Government, intermediary organizations, and civil society
The Climate Crisis Agenda and Governance by the Seoul Metropolitan Government Intermediary Organization (10 organizations)
<ul style="list-style-type: none"> Supported citizens’ activities and structured collaborations among civil society, the community, volunteering through the Climate Crisis agenda.
Public-Private cooperation team of the Seoul Metropolitan Government Central Disaster and Safety Countermeasures Headquarters to overcome Covid-19 (9 organizations)
<ul style="list-style-type: none"> Public-private response to early spread of Covid-19: delivered civil society’s position on the Seoul Metropolitan Government’s preventive measures and support policy, collaborated on the public mask campaign, identified blind spots in the support system, cooperated in the citizen solidarity On Seoul campaign Developed a public-private collaboration system in response to a crisis: conference with public-private cooperation group, ‘Community response to Covid-19 and issues’ (June 23), forum ‘The Importance and Challenges of community crisis response Governance’ (July 9), Research collection and analysis for documentation of Covid-19 response by civil society in Seoul (June-September)
Collaboration on the campaign ‘For You Who Needs It First’, a campaign to give away public masks to overcome Covid-19 (March ~ May)
<ul style="list-style-type: none"> 315 sanitation masks donated by civil society organizations to civil society support organizations and migrant organizations in the Daegu region (315 masks) 2,100 Mask sets (cotton masks, hand sanitizers) distributed to blind spots in the preventive measures against infectious diseases
Joint workshop to build governance capacity for employees of intermediary organizations (7 organizations)
<ul style="list-style-type: none"> Workshop focused on self-growth through discussion of identity and vision as a activist at an intermediary organization

Broadening the Civil Society Network

Campaign to connect through warm solidarity against Covid-19 (April ~ May)
<ul style="list-style-type: none"> Share examples of solidarity within civil society during social distancing, and civil society’s efforts to identify blind spots in support and provide resources to those in need
Civil Society Meeting to Activate Private Archive (10 organizations)
<ul style="list-style-type: none"> September: <ul style="list-style-type: none"> Sharing the status of documentation and management of private organizations Meeting for support measures and collaboration on documentation and management
Network of public relations/media leads within civil society (8 organizations)
<ul style="list-style-type: none"> 2 invitational meetings with PR/Media activists, 3 seminars with participant organizations for the preparatory meeting for the nonprofit channel network, 5 sessions of the co-planned educational program ‘Silmu Chungjeon’, a value-driven project
Network of human rights organizations/activists (3 organizations)
<ul style="list-style-type: none"> 3 forums on the direction of human rights movements during Covid-19

Project Evaluation

There are more people visiting the Seoul NPO Center when they want collaboration with the nonprofit sector. The tasks of the external relations department is deciding the level of collaboration and reviewing the big or small collaboration projects. In 2020, Covid-19 and the climate crisis were society’s big agenda. It was a period that demanded overcoming and designing a different type of life. Regarding the two agendas, the SNPO implemented collaborations with the Seoul Metropolitan Central Disaster and Safety Countermeasures Headquarters public-private collaboration team and intermediary organizations. We think it is a challenge that requires broadened and deepened collaboration.

In 2021, the SNPO will work on the plans it could not implement with partner organizations that always support and encourage the nonprofit sector on matters that require urgent solidarity and collaboration.




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



NPO Participatory Budget

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

Performance as a Quantitative Indicator

 teams supported	3
 NPO participatory budget committee members participated in the online review (Committee of 100 nonprofit activists, planning committee)	141
 participants for the online public discussion	37

Committee of 100 NPO activists

The Committee of 100 NPO activists is made up of nonprofit activists and public interest activists whose main activities are based in Seoul or whose addresses are registered as Seoul. The role of the committee is to review and deliberate projects that are proposed by nonprofits and activists so that the decisions and opinions of nonprofits are reflected in the budget in distributing resources to tasks deemed necessary to nonprofits.

Online public sphere

- Online public discussion on identifying common challenges within civil society with nonprofit activists interested in solving these issues (12/11)

(Output) What are the common issues within civil society?

- 1) Bureaucratic tendency to be out of touch, lack of skill (politics, decentralization, citizen's awareness, the decentralization industrial revolution etc.)
- 2) Lack of employees due to the office workers moving to the public sector (livelihood, future-related anxiety)
- 3) Specific methods for communication and finding alternatives, lack of experience
- 4) Insufficient generational shift/ transfer (new generation's role ignored etc.)
- 5) The main roles within civil society dominated by a few (veteran) activists (various forms of governance, advisory committee)

(Output) What are the common challenges civil society must address?

- 1) Common action to overcome the Covid-19 era? (basic income, etc.)
- 2) A center for communication and collaboration within civil society
- 3) A sphere to raise awareness about civil society activities
- 4) Diversify the public sphere to identify civil society's demands
- 5) Expand the workers' compensation insurance and employment insurance for activists and support the activation of citizens' meetings

Performance as a Change Indicator

NPO Self-direction, Collaboration and Solidarity

Planning	(Online) Review	Deliberation	Execution and Monitoring	Execution and Monitoring
Planning committee (8 nonprofit activists)	→ Planning committee (8 people) + Committee of 100 NPO activists (133 nonprofit activists)	→ Planning committee (8 people)	→ 3 teams as 3 consortia	→ Planning committee (8 people)

- Every stage of the project from the planning, proposal of tasks, review, deliberation, execution and the evaluation were led by nonprofits.
- A consortium was organized to propose and execute tasks. This was a product of collaboration and solidarity among nonprofits.

Civil Society's Contributions		
Team	Subject	Output
Solidarity against Covid-19 (Link 1)	Creating measures for civil society response during societal disasters and crises—such as Covid-19.	<ul style="list-style-type: none"> Publication of <Report on Covid-19 response by different fields in civil society> Through the research and analysis of civil society's response to Covid-19, documented and promoted the role and contributions of civil society during crises
Sensory Budget School (Link 2)	<Sensory Budgeting School>, an educational program where participants learn budgeting through self-expression	<ul style="list-style-type: none"> Publication of <Sensory Budgeting School: We Can Learn By Ourselves> The pedagogy we developed inserts democratic and civic education in the budgeting training to enable participants to become interested in, find, and solve budgeting problems on their own. We also designed and made online training on budgeting.
Seoul Citizens' Solidarity (Link 3)	Map of the ecosystem of grassroots organizations in Seoul	<ul style="list-style-type: none"> Publication of <Eco Map of Grassroots Organizations in Seoul 2020> and <Mapping Grassroots Organizations in Seoul> Diagnose and analyze the activities of grassroots organizations in Seoul during the 2010's; mapping (regional grouping) the address and missions of grassroots organizations in Seoul; provide the opportunity to review the prospects of the grassroots organizations in Seoul through analysis of their issues and capacity after the 2010's.
<div> <div>Link 1 QR Code Scan</div> <div>Link 2 QR Code Scan</div> <div>Link 3 QR Code Scan</div> </div>		
<div> <div>2020 NPO 참여예산회 결과 보고서 시민사회 영역별 코로나19 대응활동 연구조사 보고서</div> <div>감성충만 예산학교</div> <div>2020 서울지역 물류리 단체들의 생태지도</div> </div>		

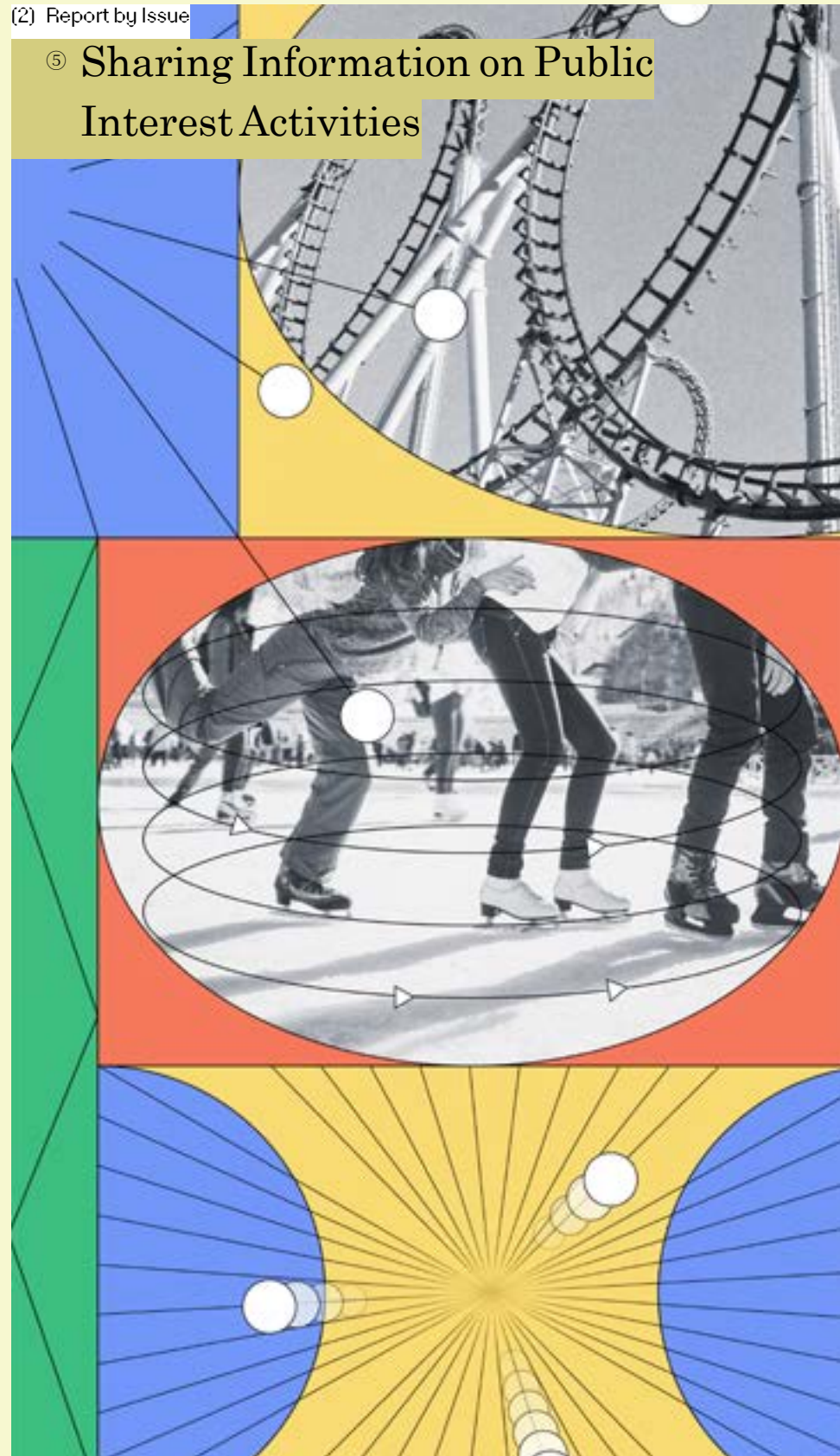
Project Evaluation

To reflect on strengthening of the deliberation process and the expansion of nonprofit participation which were evaluated in 2019, the planning committee was given more authority and participation in the project planning and selection process. In addition, the registration rate for the Committee of 100 NPO activists increased twofold since the previous year, which was indicative of the high interest of activists to solve common challenges faced by civil society. Through the planning committee's deliberation process, the project objective was clarified, and the chance to specify the execution plan was provided but changing the project objective and content which had already been set by the consortium proved unfeasible. We were able to identify the activists' thoughts on civil society's common challenges and issues through an online public sphere where problems and their alternatives were discussed.

In 2021, the participatory budget that had been instituted for the past two years showed that there is demand for a deliberation process that could more proactively reflect the activists' opinions. In response, we developed a new brainstorming process to collect ideas and tailor the projects. The project development phase was differentiated from the brainstorming phase. The project was then developed after a project execution team, made up of experts and brainstorming activists, was connected with resources.

(2) Report by Issue












⑤ Sharing Information on Public Interest Activities



PR and Information Archive

Build a portal that connects information, resources, people; push forth a campaign to identify the social outcomes of nonprofits and raise awareness about these outcomes among citizens.

Performance as a Quantitative Indicator

 web visits	865,220	 press reports	129
 Facebook followers (cumulative)	14,520	 public interest information archived(cumulative)	2,266
 newsletter subscribers (cumulative)	10,361	 examples of tangible change archived(cumulative)	163
 blog views(cumulative)	221,421	 example of a campaign that created change	1
 NPO news posted	1,112	 published illustration books that create change	2
 external projects registered	531		

Performance as a Change Indicator

Cumulative status of public interest information archive (7 categories, 2,266 cases in 2014~ 2022)								
Category	2014	2015	2016	2017	2018	2019	2020	Total
NPO Report-research material	97	183	347	114	36	40	47	864
NPO Center's publications	3	19	22	10	13	37	20	124
Archive	0	5	5	4	6	3	8	31
Office tool	56	59	69	89	44	67	39	423
Current state and issue	3	0	92	51	73	47	56	322
Activities	46	114	97	41	47	16	20	381
Other	0	0	1	110	7	2	1	121
Total	205	380	633	419	226	212	191	2,266

Increase civil society's social impact

Produced an illustration book about a tangible instance of change.

Between 2017 and 2019, we documented examples of change. These examples were narrativized as stories in an electronic illustrated book for children aged 4~7 in 2020. This e-book was distributed online to public kindergartens in Seoul.



Riding the Bus

The planning committee for archiving change

* We recorded civil society's efforts that made public transport greener by putting pedestrians and accessibility first, in a story form for children aged 4-7.

Go to Link
Link 1 QR Code Scan



Grandma, the Sewing Machine

The planning committee for archiving change

* The community groups' efforts to swiftly make and distribute masks to citizens in order to support the effort to curb the spread of Covid-19 and distribute limited number of masks, was narrated in a story for children aged 4-7.

Go to Link
Link 2 QR Code Scan




Campaign for change

<Should I Give?> An example of change: donation campaign for 1 citizen and 1 organization (5 organizations)

Topic of change

- Protecting women's health through movement for safe menstrual pads
- Rescuing and returning dolphins to the ocean
- Action for the rights of labourers and minority groups
- Action for the mobility rights of people with disabilities
- The health of refugees who were forced to leave home

<Should I Give?> campaign



Project Evaluation

Through quarterly reviews of indicators, which identify the information and resources nonprofits and activists need and are interested in, we oversee the performance of the SNPO's promotional activities. In 2021, we are working to build a public interest information portal by integrating people (nonprofit work), information, and resources. In addition, as the use of online channels increases due to our shift to a socially distanced environment, the SNPO will rework its online content by collecting or producing online content.

⑤ Sharing Information on Public Interest Activities







Presentation on Projects of the SNPO

‘Rediscovery of the SNPO’, an online information session about the SNPO 2020

This was the first project of the year that sought to accelerate the participation of nonprofits and activists by providing details about the SNPO, its vision and mission. For this project, we produced a film called The SNPO’s Moments, which shows the SNPO’s progress from the past 6 years and our new vision/mission. In addition, we produced a handbook that provides guidance on projects and participation called ‘2020 Handbook for the Seoul NPO Center: Rediscovering the SNPO’.

Performance as a Quantitative Indicator

	webpage for the Information Session (Launched on March 17, 2020)	1
	visitors to the information session	35,000
	views of ‘The SNPO’s Moments’.	4,489
	downloads of the handbook *	418

* 500 copies of the printed handbook were distributed on site



Performance as a Change Indicator

Survey for visitors at the Information Session

- Survey period: 2021.Mar.18.~Mar.31.
- Survey results: 120 respondents

	No. of respondents (response rate)
Understanding of the SNPO’s projects have increased	108 (90%)
Intend to participate in the SNPO’s projects	104 (87%)
Prefer the online events	76 (63%)

Project Evaluation

The information session was hosted online due to Covid-19. The online information session is not restricted by geography or time, and increases accessibility and the level of understanding for attendants. On the other hand, the shortcomings of hosting an online information session were lack of accessibility for people with limited connectivity, and the inability for attendants to get direct, immediate exchange from the hosts. The SNPO’s members are eager to engage face to face with activists for the first event of each year. We hope the current predicament ends soon.

⑥ Creation of Public Sphere for Public Interest Activities



International NPO Conference

Provide inspiration for the vision and methods of public interest activities by forecasting and reviewing the societal changes in the present and the future

- Oct. 26, 2020 14:00~17:20
Pre-recordings sent to the speakers, live streaming of the talk among civil society activists
- Resilience for Changeover, Connection for Coexistence, Understanding Global Crises Represented by Covid-19: Non-Profit Organizations Restructuring the Future Direction and Methods of Movements

Performance as a Quantitative Indicator

!!	online visitors	1,434	📺	videos of presentations	11
🎤	speakers	10	▶	views	4,150

Performance as an change of change

Topics that reflect trends in the Nonprofit sector

- A Message about civil society’s role and activities during a global crisis like Covid-19
- Collected diverse opinions through discussions with the conference planning committee, the area-specific advisory committees and the activists

Effectiveness of online conferences

- 1,434 attendants (239% increase compared to the previous year’s 423 attendants)
- 1,804 new participants out of 2,600 pre-registered participants (69%)
- Level of participant satisfaction 4.2 / 5

Conference Program

Time	Program
Opening Ceremony	
14:00 - 14:10	[Opening Remarks] Hyuckseung Yang, Chairperson and the President, SIMIN
	[Congratulatory Remarks] Seo Jeong Hyup, The Acting Mayor of Seoul
	[Congratulatory Remarks] Lee Yong Sun, Present Member, 21st National Assembly / Former Senior Secretary for Civil Affairs, Presidential Secretariat
Keynote Session	
14:14 - 14:35	[Keynote Session] Vandana Shiva, Environmental Activist, India “Rebuilding Lives after Covid-19” - The Transition of Democracy, Capitalism and Globalization
[Session 1] Resilience for Changeover	
14:35 - 15:40	[Keynote Speech] Richard Wilkinson, Professor, Health Sciences, University of York, U.K. “Inequality in Unstable Times”
	[1. Economy] Seong-an Han, President, Good Economy Institute (GEI) “The Transition of Economics, from Growth to Human”
	[2. Climate Crisis] Yujin Lee, Researcher, Green Transition Institute “2050 Net Zero: the Only Alternative for Humanity's Survival”
	[3. Localization] Hee Jeong Yu (Soran), Activist, Transition City Eunpyeong “Transition City, People Protecting the Earth”

14:35 - 15:40	[4. Human Rights] Eunjeong Ahn (Ralra), Activist, Dasan Human Rights Center “A Principle Even Disaster Cannot Shake” - The Significance of the Enactment of <Covid-19 and Human Rights: A Social Guideline for Human Dignity and Equality>
[Session 2] Connection for Coexistence	
15:45 - 16:30	[Keynote Session] Chihyung Jeon, Associate Professor, Korea Advanced Institute of Science and Technology. “Can We Stay Connected without Face-to-Face Meetings?: Possibilities and Limitations of Technology”
	[1. Labor] Ohseong Kwon, College of Law, Sungshin Women’s University “A Worker Has Arrived at the Door”
	[2. Care] Yunok Lim, Advisory Member, Korean Women Workers Association “Is It Possible to Overcome Crisis without Respect for Care?”
	[3. Migrants] MinKim Jong Hoon (Zacchaeus), Director Priest, Yongsan Nanum House of the Anglican Church. “How Safe Is My Neighborhood to Migrant J, and How Equally Do We Treat Him?”
[Session 3] Rewriting Civil Society: The Right Not to be Excluded	
16:35 - 17:20	[Panel Discussion] Civil Society Activists on Stage
	Lae-goon Park, Director, Human Rights Foundation SARAM
	Eun Mi Park (Koongjjak), Activist, Neetpeople
	Jaewon Byun, Director of Policy, Solidarity Against Disability Discrimination
	JiHye Yang, Activist, WeTee (Teenager Feminist Network)
	[Closing Remarks] Cheong Ran-A, CEO, The Seoul NPO Center
Go to videos QR Code Scan	



Project Evaluation

Moving the conference online increased the number of registrations and attendants. The sustained participation for many attendants throughout the event gave us a clear indication of the attendants’ interest in the selected topics despite the event being online. The downside of an online event was the lack of direct exchange between the attendants and the speakers.

The International Conference of NPO, which has been running for four years since 2017, will be held as consecutive small group forums from 2021 onwards. We hope there will be opportunities for speakers and attendants to inspire each other and discuss timely subjects more frequently.

(2) Report by Issue

⑦ Support for Startup NPOs with New Approaches



Support for NPO Startups

Cultivating nonprofit startups with new elements for public interest activities

Performance as a Quantitative Indicator

teams *

6







views of online showcase **

2,344

views of online networking forum ***

2,937







* 6 teams

	Team	Area	Project Name
	P.NOT	Environment	Plastic-free online platform: Multi-use Container rental service and plastic-free product subscription service
	Sister's Yard	Environment	Second owner, a fashion revolution (Cultural campaign for second-hand fashion and lifestyle)
	Project See I'm in	Civic education	Enhancing youth empowerment, youth through civic education – <YEPP2020> and open seminars
	Almang	Environment	A citizen-led recycling community centre
	ACT IT	Migration rights	‘Migration of migration’, A migration rights media that takes action
	Dadareum Network	Gender	“Dadareum film party”, a world where every body is respected

** Online Showcase

Go to Video

QR Code Scan

Dadareum Network	Sister's Yard	Project See I'm in
		
Almang	P.NOT	ACT IT
		

***Networking Forum

Session No.	Topic	Date
1	An environmental approach ‘People who make zero-waste alternatives’	7/28
2	Nonprofit startup Ontact Networking Forum <Migration and human rights: Living together beyond unfamiliarity and discrimination: >	9/21
3	Nonprofit startup Ontact Networking Forum <Democratic civic education: proactive efforts for teen citizens>	9/22
4	Nonprofit startup Ontact Networking Forum <Gender/feminism: Familiar but not - a story for everybody>	10/14
5	Nonprofit startup * Almaeng Talk <Community Recycling Center ·How to save the planet in your neighborhood >	11/11





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III. Creating Change

Performance as a Change Indicator

	P.NOT	Sister's Yard	Project See I'm in	Almang	ACT IT	Dadareum Network
Public Interest	●	●	●	●	●	●
Expansion and implementation of public interest values						
Civic participation		●	●	●		
Community (relational base, strengthening relationships)				●		
Rights base			●		●	●
Reproducible and scalable public interest solutions	●			●		
Public goods		●				
Activity Growth Potential	●	●	●	●		●
Organizational Viability	◆	△	■	◆	□	△

■ Established as an organization □ Preparing for establishment ◆ For profit/nonprofit hybrid model △ Under modification

Almang			“Zero-waste” shop Almang, where people can purchase detergent and daily necessities with empty containers
Sister's Yard			Wear Again, an ‘apparel swap party’ that promotes zero-waste fashion

Project Evaluation

The teams, who have been engaging in the SNPO’s nonprofit startup support projects since 2017, are creating organizational growth by developing a legal basis through registration as official organizations. In addition, the startups are excavating sustainable resources through specification of project models, and leading the effort to solve societal issues. The SNPO conducted a preliminary step for organizations to engage with each other in order to select teams with strong motivations for public interest activities. This procedure was included because networking is the key element for the growth of nonprofit startups. Unfortunately, in 2020 we could not proceed with this preliminary step due to Covid-19. We were fortunate enough to still work with skilled teams.

The SNPO first started supporting nonprofit startups and other organizations followed suit by implementing similar projects. Though small in scale, an ecosystem of support for nonprofit startups is forming. In 2021, we will provide a support system that connects nonprofit startups with relevant organizations, and increase the impact of our support by providing tailored support to each organization.

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III. 변화를 만들다

⑧ Expanding Spaces for Citizens and NPOs



Building a NPO Coworking Space

Planning and demand survey

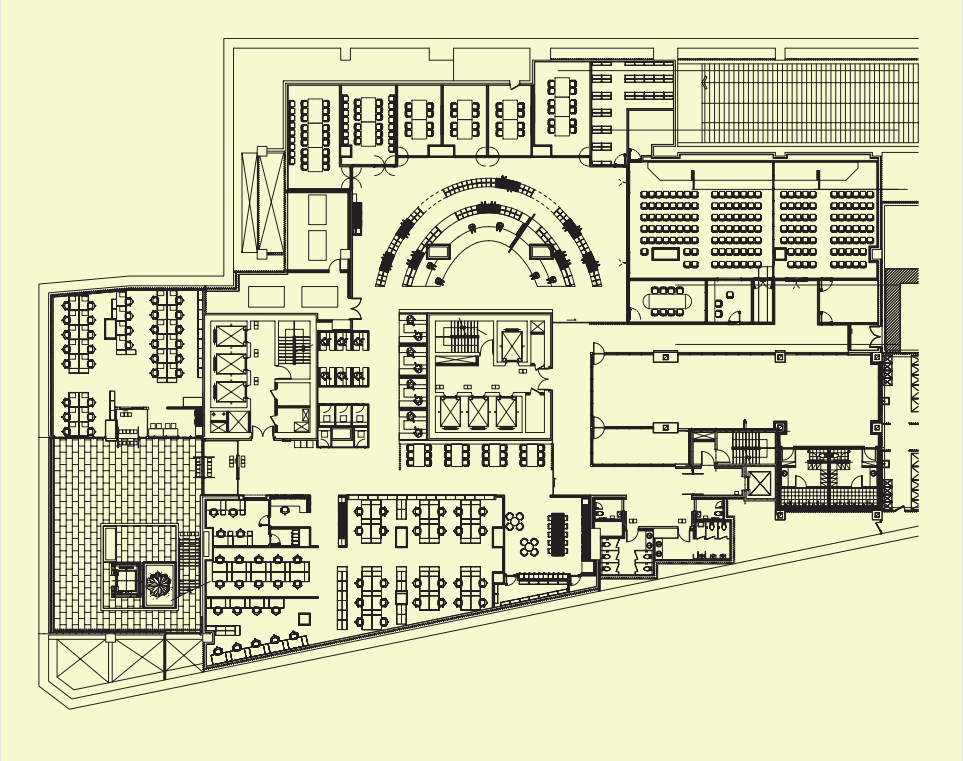
Performance as a Quantitative Indicator

	Consulting and reviewing appropriateness of the project and development of citizen assetization for the creation of NPO Coworking Space
	Design and inspect Coworking space*

- *
- Detailed research for the establishment of the NPO Coworking space and management strategies
 - Blueprint, design, and spatial planning for the formation of the NPO Coworking space in a publicly contributed youth housing in a station district on Hangangro 2-ga
 - Inspection for the formation of the NPO Coworking space in a publicly contributed youth housing in a station district on Hangangro 2-ga

NPO Coworking Space



Blueprint of the NPO Coworking Space



Coworking office	Meeting room	Shared meeting space
Multi-purpose hall	NPO Library	Sunken Garden

Support for Spaces and Exhibitions

Space rental and management of space

 organizations	163	 users	11,635
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Rental frequency per organization

Item	No. of times rented(%)	No. of organizations(%)
NGO(Civic organization)	290 (49.2%)	113 (69.3%)
Intermediary organization	175 (29.7%)	2 (1.2%)
Gatherings	47 (8.0%)	13 (8.0%)
Cooperative	32 (5.4%)	18 (11.0%)
Public institution	22 (3.8%)	4 (2.5%)
Social enterprise	12 (2.0%)	9 (5.5%)
Other	11 (1.9%)	4 (2.5%)
Total	589	163

Rental type	Item	No. of times rented (%)
* The reduced number of offline events and the SNPO's preventive measures following the spread of Covid-19, resulted in a 56% decline in the use of space rental since 2019 (2019 statistics: 372 organisations/ 31,332 users)	Education	224 (38.1%)
	Conferences	211 (35.8%)
	Events	109 (18.5%)
	Gatherings	26 (4.4%)
	Other	19 (3.2%)
	Total	589

Changes in space management in accordance with prevention of Covid-19

- Instead of imposing cancellations/restrictions, space rental was made available to organisations with strict adherence to Covid-19 guidance
- The total number of users per each space was reduced to 50% of the original limit (30 in Poomda, 20 in Jooda, 10 in Badda)
- Published and delivered Covid-19 measures (wearing masks, hand sanitizers, temperature checks, socially distanced seating)
- Preventive goods were provided (hand sanitizers, thermometers, clear seat breaks, cotton masks, microphone cover)
- Constant sanitisation and ventilation of rental space
- Personal data (phone number) of users collected and deleted after 30 days
- 88% survey respondents were satisfied with the SNPO's Covid-19 measures (Satisfaction survey results)

Space rental satisfaction survey

- Target: Total of 145 registered for space rental between January 1st ~ July 23rd, 2020.	Item	Level of satisfaction (5 point total)
- Timeframe: July 24 ~ August 5th	Reservation system*	3.9
- Format: Online survey	Equipment	4.0
- Respondents: 75 respondents (51% response rate)	Maintenance	4.3
* Checking, changing, and cancelling reservations online are not possible on the current website but the website is under construction to support these functionalities	Employee responsiveness	4.4
	Space rental costs	4.0
	Overall level of satisfaction	4.4

Creation of research space for activists

Poomda, the 'small gallery' on the first floor was changed to 'Pyeolchida', a research space for activists



Support for Exhibitions

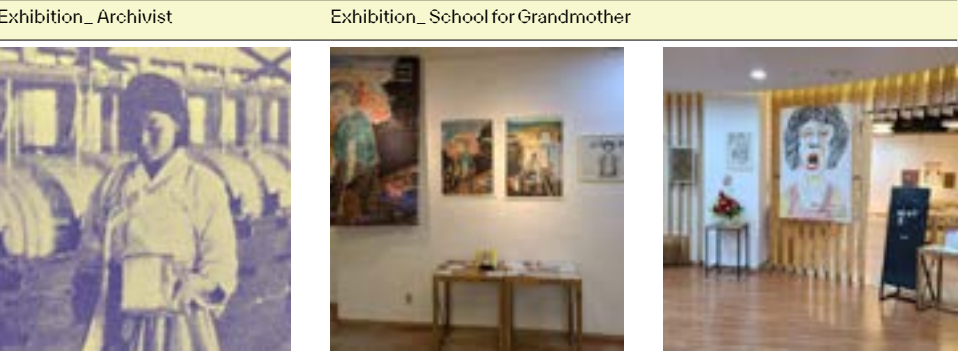
Exhibitions

1. The Archivist of Nonprofits No.4 'The Female Factory Worker, the Birth of the Modern Female Laborer'

2019. 12. 9. ~ 2020. 2. 15.
The first exhibition of the exhibition <Photographer Kubo's 'Kyeongyi's Room: Summoning the Memory and Photographic Emblem of the Park Chung Hee Era>, which opened in SPACE22 in 2017. This exhibition archived 30 photographs from The Research Institute of Photographic Archives.

2. School for Grandmother!_ Grandmother and a monster dictionary

2020. 10. 26. ~ 2020. 11. 17.
This exhibition showcases the writings and drawings that the students of the Grandmother School made while reflecting back on their lives. The anxieties and discomforts they had internalized were represented as monsters.



IV.

Sustaining Change

변화를
지속하다

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

1. 재정 운영
2. 조직 운영
3. 인권, 노동, 그리고 소통
4. 지속가능성의 확산, 정보·환경 보호

Sustaining
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1. 재정 운영
2. 조직 운영

Sustaining Change 변화를 지속하다

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1. 재정 운영
2. 조직 운영

Financial Administration

Budget status and execution rate of the last 3 years (2018-2020) (Unit: 1 mill. KRW)

	2018	2019	2020
Total amount	1,942	2,362	2,382
Project Expenses	800	1,115	1,020
Labor Costs			
Operating Budget			
General Administrative Expenses	737		
Execution Rate		837	884
	405		
	-	410	430
	95%		
		-	48
		93%	98%

The regular review of our unencumbered balance shows the budget execution rate increased 5% compared to the previous year and the rate of unencumbered balance declined to below 2%. In accordance with the ‘2020 Seoul Metropolitan Government’s Budgeting plan’, the ‘utility costs for contractors’ was quoted for the first time and accounted as a cost incurred for the SNPO’s parent corporation’s management costs.

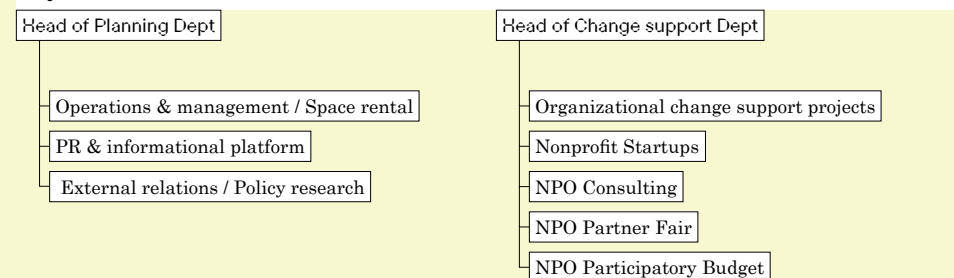
Especially in 2020, in accordance with the Seoul Metropolitan Government’s recommendations for more robust financial operations due to the spread of Covid-19, the SNPO executed 2 rounds of budget reductions in June and September. In total, 90 million KRW was reduced from the budget following the Seoul Metropolitan Council’s revised supplementary budget review. The reductions consisted of the reduction or exclusion of costs from the policy trip (25 million KRW), venue rental as the NPO Partner Fair was moved online (36 million KRW), networking events and collaborations (12 million KRW), overtime work (7 million KRW) etc.

The Center elected our accounting firm (president: Song Sung Gil) for an adequacy review per the recommendation of the Korean Institute of Certified Public Accountants for a quarterly audit regarding the usage results and specific execution details of contracted and profit-making project. Once a year, our financial statements are uploaded on the SNPO website.

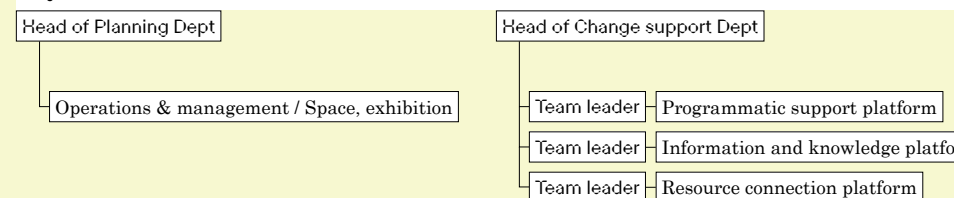
Organizational Operation

Strengthening organizational structure based on the programmatic direction of Term 3

Organization Chart 2020



Organization Chart 2021



In 2021, in line with the third term’s vision of ‘creating a platform for cultivating connection and collaboration’, the SNPO restructured the organization around three central platforms and with a focus on teamwork, expanded the programs and each team’s oversight of the programs. The two-department system (Planning department, Change Support department) in 2020 operated around discussions with the department heads. Expanding the system to two departments and three teams in 2021 enabled more regular communication by placing team leaders as the main points of contact.

Expanded staff participation in project development and organizational management through TFs(Task Forces)

Strategic project development TF	NPO Shared Platform	In order to increase the efficacy of nonprofit activities, the joint office created an impact process as a blueprint.
	Roadmap of Activists’ Capacity	To make a learning platform for the growth of activists, the team participated in the planning committee of the capacity roadmap and developed the basic stages of the platform ‘ P.A.N., the strength of activists’.
	Enlarged coworking space	Supported the development of a step-by-step plan for the creation and management of the NPO Coworking Space

Management TF	Based on suggestions regarding employee welfare and working hours, we developed a plan through a TFT discussion. This was presented and debated as an agenda in the strategic meeting and the monthly impact meeting. Through the TFT’s efforts, the founding day of the SNPO was legislated as a holiday and the compensation leave for overtime was extended.
Training TF	Every week employees were provided diverse information on training. The ‘SNPO writing contest’ was hosted in Deoksu palace. Through the topic ‘camaraderie’, the staff members were encouraged to consider each other and bring out each other’s artistic side through collaboration.
Project information session TF	Successfully hosted the Project Information Session, moved online due to Covid-19. A website dedicated to the Project Information session was launched with a record of 35,000 visitors.

Manual for Office Rules and Regulations

Merging of various rules and regulations

Original

Regulations	Rules
1. Management regulations	Employment rules
Office regulations	Office rules
2. Space rental management regulations	Space rental management rules
	Contract rules
	Financial accounting rules

Revised

Regulations	Regulations	Revisions
1. Management regulations	1. Employment rules	Redundant information in the office and employment regulations were revised and consolidated as employment rules. (Office regulations were included in the management regulations)
Office regulations (Revoked)	Office rules(Revoked)	
2. Space rental management regulations	Space rental management rules (Revoked)	Amended as part of the space rental management regulations
	2. Personal information processing rules	Establishment of personal information processing rules in accordance with the privacy law
	3. Rules on travel expenses	Addition of specific information on business trips, travel expenses etc.
	4. Rules on Accounting	Additional items on budget accounting, contracts
	5. Rules on delegation	Rules on delegating and giving authorizations in the absence of a senior employee

- Basic terms necessary for management were included in the management regulations. Terms about space rental were organized in the space rental management regulations
→ Review and deliberation of the Seoul Metropolitan Government’s Committee for the Activation of Civil Society (July, 3, 2020)
- Specific terms regarding the execution of the regulations were included as rules for each category. While the CEO of the SNPO chooses, the compliance of regulations would proceed under the approval of the section in the Seoul Metropolitan Government as stated in the contract → Submitted to the Seoul Metropolitan Government (September 8, 2020)

Human Rights, Labor, and Communication

Employment Status (As of May 2021)

(Men/ Women)

	2019	2020	2021
Regular employment	16 staff (2/ 14)	17 staff (2/ 15)	17 staff (2/ 15)
Irregular employment*	3 staff	3 staff	2 staff
New Deal employment**	N/A	3 staff	3 staff
Employee turnover	3 staff	3 staff	N/A
Average length of service	34 months	38 months	41 months

- * Current state of irregular employment
- The SNPO is currently working with short-term staff for the NPO Consulting and information archiving in addition to the regular full-time staff. In 2020, there were three and in 2021, 2 short-term staff.
 - The short term staff’s pay is above the Seoul Metropolitan City’s living wage standard. The short term staff receive the same benefits as the regular full-time, in terms of flexible working hours (remote working, staggered commuting), leave (annual leave, official holidays, sick leave, compensation), travel allowance, welfare (subsidized training, birthday/holiday gifts).

- ** Current state of the Seoul New Deal employment
- Since September 2020, 3 activist supporters have been working at the SNPO through the Seoul New Deal. They are learning the values of the nonprofit space and building capacity by developing and managing the activist learning support platform, PR/design, online technical support etc.
 - The SNPO provides activist supporters opportunities to participate in capacity building training, extracurricular activities, workshops, meetings etc. Through the quarterly meetings, the quarterly meetings, we identify the challenges and the areas for improvement/suggestions. Thorough explanations will be provided for suggestions that cannot be reflected.

Management standards for the protection of laborers

As a contracted organization that is subsidized by the Seoul Metropolitan Government’s budget, the SNPO must play the role of an exemplary user of the regional government. For the improvement of the labor conditions and employment stability of laborers, the SNPO complies with the the Labor clauses (No. 94) of the ILO (Public contracts) and the EU’s Socially Responsible Public Procurement (SRPP), as stated in ‘The Seoul Metropolitan Government Contractors and Human Resources Management Guideline’.

1. In accordance with the ILO Labor Clauses (No. 94), the SIMIN(the entrusted agency of the SNPO) has signed a public contract with the Seoul Metropolitan Government about contracted work, and the SNPO is working to go beyond compliance with the minimum standards stipulated in the Labor Act and guarantee improved working conditions that are higher than those applied at the workplace and similar industries.
2. In accordance with the SRPP, the SNPO is seriously concerned with creating a good workplace, complying to labor rights, social rights, social integration, etc. As part of that effort, the SNPO drafted the Protection of the Labor Conditions of Contracted Laborers’ (Image 1) and has posted it in the office. In addition, the SNPO is getting pledges for the protection of laborers (Image 2) from contracted parties even for service contracts such as private contracts and negotiated contracts.

The SNPO is working hard to strengthen labor rights and better labor conditions in addition to employment stability by reflecting the Seoul Metropolitan Government’s labor policy of ‘Special City Respecting Workers' Rights’.

Indemnity Report for the Protection of Labor Conditions
for Contracted Laborers

As the Seoul NPO Center's entrusted agency, SIMIN, Civil Society Revitalization Group pledges to comply with the following items for the protection of the worker's labor conditions, rights, and interests.

1. SIMIN, Civil Society Revitalization Group will dedicate its efforts to protecting and advancing the rights of laborers and take measures to protect the safety and health of the worker.
2. The contracted employee will receive a wage that has been negotiated with or subsidized by the Seoul Metropolitan Government. Moreover, the legally stipulated amount of severance pay, medical insurance, national pension, occupational health and safety insurance, employment insurance etc, will be provided.
3. The contracted employee's basic life will be guaranteed through appropriate working hours, breaks and holiday leave. Other labor-related laws such as 'The Labor Standards Act', the Occupational Safety and Health Act', 'Act on Equal Employment and Support for Work-Family Reconciliation', and 'Trade Union and Labor Relations Adjustment Act'.
4. There will be no dispatched, recontracted, or subcontracted laborers without the prior approval of the Seoul Metropolitan Government.
5. Sexual harassment, sexual violence and other sexually coercive acts, exploitative psychological coercion or verbal abuse to contracted employees will not be tolerated. For any such act, appropriate measures will be taken to protect the victim and prevent secondary harms and in the process, the employee's right to privacy and personal information protection will be respected.

SIMIN, Civil Society Revitalization Group will diligently fulfill these duties and for any circumstance wherein such duties are not met, will take responsibility as stipulated in relevant laws.

2020 March 7

Address: Jongno gu Dongsung-gil 68 3F, Seoul
Contracting organization: SIMIN, Civil Society Revitalization Group
Representative: Yang Hyuck Seung

Pledge for the Protection of Laborers

As a company contracted by the Seoul NPO Center for _____, we pledge to fulfill the following terms for the protection of rights such as human rights, employment stability, working conditions etc of the laborers (inclusive of subcontracted firms).

1. Our company will establish business policies (draft and report employment rules based on relevant laws) for the protection of human rights so laborers can enjoy the dignity, values, freedom, and rights as a human being.
2. The worker will not be discriminated against or further discriminated against in opportunities of employment, compensation, training, promotion, changing jobs and retirement on the basis of race, religion, physical disability, gender, birthplace, and/or membership in a trade union.
3. We will have effective knowledge about the industry and install safety facilities, rest facilities etc to improve the labor conditions and take appropriate measures to prevent work-related accidents or illnesses. In particular, if the employee refuses work because of the risk to the employee's health or safety, we will take measures to immediately investigate the situation.
4. Sexual harassment, sexual violence and other sexually coercive acts, exploitative psychological coercion or verbal abuse to contracted employees will not be tolerated. For any such act, appropriate measures will be taken to protect the victim and prevent secondary harms and in the process, the employee's right to privacy and personal information protection will be respected.
5. We will comply with the standard of 52 hours of work per week. The employee will be guaranteed holidays so that they may enjoy a healthy standard of living. Women employees will be guaranteed the right to assistance for their maternity.
6. For any issue the employee confronts during working hours, the terms stipulated in the 'The Labor Standards Act', 'the Industrial Safety and Health Act', 'the National Health Insurance Act' will be met and necessary measures will be taken if these terms are not complied with.

2020. . .

Signatory :	Representative :	(Signature/seal)
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Establishment and Operation of the Grievance Committee

The Seoul NPO Center set up the 'Grievances Committee' to hear from and address all our employees about their difficulties. No cases have been reported to the grievance committee in 2020.

Job Satisfaction Survey

The SNPO Center used the 'Gallup Q12' indicators for a job satisfaction survey the past 3 years, to create a basic resource to increase organizational involvement and to improve the working environment. In 2020, the SNPO adjusted the universalised job satisfaction indicator, the Blind Index of Employee's Happiness for an internal survey. Through the results, we were able to identify the factors that had a positive impact on staff and saw that the organization's vision and mission had a great impact on staff involvement. Moving forward, the satisfaction survey will not only be used for organizational management but will be used as a basic resource for reviewing working conditions such as improving employee treatment and welfare.

* Survey participation: Staff who has been working for more than 3 months (1st round: 16 staff members, 2nd round: 14 staff members) excluding the CEO

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Factors	Sub factors	Survey Item	1st round (Jun.)	2nd round (Nov.)	Increase/ Decrease
Work	Leadership	1. I lead during my tasks	3.6	3.5	↓ 0.1
	Intuition	2. I am growing through my tasks	3.7	3.1	↓ 0.6
	Confidence	3. I am not afraid of new task.	3.6	3.6	-
Relationships	Support from senior staff	4. Senior staff (CEO, Department head) provide the support I need to complete my tasks	3.4	3.2	↓ 0.2
	Support from coworkers	5. I receive the help I need from my coworkers	3.8	3.9	↑ 0.1
	Intradepartmental support	6. If I request cooperation from members within the department regarding work, I get active help such as advice and resources	4.2	4.2	-
	Interdepartmental support	7. Communication between the Planning Department and the Change Support Department is smooth and collaboration occurs in a conciliatory manner	3.1	3.0	↓ 0.1
Culture	Work life balance	8. My personal and work life are compatible	3.0	3.2	↑ 0.2
	Stress level	9. I've experienced burnout in the last 6 months (*)	3.9	3.4	↓ 0.5
	Welfare	10. I'm satisfied with the SNPO's employee welfare policy	3.5	3.7	↑ 0.2
	Communication	11. I can freely express my opinions with other staff members	3.4	3.7	↑ 0.3
	Fairness	12. Any corrupt acts within the organization will be addressed with fair and objective measures	3.3	3.2	↓ 0.1
Vision	Understanding of organization	13. I know what the organization expects from me	3.5	3.4	↓ 0.1
	Internalization of vision	14. The SNPO's vision and mission are compatible with my work	3.7	3.8	↑ 0.1
Overall satisfaction		15. I am satisfied with working at the SNPO	3.7	3.7	-

Questions about the job satisfaction of staff members(5 point total)

The fluctuations are not clear in June and November of 2020 but overall, job satisfaction has declined, satisfaction with relationships and organizational culture increased, and many expressed reservations about the organization’s vision. Among the specific factors, burnout decreased 0.5 points suggesting a decreased level of stress, the meaning of work decreased 0.6 points which was the category with the biggest decline. This is due to the constant changes of work due to remote working etc, and increase in job-related stress due to the transition of projects from offline to online.

Among the relational factors, the relationship with team members and coworkers received a higher satisfaction score than relationships between senior and junior staff. Satisfaction was highest for relationships with coworkers which suggests that support and good relations between coworkers contributes to happiness and has positive impact.

On the other hand, interdepartmental (the Planning Department and the Change Support Department) communication and cooperation scored the lowest (3 points). Determining which factors contribute to such results is necessary. We must try to understand whether the communication and relationship between the departmental heads was the issue or whether weak cooperation was due to different working styles. We must also determine whether poor cooperation has had a negative impact on work and whether there is discomfort with requests for cooperation. The organization must continue its efforts to ensure that these survey results do not have a negative impact on work involvement and job satisfaction.

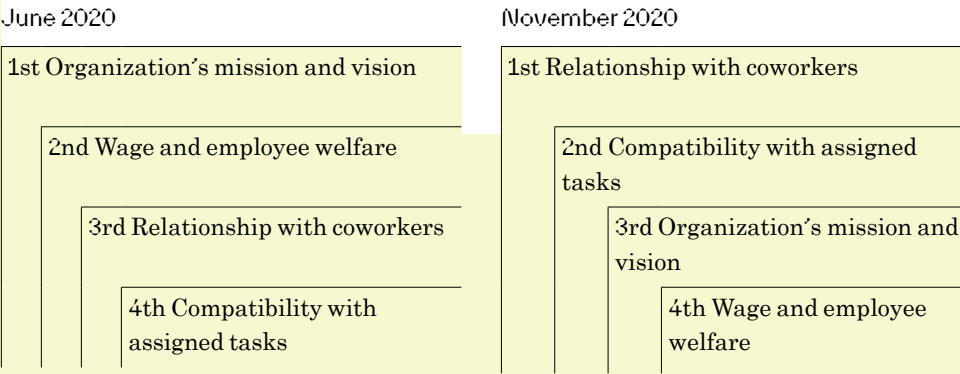
Staff welfare policies generally received high scores. This may be a result of expanded welfare policies such as the addition of birthday gift vouchers, the welfare point system, the day off on the foundation day, and one-hour sick leaves.

6 responses (42.8%) were positive about fairness, 4 (28.6%) were neutral, and 4 (28.6%) were negative. The deviations between respondents were huge. The reasons might be individual differences in the interpretation of specific factors or the different experiences regarding lack of ‘fairness’. Moving forward, we will more robustly manage the organization and its finances in a more transparent and ethical manner. We will make clear boundaries between a staff member’s work and personal life. We have to work towards these efforts to be accountable as members of the organization.

Analysis of factors impacting job satisfaction

The factors that impact the SNPO staff’s job satisfaction were categorized into the following 12 factors. The prioritisation of June and November of 2020 were compared.

① Relationship with coworkers	⑦ Leadership
② Organization's mission and vision	⑧ Working environment (e.g. convenient commute, location, office technologies etc.)
③ Wage and employee welfare	⑨ Organization's status and reputation
④ Organizational stability (employment and projects)	⑩ Experience and development of expertise
⑤ Personal taste and aptitude	⑪ Independent and flexible organizational culture
⑥ Compatibility with assigned tasks	⑫ Participation in decision making



The two survey results show that priorities for work are similar year on year. One interesting result is that wage and employee welfare ranked higher as a priority than previous years and there were no responses to questions about organizational stability and personal taste and aptitude.

Regular Discussions for Communication and Governance

Item		Participants	Discussion topics
Meetings	Monthly impact (1 session/month)	All staff	<div><div>-</div>Sharing insights on external environmental changes that impact civil society and the SNPO</div> <div><div>-</div>Project progress</div> <div><div>-</div>Decisions on the main guidelines/regulations/ rules for management</div>
	Strategy meeting (1 session/week)	CEO, Head of Planning Department, Head of Change Support Department	<div><div>-</div>Check project progress and discuss areas for improvement</div> <div><div>-</div>Basic discussion on the main issues for management</div> <div><div>-</div>Check discussion points with committee and the Seoul City Metropolitan Government</div>
	Department meeting (1 session/week)	Staff in the Planning Department, Change Support Department	<div><div>-</div>Discuss collaboration and information exchange across projects</div> <div><div>-</div>Share discussion points for strategy meeting</div>
TFT	Department Heads	Head of Planning Department, Head of Change Support Department	<div><div>-</div>Evaluation and management, operation of the committee, response to city council</div>
	Strategy and project development	CEO, TF members	<div><div>-</div>Discussion on building the learning platform for activists, NPO Shared Platform, and the coworking space and related business plans</div>
	Management	TF members	<div><div>-</div>Receive and process suggestions about management from staff</div>
	Training	TF members	<div><div>-</div>Provision of staff training plan</div> <div><div>-</div>Propose program to strengthen sense of belonging</div>
	Project briefing fair	TF members	<div><div>-</div>Planning and executing the project information session</div>
	Project proposal	CEO, Department Heads, Team leaders	<div><div>-</div>The project direction for the following year</div> <div><div>-</div>Concluding, expanding, revising projects</div> <div><div>-</div>Plan annual evaluation and project proposals</div>
Workshop	Project planning workshop (1 session/year)	All staff	<div><div>-</div>Share project evaluation and project proposal</div>
Interviews	Staff interview with the CEO (1 session/year)	All staff	<div><div>-</div>Undertake interviews based on job satisfaction survey and statement of personal capacity</div>
			<div><div>-</div>Reflecting evaluations with human resources</div>

Training Opportunities for Employees

Mandatory staff training	8 sessions / 102 hours
Topic	No. of sessions / hours
Integrity and Ethics	1 session / 1 hour
Human Rights	1 session / 1.5 hours
Disability Awareness	1 session / 1.5 hours
Pension plan	1 session / 1 hour
Privacy protection	1 session / 1 hour
Fire safety	1 session / 2 hours
Prevention of workplace sexual abuse(online)	1 session / 1 hour
Prevention of workplace harassment(online)	1 session / 1 hour

Capacity building training	2 sessions/ 3 hours
Topic	No. of sessions / hours
Gender sensitivity training	1 session / 2 hours
Copyright law	1 session / 1 hour
Small group training	5 sessions / 11 hours
Topic	No. of sessions / hours
Civil society study groups (Dalgona Seminars)	5 sessions / 11 hours

Kim Ji Min Participant of the Dalgona Seminars | Manager at the Seoul NPO Center

“I participated in <Dalgona>, a fun seminar. We met once a month to discuss and debate issues from March to August. I found it hard to make the time to read resources worth reading. I joined the seminar partly to learn through this opportunity and partly to stir up my daily routines. I’ll start with the point -- I think 2020 was the best year for this seminar. Reading books and articles and sharing information we extracted, throwing questions at areas I had been curious about and sharing opinions was a stimulating process. The best part by far was conversing with coworkers and learning that we had similar concerns because our aims were similar. Thank you for inviting me to Dalgona and thanks to the coworkers who arranged Dalgona!”

Elective training

24 training sessions, 213 hours, 37 attendants

Topic	hours / No. of attendants
Public Interest Corporation Tax Management Seminar	3.5 hours / 1 attendant
People’s Solidarity for Participatory Democracy Academy Vision Workshop	2.5 hours/ 1 attendant
Seminar on Indirect Costs for Nonprofits	2.5 hours / 2 attendants
The 2nd Medici Forum	2.5 hours / 1 attendant
Public Interest Corporation Forum	2.5 hours / 1 attendant
Exhibition Marketing Training	40 hours / 1 attendant
Exhibition Entrepreneur Training	8 hours / 1 attendant
Website Marketing Training (online)	3 hours/ 1 attendant
Asan N Forum (online)	4 hours / 6 attendant
SOVAC Social Sector Challenges (online)	1.5 hours / 3 attendant
Climate Crisis Response Workshop	3 hours / 1 attendant
Urban Data Training for NGO, Nonprofit employees	7 hours / 1 attendant
Study Group on Governance-style Contracting Guidelines (online)	2 hours / 1 attendant
Seoul Metropolitan Government’s Performance Compensation Project Forum (online)	2 hours / 1 attendant
Innovating Activists Workshop on Intermediary Organizations in Seoul (online)	8 hours / 4 attendants
Seoul Energy Forum (online)	2 hours / 1 attendant
Brand Identity Design and Management (online)	1.5 hours / 1 attendant
2020 Government Innovation Expo Future Innovation Forum (online)	16 hours / 3 attendants
Nonprofit Organization’s Performance Management Training (online)	1 hour / 1 attendant
Seminar on Acknowledgement of Town-level Activists (online)	1 hour / 1 attendant
Digital Tools for Nonprofits (online)	3 hours / 1 attendant
Communication Training for Information Collection (online)	3.5 hours / 1 attendant
Sebasi College (online)	8.5 hours / 1 attendant
Excel Course (online)	3 hours / 1 attendant

Comparison of training hours for employee capacity building (2018-2020)			
	2018 sessions/ hours	2019 sessions/ hours	2020 sessions/ hours
Mandatory training	5 / 9	5 / 7.5	8 / 10
Capacity building training	2 / 4	3 / 5.2	2 / 3
Elective training	11 / 254	32 / 457	24 / 213
Small group training	-	3 / 6	5 / 11
Total	18 / 267	42 / 475.7	39 / 237

Changes in Work In Response to Covid-19

In accordance with the Covid-19 guidelines from the national and Seoul Metropolitan Government, the SNPO experimented with new styles of work such as remote working, shortened workdays and socially distanced workspaces in order to ensure a safe working environment and psychological security for the staff.

Changes in work by social distancing level

<Stage 1> Social distancing level 1 (severe level)	<Stage 2> Social distancing level 2	<Stage 3> Social distancing level 2.5
<ul style="list-style-type: none">Remote working (3/3~3/14, All staff excluding CEO and lead person on duty)Shortened workday (3/23~4/3) 10:00~17:00 (2 hours shortened)Socially distanced workspaces (4/7~4/19) Office/Yeokda/ Poomda	<ul style="list-style-type: none">Remote working (Office density less than ½) (8/21~9/4, 11/30~12/4)	<ul style="list-style-type: none">Remote working (Office density less than ½) + Socially distanced workspace (12/6~12/31)

The SNPO provided a remote working guideline detailing the policies around workplace and project management during remote working periods. It also included an article laying out the basis for remote working under the amendments to the employment rules.

Employment rules Article 48 (Remote working policy)
<ul style="list-style-type: none">① During a disease outbreak like Covid-19, remote working can be instituted on the basis of the Seoul Metropolitan Government’s workplace policy and instructions for contractors.② A remote employee’s work hours are from 09:00~18:00. They must work at a dedicated location (home) upon request and must not arbitrarily leave the workplace. If the employee must be present at another location for business trips, training etc. the employee must get prior approval for working at home.③ During remote working hours, the employee must be accessible by messenger, cell phone etc and in an emergency, must report to the deputy head of the SNPO immediately and the deputy head must handle the situation after reporting to the CEO.④ Overtime is not permitted during remote working hours.⑤ The SNPO must inform the remote employee beforehand if the employee is needed at the SNPO for work meetings, work-related orders, evaluations, training, events etc. and the employee must comply.

Function Upgrade of Work Management System (Groupware), Based on 52-hour Work Week Policy

The work management system was reorganized to prevent excessive use of overtime and in preparation for the 52-hour work week (in effect since July 2021). As a result, the work management system was digitised and the attendance management increased in efficiency.

Spreading Sustainability & Protecting Information and the Environment

Ethical Management (financial and operational transparency and reviews to prevent corruption)

Quarterly audits ensure that the projects the Seoul Metropolitan Government has contracted to the SNPO are executed with transparency and fairness. The audits and budgets are available on the SNPO website. Since 2021, the purchase orders and the service contracts have been available on the website as well.

Training on Integrity and Ethics are conducted for staff members once a year, and requirements for notification and reporting prior to extracurricular activities (lectures, examinations, evaluations, consultations etc) were strengthened.

Strengthening Education of Privacy & Copyright Laws

The SNPO holds mandatory training on privacy and copyright laws every year. The increase in production and distribution of online content as a result of Covid-19 has brought issues related to privacy and copyright laws. Through case studies of related laws and institutions and legal experts' consultations, the SNPO set the budget items and standards of execution for paying royalty fees, and made an image and copyright release form. In addition, the SNPO produced an online special lecture series with legal experts on copyright issues that occur most frequently and are overlooked on the ground for nonprofit activists.

Image and Copyright Release Form

I, the image and copyright holder (hereinafter 'holder') authorize 'the SNPO Center', the copyright user (hereinafter 'User') to use the copyrighted material for purposes stated below.

- Copyrighted material
 - Project title :
 - Project description :
- Image

The 'holder' grants the 'user' the permission to use their image from the copyrighted material (photo or video).
- Right to distribute, copy, publish copyrighted material

The 'holder' grants the 'user' permission to livestream video footage through the promotional channel, and send, copy or publish the recorded and edited presentation footage in a fixed form on the 'user's promotional channel.

 - Promotional channel : The 'user's website, youtube, blog, facebook etc.
 - Period of use : The material will be used until the 'user' deletes their account.
- Creative Commons (CC-BY-NC)

Pursuant to the previous articles, the 'holder' grants permission for regular users other than the 'user' to use the material for public interest and noncommercial purposes with the copyright holder credited (Creative Commons: CC-BY-NC Condition).
- The 'holder' has the right to raise objections to the 'user' when the copyrighted material is used for purposes other than those stated above.

This consent form serves to prevent misunderstanding or conflict that could arise during the copyright release. No material cannot be published without the consent of the 'holder'.

☐ Agree ☐ Disagree

2020. 00. 00.
 Name : (Signature)

※ Seoul NPO Center Contact person : 000 070-0000-0000 0000@snpo.kr

Support for the Socially Disadvantaged

The SNPO is adding obligatory subtitles for the deaf and people who are hearing impaired, in response to the increasing production of online video content due to Covid-19. In addition, for live events, the SNPO is providing real-time sign language interpretation or text translations.

Environmental Protection

As a response to the climate crisis, the SNPO is restricting unnecessary printing and minimizing print-based material. The SNPO is working towards producing eco-friendly print material using recycled paper and soybean oil. The SNPO conducts paper-free meetings where meeting materials are accessed via each staff member's laptops. In addition, the SNPO has participated in recycling campaigns, a campaign to send coolants to flower farms, and Korean Federation for Environmental Movement's plastic mill and plastic cap collecting campaign. Moving forward, the SNPO will not use plastic and disposable goods during all events.

Plastic cap collecting campaign



Link 1



Natural loofah souvenir during the project information session



Project information session source book



Printed on Recycled paper

PRINTED WITH SOYINK™

This booklet was printed with recycled paper and soybean oil ink.

V.

Appendix 부록

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 2020
7. Questionnaire for Stakeholder Opinion Survey

1. 이해관계자 검토보고서
2. 감사보고서
3. 재무상태표/운영성과표
4. NPO 지속가능성 보고 가이드라인
보고지표
5. GRI Content Index

Appendix 부록

1. 이해관계자 의견 조사 설문지
2. 이해관계자 검토보고서
3. 감사보고서
4. 재무상태표/운영성과표
5. NPO 지속가능성 보고 가이드라인
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Appendix 부록

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1

Stakeholder Reviews

Thank you for the Seoul NPO Center’s Sustainability Report, consisting of the sections ‘Linking Change’, ‘Making Change’, ‘Sustaining Change’.

‘Linking Change’ introduced the SNPO’s stakeholders in a timely manner through the stakeholder opinion survey and the conversations with the stakeholders. I found the stakeholder opinion survey from earlier this year and the conversations with stakeholders which took place in April very interesting. The conversations with the stakeholders were particularly interesting given that I myself am a nonprofit activist and because I had the chance to indirectly learn about my fellow activists’ thoughts and concerns. This work provides the space to discuss the SNPO’s projects and activities in order to reflect the findings in the SNPO’s future projects. There must be some assessment of the projects from 2020 and based on these, providing baseline data for the improvement of projects in 2021 would be meaningful. However, I think the timing is a bit awkward. I also felt that the conversation was limited to one session so designing conversations to allow for greater depth would be helpful. In general, I thought the assessments could not be reflected in last year’s projects nor this year’s. And they were too restricted to be reflected in next year’s projects. This needs to be designed in a clearer way moving forward. Another way to benefit the report would be to add feedback on how the opinions and suggestions from the stakeholders conversation were adopted or reflected into the organization’s project plans. I would suggest that for this, the stakeholders’ talking points should be organized better and this information should be checked again.

The quantitative indicators in ‘Making Change’ helped me intuitively understand each project’s performance. I also think that checking and sharing reports or results relevant to each project is also a good approach. Reports provide information to activists and are useful as baseline resources for enhancing capacity building efforts. I think reading the Sustainability Report will motivate the readers. However, I was curious how the assessments for each issue and project were conducted and by whom, because precision is key to these evaluations. I felt that the evaluations need to be precise in order to move ahead properly. I’m sure these are concerns already under consideration.

‘Sustaining Change’ is about the organization’s management. I believe that an organization can accomplish its mission when the process of making change and the actors supporting that change are healthy and energetic. In that sense generously supporting and investing in the happiness and growth of the organization’s activists is central. I trust that the organization is already doing this. The role of civil society and nonprofits is invaluable at a time when we’re faced with multiple crises-- the pandemic, the climate crisis, economic crisis, and inequality. The Seoul NPO Center’s existence makes me feel secure. I look forward to its future projects.

Min Seong Hwan

Representative of Ecosystem Conservation Citizens

The Covid-19 pandemic has greatly impacted our society. The gap between people has widened and every individual's daily life has become unrecognisably different. Public interest organizations have similarly experienced chaos. The work pattern has changed and many projects were either cancelled or moved online. Even while we were representing the interests of the socially disadvantaged and discussed post-Covid-19 shifts, we had to ask whether 'sustainable public interest activities' were even possible. Smaller organizations relying solely on donations had it tough and many public interest activists were affected by the COVID blues.

The same could probably be said for the Seoul NPO Center. Pushing the projects forward alone must have been difficult and because the SNPO had, more than any other entity, closely observed the challenges experienced by nonprofits from various fields, it must have dealt with concerns over whether it was upholding its new vision as a 'A collaboration and connection platform to support public interest activities'. I'd like to applaud the activists for their effort to broaden the values of public interest activities even during Covid-19. This perseverance is more important than what succeeded and what did not.

The word that appears most often in the Seoul NPO Center's Sustainability Report is 'change'. The effort to link, make, and sustain change cannot be measured by quantitative indicators alone. They say numbers don't lie but it also obscures the other side of the story. We need to take a closer look at the amount of time and effort to complete one project and the project's impact. Sustainability is not achieved through greater performance but is determined by how an organization fearlessly evaluates its own progress and prepares for the next step. In that vein, the way the Seoul NPO Center based its Sustainability Report on stakeholder opinions and surveys to self-reflect on what they could have done better, was memorable.

I visited the Seoul NPO Center for various reasons in 2020. I used the SNPO's blog and social media to search information on the duties of a public interest corporation and gained a lot of insights by participating in various public forums. Moreover, thanks to connecting with activists through the human rights movement, I was able to participate as a judge for 'Hwallyeok Hyangyeon', the research support project for activists' capacity building. I also joined meetings for legislative improvements for the activation of civil society. I'm sure that many public interest activists visited the Seoul NPO Center for their own reasons. Playing a useful role is very important. Using the SNPO's resources also helped with managing the organization. As the nonprofit fields diversify and the demand for connection and collaboration increases, the role that the Seoul NPO Center will play will grow. As a result, there will be a greater number of people seeking out the SNPO's help.

If there's one wish from a fellow public interest activist who is making 'change', I hope the Seoul NPO center will continue to play the role of the designer, the communicator, the connector for the sustainability of public interest activities. Progress through short term activities would be satisfying but 'change' does not come that easily. As reflected in the Importance Analysis results from the Stakeholder's Opinion Survey, if efforts towards capacity building of public interest activists, activation of the ecosystem of public interest activities, and building the institutional infrastructure for public interest activities are sustained, there will be more public interest activists who can support their lives through sustainable public interest activities.

I await 2021, the year when the Seoul NPO Center will leap forward as a linkage and collaboration platform to support public interest activities. I'm already looking forward to next year's Sustainability Report.

Jeong Min-seok

Secretary General of Human Rights Foundation SARAH

As various societal issues surface due to Covid-19, there is greater emphasis on the need for collaboration among various actors with an eye towards a sustainable future. Income inequality and the education gap have grown. More people are alarmed about the climate crisis and our social safety nets. Social distancing measures have exacerbated the difficulties of people who struggle with transport and mobility. Single households including single elderly households have been experiencing a greater sense of alienation and depression. What are civil society organizations' responsibilities and roles to solve the diverse issues of this generation?

The growing interests in sustainability and ESG worldwide have a similar context. Among the S&P 500 corporations, 85% published a sustainability report, which is a 20% increase compared to the year before. Sustainability starts as interests in various societal issues and problems emerging around us. This is because the impact that corporations and institutions have on our economy, society, and environment are increasing. This is why it's important to heed to the stakeholders' opinions and reflect these needs in the overall process.

During the past year, the SNPO acted as a platform that leads problem-solving through various projects that raise awareness and introduce policies that reflect the needs of the citizens. This Sustainability Report was particularly memorable because it extracted the issues that citizens should pay attention to through in-depth surveys and interviews with stakeholders. The majority of corporate sustainability reports start by introducing their flagship product/service and their performance up to that point. The SNPO started with the voices of the stakeholders and the process that reflects these voices. The reflection on the year is told through the frame of the role that the stakeholders want the SNPO to play. Their genuine concern about and focus on the issues and the stakeholders come through.

The most important aspect of sustainable management and ESG is consistently measuring and managing positive and negative impact to transparently communicate with stakeholders through data and storytelling. This year, the SNPO's sustainability report examined the positive and negative impact on the organization's internal and external stakeholders in a balanced manner, and contains the deep concern over reflecting these findings in the plans and directions of future projects. The report provides assessments and specifically describes the areas that need to be improved for each issue which was deduced through the Importance Assessment. As rare as it is to find in the sustainability reports of other corporations and organizations, it's also the part that shows the concerns and efforts of the SNPO mentioned earlier.

Diverse nonprofits and intermediary organizations around the world are sharing how their reality on the ground is being altered by Covid-19 real-time through every channel. They're also researching and sharing detailed guides that show their resilience and how they solve problems that arise in the process. As evident in this report, the SNPO's scores on Covid-19-related activities were the lowest. I have high hopes for the SNPO's suggestions and public discussion of what civil society organizations' roles should be and how the collaboration between diverse actors should take place in preparation of the post-Covid era.

Jung Yoo Jin

Chief Purpose Officer of Triplelight Corp..

Audit Report

In accordance with the ‘Seoul Metropolitan Government Ordinance on the Entrustment of the Administrative Work to the Private Sector’, the SNPO is conducting quarterly audits (project budget) to check that the budget has been executed appropriately.

1) Quarter 1 Audit of 2020

Settlement and Audit Report

Mayor of Seoul Metropolitan Area

We reviewed the settlement and budget execution SIMIN (hereinafter ‘entrusted agency’) was contracted to conduct by the Seoul Metropolitan Government between 01/01/2020 and 31/03/2021 (hereinafter ‘Quarter 1’) on the Seoul NPO Center’s contracted projects. This audit was conducted in accordance with the review standards of the Korean Institute of Certified Public Accountants. This audit checks whether an organization contracted by the Seoul Metropolitan Government has appropriately used the allocated budget and this report must only be used for this purpose.

The negotiated audit procedure is summarized below.

- Review whether the budget execution history was appropriate for the purposes stated in the contract, project plan and budget.
- Review the relevant evidentiary documents and project tax returns

We also conducted miscellaneous procedures considered necessary during the audit.

The audit of the first quarter, based on the Local Finance Act and the Seoul Metropolitan Government’s financial regulations, the total budget received from the Seoul Metropolitan Government was 667,719,540 KRW and the budget allocated to the first quarter was 327,701,436 KRW. 0 KRW was used for purposes outside the contract. The interest for the budget was 17,507 KRW.

April 16, 2020

Gwanak-gu Bongcheonro-23, Seoul
Woo Ri Tax & Accounting Service Office

Song Seong Gil, CPA



2) Quarter 2 Audit of 2020

Settlement and Audit Report

Mayor of Seoul Metropolitan Area

We reviewed the settlement and budget execution SIMIN (hereinafter ‘entrusted agency’) was contracted to conduct by the Seoul Metropolitan Government between 01/04/2020 and 30/06/2021 (hereinafter ‘Quarter 2’) on the Seoul NPO Center’s contracted projects. This review was conducted in accordance with the review standards of the Korean Institute of Certified Public Accountants. This review checks whether an organization contracted by the Seoul Metropolitan Government has appropriately used the allocated budget and this report must only be used for this purpose.

The negotiated audit procedure is summarized below.

- Review whether the budget execution history was appropriate for the purposes stated in the contract, project plan and budget.
- Review the relevant evidentiary documents and project tax returns

We also conducted miscellaneous procedures considered necessary during the audit.

The audit of the quarter 2, based on the Local Finance Act and the Seoul Metropolitan Government’s financial regulations, the total budget received from the Seoul Metropolitan Government was 729,245,670KRW and the budget allocated to quarter 2 was 610,567,617 KRW. 0 KRW was used for purposes outside the contract. The interest for the budget was 132,507 KRW.

July 14, 2020

Gwanak-gu Bongcheonro-23, Seoul
Woo Ri Tax & Accounting Service Office

Song Seong Gil, CPA



Settlement and Audit Report

Mayor of Seoul Metropolitan Area

We reviewed the settlement and budget execution SIMIN (hereinafter ‘entrusted agency’) was contracted to conduct by the Seoul Metropolitan Government between 01/07/2020 and 30/09/2021 (hereinafter ‘Quarter 3’) on the Seoul NPO Center’s contracted projects. This review was conducted in accordance with the review standards of the Korean Institute of Certified Public Accountants. This review checks whether an organization contracted by the Seoul Metropolitan Government has appropriately used the allocated budget and this report must only be used for this purpose.

The negotiated audit procedure is summarized below.

- Review whether the budget execution history was appropriate for the purposes stated in the contract, project plan and budget.
- Review the relevant evidentiary documents and project tax returns

We also conducted miscellaneous procedures considered necessary during the audit.

The audit of the quarter 3, based on the Local Finance Act and the Seoul Metropolitan Government’s financial regulations, the total budget received from the Seoul Metropolitan Government was 643,553,970KRW and the budget allocated to quarter 3 was 461,717,131 KRW. 0 KRW was used for purposes outside the contract. The interest for the budget was 154,595KRW.

October 12, 2020

Gwanak-gu Bongcheonro-23, Seoul
Woo Ri Tax & Accounting Service Office

Song Seong Gil, CPA

Settlement and Audit Report

Mayor of Seoul Metropolitan Area

We reviewed the settlement and budget execution SIMIN (hereinafter ‘entrusted agency’) was contracted to conduct by the Seoul Metropolitan Government between 01/10/2020 and 31/12/2021 (hereinafter ‘Quarter 4’) on the Seoul NPO Center’s contracted projects. This review was conducted in accordance with the review standards of the Korean Institute of Certified Public Accountants. This review checks whether an organization contracted by the Seoul Metropolitan Government has appropriately used the allocated budget and this report must only be used for this purpose.

The negotiated audit procedure is summarized below.

- Review whether the budget execution history was appropriate for the purposes stated in the contract, project plan and budget.
- Review the relevant evidentiary documents and project tax returns

We also conducted miscellaneous procedures considered necessary during the audit.

The audit of the quarter 4, based on the Local Finance Act and the Seoul Metropolitan Government’s financial regulations, the total budget received from the Seoul Metropolitan Government was 293,700,370KRW and the budget allocated to quarter 4 was 890,820,229KRW. 0 KRW was used for purposes outside the contract. The interest for the budget was 148,242KRW.

The tax returns for the financial year 2020 for the commissioned budget, rental income and other revenues is 43,851,303 KRW of commissioned budget (commissioned budget execution remainder of 43,413,137 KRW, interest earnings of 437,990 KRW, other 176 KRW), 18,337,341 KRW of rental income, 10,091 KRW of other revenues. In total, 62,198,735 KRW.

January 12, 2021

Gwanak-gu Bongcheonro-23, Seoul
Woo Ri Tax & Accounting Service Office

Song Seong Gil, CPA

Statement of Financial Position/Statement of Activities

Statement of Financial Position

Term 8 (Current) December 31, 2020 — Present (Currency: KRW)
Term 7 (Past) December 31, 2019 — Present

Seoul NPO Center		Term 8 (Current)		Term 7 (Past)
Item	Amount	Amount	Amount	Amount
Assets				
I. Current assets		73,570,585		206,836,598
(1) Quick assets		73,570,585		206,836,598
Cash and cash equivalents	73,570,585		206,437,428	
Trade receivables	-		175,000	
Value added tax refund	-		150,000	
Current income tax assets	-		74,170	
(2) Inventories		-		-
II. Non-current assets		169,647		309,010
(1) Investment assets				-
(2) Tangible assets		169,647		309,010
Furniture, fixtures, and equipment	51,286,868		45,294,868	
Private trust	(7,879,722)		(8,360,865)	
Accumulated depreciation amount	(43,237,499)		(36,624,993)	
(3) Intangible assets		-		-
Software	15,341,311		15,341,311	
Private trust	(15,341,311)		(15,341,311)	
(4) Other non-current assets		-		-
Total assets		73,740,232		207,145,608
Liabilities				
I. Current liabilities		73,570,585		206,753,237
Accounts payable	73,198,735		206,042,240	
Withholdings	-		160	
Value added tax withheld	371,850		585,837	
Advance payment	-		125,000	
II. Non-current liabilities		4,917,504		12,080,153
Allowance for retirement benefits	198,024,321		163,881,908	
Retirement pension fund assets	(193,106,817)		(151,801,755)	

Total Liabilities	78,488,089		218,833,390
Capital			
I. Capital	-		-
II. Capital Surplus	-		-
III. Capital adjustment	-		-
IV. Accumulated other comprehensive income	-		-
V. Deficit	(4,747,857)		(11,687,782)
Unappropriated Deficit	4,747,857		11,687,782
Total capital	(4,747,857)		(11,687,782)
Total capital and liabilities	73,740,232		207,145,608

Statement of Activities

Term 8 (Current) December 31, 2020 — Present (Currency: KRW)
Term 7 (Past) December 31, 2019 — Present

Seoul NPO Center		Term 8 (Current)		Term 7 (Past)
Item	Amount	Amount	Amount	Amount
I. Earnings		2,355,013,217		2,240,792,524
1. Revenue		2,334,219,550		2,183,556,270
Cost of contracting out	2,334,219,550		2,184,556,270	
2. Other income		20,793,667		56,236,254
Interest income	456,997		502,183	
Space rental fees	20,177,500		53,688,252	
Retirement pension management revenue			1,523,858	
Space rental refund fees	85,000		499,500	
Miscellaneous income	74,170		22,461	
II. Costs		2,348,073,292		2,263,010,047
1. Project costs		992,959,456		1,031,153,808
Presentation on projects of the SNPO	8,277,903		-	
Support Project for Organizational Change	86,748,933		-	
Support for NPO Startups	87,524,049		-	
Consultations for NPOs	40,628,827		-	
Research Support for Activists	79,831,409		-	
Building a Roadmap for Activists' Capacity Building	51,773,630		-	
NPO Partner Fair, International NPO Conference	224,000,000		-	
External Relations	22,668,550		-	
Forming the Basis of a District NPO Support System	89,693,946		-	
NPO Participatory Budget	73,443,363		-	
Policy research	50,662,496		-	
Promotion	49,260,897		-	
Information archiving	52,958,853		-	
Building a NPO Coworking Space	75,486,600		-	

NPO Sustainability Reporting Guidelines

Reporting Indicators

NPO Sustainability Reporting Guidelines Reporting Indicators

● Fully reported ● Partially reported ○ Not reported ⊖ N/A

Section	Subject	Indicator	Y/W	Page
Organization Profile	Organization overview	General information on the organization	●	11-14, 95-97
	Values that the organization seeks	Mission and Vision	●	10
		Core values	●	10
	Sustainability-oriented	Sustainability concerns and organizational relevance	●	10
	Board/Steering Committee & decision-making	Composition and operational status of the Board/Steering Committee	●	11-14
		Efforts toward transparency and effectiveness of governance	●	12-14
	Stakeholders	Key stakeholders	●	24
		Stakeholder engagement and communication	●	25-37, 42-46
	Conditions and characteristics of reporting	Report overview and reporting scope	●	4
		Efforts to improve reliability of the report	●	108-111
Organizational sustainability	Soundness of financial operation	Financial management and financial soundness	●	94, 112-119
		Systems and activities for financial management	●	94
	Ethical management	Efforts related to financial and operational transparency	●	94, 96
		Ethical management/anti-corruption policy and activities	●	94, 104
	Environmental protection	Reducing environmental pollution and protecting ecosystems	○	
		Resource saving and energy reduction activities	●	105, 133
	Human Rights and Labor	Basic labor rights compliance status	●	97-99
		Activities for health and safety of employees/activists	●	101, 103
		Gender sensitivity, non-discrimination, respect for diversity	●	99, 101-102
		Procedures for employee satisfaction and grievance handling	●	97-101
		Support for work-life balance and self-development	●	102
		Treatment of non-employee activists and mutual communication	●	97
	Protection of information	Privacy and security status	●	101-102, 104
	Value chain/influence	Sustainability efforts in value chain/influence	●	56-62, 68-72

Section	Subject	Indicator	Y/W	Page
Program effectiveness	Program planning and management	Program selection, objectives, and planning procedures	●	47
		Program monitoring and performance measurement procedures	●	47
		Risk management processes and efforts	●	47-91
	Connectivity with organizational values	Methods and procedures for managing program impacts	●	47-91
	Partnerships	Partnership management status, expected effects and achievements	●	48-91
	Consideration and involvement of community/ stakeholders	Stakeholders identified by program	●	48-91
		Status and results of communication with key stakeholders	●	48-91
		Procedures for complaints of stakeholder by program	●	48-91
	Human rights based approach	Human rights based approach to programs and activities	●	105, 68-69, 82-84
		Efforts to implement programs and activities based on human rights	●	105, 68-69, 82-84

GRI Content Index

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

GRI Standards/GRI G4 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	48-91	
	102-3	Location of headquarters	132	
	102-4	Location of operation	10	
	102-5	Ownership and legal form	6, 11-12	
	102-6	Markets served	10, 24	
	102-7	Scale of the organization	97, 116-119	
	102-8	Information on employees and other workers	11, 97	
	102-9	Supply chain	48-91	We report on the value chain. The Seoul NPO Center provides financial and non-financial value to NPOs as an intermediary support organization.
Organizational Profile	102-10	Significant changes to the organization and its supply chain	95-96	
	102-11	Precautionary principles or approach	101-105	

GRI Standards/GRI G4 Sector Disclosure	Disclosures		Page	Additional Information
Organizational Profile	102-13	Membership of associations	15-20	We are a member of the Association of Korean Civil Society Support Organisations
Strategy	102-14	Statement from senior decision-maker	6-7	
	102-15	Key impacts, risks, and opportunities	6-7, 40-91	
Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	10	
Governance	102-18	Governance structure	11-14	
	102-23	Chair of the highest governance body	11-14	The chair of the highest governance body in the Seoul NPO Center cannot become an executive officer in the Seoul NPO Center
	102-26	Role of highest governance body in setting purpose, values, and strategy	12-13	
	102-30	Effectiveness of risk management processes	12-13	
	102-31	Review of economic, environmental, and social topics	12-13	
Stakeholder engagement	102-40	List of stakeholder groups	24	
	102-42	Identifying and selecting stakeholders	24-25, 29	
	102-43	Approach to stakeholder engagement	25, 29-37	
	102-44	Key topics and concerns raised	42-46, 25-37	
Reporting Practice	102-45	Entities included in the consolidated financial statements		Not applicable
	102-46	Defining report content and topic Boundaries	4, 40-41	
	102-47	List of material topics	40-42	
	102-48	Restatements of information		Not applicable
	102-49	Changes in reporting	95-96, 112-115	
	102-50	Reporting period	4	
	102-51	Date of most recent report	19-20	Publication of the Sustainability Report 2019 (2020.5.30.) / English Translation (2020.7.30.)
	102-52	Reporting cycle	4	The report is published annually
	102-53	Contact point for questions regarding the report	132	
	102-54	Claims of reporting in accordance with the GRI Standards	121-123	
	102-55	GRI content index	121-123	
	102-56	External assurance	109-111, 94	
200: Economic				
201: Economic performance 2016	103	Management approach	47	
	201-1	Direct economic value generated and distributed	116-119	
	201-4	Financial assistance received from government	117	

GRI Standards/GRI G4 Sector Disclosure	Disclosures		Page	Additional Information
400: Social				
NGO: Affected Stakeholder Engagement	103	Management Approach	II, III	
NGO: Public Awareness and Advocacy	103	Management Approach	56-59	
NGO: Coordination	103	Management Approach	70-72	
NGO: Monitoring, Evaluating and Learning	103	Management Approach	III, 47	
NGO: Labor Practices, Grievance Mechanism	103	Management Approach	96-101	

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List of Publications
in 2020

⌵	2020 Handbook for the Seoul NPO Center <Rediscovering the SNPO> (Mar. 2020.)	
⌵	2019 Seoul NPO Center Sustainability Report (kr) / (en) (May. 2020. / Jul. 2020.)	
⌵	Research Report on Building the Activist Capacity Roadmap Platform 2020 (Aug. 2020.)	
⌵	The NPO Partner Fair 2020 & International Conference of NPO Directory (Oct. 2020.)	
⌵	NPO Trend Report <Preparations for the New Normal> (Oct. 2020.)	
⌵	Handbook on the Organizational Change Laboratory <Experiments for Organizational Change in a Nonprofit> (Dec. 2020.)	
⌵	Research on Representative Cases for the Social Outcome of Nonprofit Activities (Dec. 2020.)	
⌵	Research Report on Developing Indicators for Sustainable Public Interest Activity. (Dec. 2020.)	
⌵	Illustration Book (For you 1) of Change <Grandma, the Sewing Machine> (Dec. 2020.)	
⌵	Illustration Book (For you 2) of Change <Riding the Bus> (Dec. 2020.)	

Questionnaire for Stakeholder Opinion Survey

The Seoul NPO Center
Stakeholder Survey



Greetings from the Seoul NPO Center. The Seoul NPO Center (hereinafter ‘the SNPO’) is an intermediary organization founded to support the sustainability of nonprofits and the activation of the public interest ecosystem. The following survey serves to understand our stakeholders’ opinions on the SNPO’s management and programs. Your thoughts and opinions will greatly inform the direction for the SNPO’s management and future programs. Your response will be protected by the Statistics Act and the Personal Information Protection Act, and will only be used as part of anonymized statistics for reports. The survey results will be available on the SNPO’s Sustainability report.

Thank you for taking the time to respond.

January 2021
Seoul NPO Center

I . The Importance of the SNPO’s projects

The following questions evaluate the importance of current projects. This is the 7th year the SNPO is surveying and reflecting the stakeholder’s thoughts into the SNPO’s prioritization of projects. Thank you for sharing your opinions again this year.

Check each project’s level of importance.

	0	1	2	3	4	5	6	7	8	9	10
① Support for NPO Management (NPO consulting, NPO Shared Platform, organizational change support etc)											
② Strengthening the Capacity of Public Interest Activists (research support for activists, training for activists etc)											
③ Support for Startup NPOs with New Approaches (Support for NPO Startups etc)											
④ Creation of Public Sphere for Public Interest Activities (Policy Forum, forum for public Interest activists, International NPO Conference etc)											
⑤ Network Cooperation for the Activation of the Public Interest Activities Ecosystem (External collaboration projects (collaborations between other fields and intermediary organizations), NPO Support Fair etc)											
⑥ Building Institutional Infrastructure for Public Interest Activities (law, legislation, policy etc)											
⑦ Sharing Information on Public Interest Activities (archiving, newsletter etc)											
⑧ Expanding Spaces for Citizens and NPOs (NPO Coworking Space (excluding space rental at the SNPO), NPO library etc)											

0: Not important ~ 10: Very important

The following questions survey the outcomes and importance of the SNPO’s projects.

- ① Support for NPO Management (NPO consulting, NPO Shared Platform, organizational change support etc)
- ② Strengthening the Capacity of Public Interest Activists (research support for activists, training for activists etc)
- ③ Support for Startup NPOs with New Approaches (Support for NPO Startups etc)
- ④ Creation of Public Sphere for Public Interest Activities (Policy Forum, forum for public Interest activists, International NPO Conference etc)
- ⑤ Network Cooperation for the Activation of the Public Interest Activities Ecosystem (External collaboration projects (collaborations between other fields and intermediary organizations), NPO Support Fair etc)
- ⑥ Building Institutional Infrastructure for Public Interest Activities (law, legislation, policy etc)
- ⑦ Sharing Information on Public Interest Activities (archiving, newsletter etc)
- ⑧ Expanding Spaces for Citizens and NPOs (NPO Coworking Space (excluding space rental at the SNPO), NPO library etc)

	①	②	③	④	⑤	⑥	⑦	⑧
9. Select one project area you consider to have had the biggest impact								
10. Select one project area you consider the most important to you								
11. Select one project area the SNPO should focus on								

II . Reliability

The following questions identify your perception of the reliability of the Center and its current projects.

12. The SNPO uses the budget for nonprofits and activists in a logical and transparent way

0	1	2	3	4	5	6	7	8	9	10

0: No ~ 10: Yes

13. The SNPO finds vital resources and leads important projects for nonprofits and activists

0	1	2	3	4	5	6	7	8	9	10

0: No ~ 10: Yes

14. The SNPO’s staff communicates proactively with nonprofits and activists

0	1	2	3	4	5	6	7	8	9	10

0: No ~ 10: Yes

15. The SNPO is helpful for the civil society sector and is inclusive of nonprofits and activists

0	1	2	3	4	5	6	7	8	9	10

0: No ~ 10: Yes

16. The SNPO adapts suitably to the changes and demands of nonprofits in response to Covid-19

0	1	2	3	4	5	6	7	8	9	10

0: No ~ 10: Yes

17. I expect the SNPO to respond suitably to the external environmental changes the nonprofits will experience in the near future

0	1	2	3	4	5	6	7	8	9	10

0: No ~ 10: Yes

III. Brand

The following survey asks questions to investigate the SNPO’s brand value.

18. Which of the following impressions come to mind first when you think of the Seoul NPO Center? (Select 2)

☐ A place that promotes citizens’ public interest activities

☐ A place with information and resources vital for public interest activities

☐ A place that supports the budgetary needs of public interest activities

☐ A place that organizes and leads programs vital for public interest activities

☐ A place where people and vital resources for nonprofits are connected

☐ A place that develops the foundation for public interest activities by improving civil society policies and legislation

☐ A place that supports the joint governance of nonprofits and the Seoul Metropolitan Government

Other:

IV. Use of the SNPO

The following questions survey the degree of utilization of the SNPO.

19. Do you check the SNPO’s programs or events regularly?

☐ Frequently.

☐ Sometimes.

☐ No.

Other:

20. Do you visit the SNPO (via website, personal visit, phone call etc.) first when you need information on nonprofits and public interest activities?

0	1	2	3	4	5	6	7	8	9	10


0: No possibility ~ 10: High possibility

21. Would you visit the SNPO first when you need information about nonprofits and public interest activities in the future?

0	1	2	3	4	5	6	7	8	9	10


0: No possibility ~ 10: High possibility

22. The SNPO publishes and supports the publication of various reports and resources every year. Please check the reports you’ve read. (Multiple select)




Sustainability report

☐




Trend Report

☐




Forum Summary Report

☐



Research Report

☐



NPO Fair Directory

☐

V. Miscellaneous

The following questions are related to the changes in the SNPO’s activities and programs in response to external changes (e.g. Covid-19).

The SNPO’s programmatic management and methods shifted during the pandemic. Please check if the following changes were appropriate for supporting public interest activities.

	0	1	2	3	4	5	6	7	8	9	10
23. Management of online public sphere (International Conference of NPO, Strong Civil Society Forum)											
24. Management of online programs (Online 1:1 consultations, production of training video (special lecture), Brief on outcomes of ‘Hwallyeok Hyangyeon’)											
25. Changes to online events (presentation on projects of the SNPO, NPO Partner Fair, Nonprofit Startups Showcase)											

0: No ~ 10: Yes

26. If you have any comments about how the SNPO could have improved its management or activities in response to Covid-19, please share below.

27. (In general) what changes would you like to see in the SNPO’s programs or future activities? Please be specific.

VI. Basic biographical information

28. Please state your field.

☐ Civil organization (NPO, NGO)
☐ Intermediary organization
☐ Research institute
☐ Social enterprise
☐ Cooperative
☐ Corporation

☐ Educational institution
☐ Public institution
☐ Citizen (or independent activist)
☐ Community group
☐ Other

29. In which year was your current organization founded?

()

30. Field : Please share the number of years you have practiced in your field.

()

31. Participation in the SNPO programs

Have you participated in the SNPO’s programs (including of events)?

☐ Yes

☐ No

32. Participation in survey

The SNPO conducts annual stakeholder surveys. How many times have you participated in the survey?

☐ 1st time
☐ 3rd time
☐ 5th time

☐ 2nd time
☐ 4th time

33. Select your age range.

☐ 20~24
☐ 25~29
☐ 30~34
☐ 35~39
☐ 40~44

☐ 45~49
☐ 50~54
☐ 55~59
☐ 60 or above

◀ Thank you for taking the time to respond to this survey! ▶

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