

Organizational Management Needs Assessment and Capacity Building for Environmental NGOs: An Analysis of Environmental NGOs on Jeju Island to Promote Operational Efficiency and Sectoral Effectiveness

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Abstract

Protecting and preserving the natural and environmental treasures of Jeju Island is, eventually, the collective responsibility of the people of Jeju, all levels of the government, corporate and the environmental NGO sectors. Jeju Island has a vibrant environmental NGO sector with about 80 NGOs providing a variety of active environmental services. All efforts and services to conserve the environment of Jeju Island for the benefits of future generations need to be galvanized within the overarching environmental governance where all three sectors actively participate and make collective decisions within the three key elements of sustainable development: people, planet & profit. The key ingredient for promoting networking and collaborative opportunities between environmental NGOs, government entities and corporations is to improve their trust on one another. Given the current status of environmental NGOs – governments – corporations relations, it will take time to develop such trust, but if small measures are undertaken, mutual understanding & respect between the leaders of NGOs, government and corporations will grow and eventually result in mutual trust.

Key words :

Protecting and preserving the natural and environmental treasures of Jeju Island, the people of Jeju, the government, corporate, the environmental NGO sectors. mutual trust.

Introduction

Non-Governmental Organizations (NGOs) provide a variety of social, environmental and other services that are not addressed by public or private sectors to improve the quality of life for diverse segments of people across societies. Known by various names in different parts of the world (for example, nonprofit organizations, third sector organizations, civil society organizations, and voluntary organizations), the size, scope, and impacts of NGO sectors varies widely across the world, based on historic, economic, social, political, and regulatory policy realities. NGO sectors of nations also have numerous sub-sectors that focus on specific aspects of societies by addressing a set of prevailing issues that prevent overall development. Environmental NGO sub-sector has emerged as a major force in the advent of growing environmental issues such as global climate change and a host of local and regional problems that result in environmental degradation. Environmental NGOs play increasingly important roles in promoting conservation of natural resources, environmental protection, sustainable development, and environmental justice.

South Korea, as a developed democratic nation, has achieved enormous economic success during the past few decades. South Korea's NGO sector is also growing steadily albeit not in pace with its economic development. One NGO subsector of South Korea that needs special attention and overall operational improvement is the Environmental NGO sector. This research work focuses on assessing organizational management capacity needs of environmental NGOs in Jeju Island, South Korea. The primary goals of this research are: 1. Understand the current organizational management trends of Jeju's environmental NGOs including the identification of barriers and opportunities for improving their organizational effectiveness in conserving the environmental treasures of Jeju; and 2. Assess the organizational management capacity needs of Jeju's environmental NGOs, and develop a set of recommendations and strategies to improve their operational efficiency in key organizational management areas. This research work was conducted in collaboration with the Jeju National University's World Environment and Island Studies Institute (WEISI) during the four-month period of September □ December 2019 when the principal author Muthusami Kumaran was on a Core U.S Fulbright Scholarship. WEISI's extensive network of environmental NGO leaders in Jeju provided valuable information and data for this research.

Jeju Special Self-Governing Province, one of

the nine Provinces (and the only island Province) of South Korea encompasses the entire Island of Jeju and a few smaller surrounding islands. Located strategically in the Korean Strait off the Southern coast of the Korean Peninsula, Jeju Island is endowed with several unique natural and environmental treasures as evidenced by its rare distinction of having three major accolades and designations by UNESCO. In 2002 UNESCO designated Jeju as a Biosphere Reserve for its preservation of biodiversity and sustainable utilization of natural resources. 'Jeju Volcanic Island and Lava Tubes' received UNESCO's World Natural Heritage designation under the global organization's 1972 "Convention concerning the Protection of the World Cultural and Natural Heritage." In 2010, Jeju received the third UNESCO designation as the Global Geopark for its geological importance and attempts for proper preservation. Jeju is the home to four ecologically valuable Ramsar Wetlands. About 360 Oreums (small volcano-induced mountains) of the island show a unique landscape and biological diversity as well. Gotjawal (lava stony forest) being distributed across the entire Jeju Island is another uniqueness of nature that pulls all lives into green vegetation all the time through four seasons. In addition to these Jeju was also selected & designated as one of the New 7 Wonders of Nature in 2012. All these designations and accolades clearly highlight Jeju's uniqueness for having numerous environmental and natural assets (Kumaran & Jeong, 2013).

Primarily due to its natural environmental features and unique island culture, over the past decades Jeju has become a major tourism destination attracting domestic visitors and tourists from around the world. Jeju Island hosted 15.2 million tourist visitors in 2019 which was a sharp increase of 6.6% tourists than in 2018 (Jeju Weekly, 2019). However, the growing tourism-based economy has placed severe stress on Jeju Island's natural resources, requiring policy interventions by the government and strategic actions by environmental NGOs.

Environmental Assets and the Environmental NGO Sector of Jeju

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For an island city with a population of slightly more than 600,000 people, Jeju has a vibrant NGO sector. Especially Jeju has a thriving environmental NGO sub-sector. Currently there is an estimated number of about 80 environmental NGOs actively operating in Jeju. Some of them were established long time ago in order to preserve the island culture and unique heritage. Some of Jeju's environmental NGOs are community-based organizations that promote community traditions around nature. The explosion of tourism and resulting strain on the Island's environmental resources have also created several environmental NGOs with missions to protect specific environmental traits of the Island. In general, the environmental NGO sector strives to advance environmental awareness among residents and visitors, and to promote civic engagement for the citizens of Jeju. Their operations have transpired into two broad roles for environmental protection:

1. the role as an advocacy group to government and business enterprises in preventing environmental degradation from development and over-tourism; and
2. the role of an educator to citizens in order to increase environmental awareness and conservation.

Most of the environmental NGOs of Jeju are grassroots organizations that have varying levels of management skills for effective and efficient operations. In order to promote sustainable development and conserve the Island's natural environment, these environmental NGOs need to be managed at the optimal level.

Methodology

This organizational management capacity needs assessment research used a mixed research methodology. Data and pertinent information for this analytical research article are gleaned from the primary research the authors conducted on the management aspects of environmental NGOs on Jeju Island. The qualitative data, upon which environmental NGOs' organizational management capacity needs assessments is based, came from in-depth interviews conducted with prominent environmental NGO leaders of Jeju Island. Twelve capacity needs assessment interviews were conducted with leaders representing a variety of NGOs that promote environmental conservation, protection, and sustainability on Jeju. The interviewees also represented a variety of leadership roles including: Executive Directors, Founders, Members of Board of Directors and Program/Project Managers. Further, interviewees were chosen to represent NGOs that are protecting a variety of environmental resources across the Island of Jeju. The interview questions were designed to identify current status of environmental NGO management, issues and management skill needs of environmental NGO leaders and employees, and opportunities for enhancing their organizational management capacities.

The quantitative data for the research on seven key organizational management concepts and practices were also ascertained during the interviews through seven questions on a five-point Likert scale. These quantitative questions derived interviewees' perceptions on the importance of the seven management functions ranging from "Not at all Important" to "Extremely Important." Thus, a mixed methods framework was utilized where the quantitative data substantiated qualitative data gathered during the research.

All interviews were conducted in Korean due to the fact that most interviewees were (only) Korean speaking, with the co-author providing translation and interpretation support in English for the principal author.

Trends in the Management of Environmental NGOs in Jeju

The environmental NGO sector of Jeju Island focuses on the conservation of the Island's natural and environmental resources within a sustainable development framework. There are an estimated number of 80 environmental NGOs in Jeju including civil groups and community associations that have primary organizational mission of environmental protection. Due to very low funding from government and corporate sectors, environmental NGOs predominantly raise revenues from local donors and volunteer members. Environmental NGOs in Jeju have very limited human resources, with most of them having just a few part-time and/or full-time employees. However, they are headed by leaders who are extremely passionate about the preservation of the Island's environment for the future generations.

The following are key issues faced by environmental NGOs in Jeju. These issues were repeatedly mentioned by NGO leaders who were interviewed for the research.

- Most environmental NGOs are small with low budget
 - Decrease in the number of volunteers and lack of participation from members of the Board of Directors
 - Lack of resources, especially funding, for the sustainability of existing projects
 - Poor involvement and lack of interests among the young generation for environmental protection in general, and with environmental NGOs in particular
 - Very limited opportunities for environmental NGOs to participate in environmental policy making by national, provincial and local governments
 - Poor networking and collaborative partnerships among environmental NGO and almost non-existent collaboration/partnership with government entities
 - Struggles to promote citizens and community initiatives for the preservation of environment and local cultures
 - Environmental NGOs that are operating for more than ten years have problems of 'burn out' experienced by their leaders and employees
 - Lack of employees with knowledge and technical expertise on a variety of environmental issues and

protection methods

- Struggles to involve community residents in local environmental preservation efforts on a long-term basis
- One environmental NGO leader fretted that "There are numerous tourism-based development projects continuously undertaken by private and public sectors in Jeju Island. All these developments are slowly destroying our natural and environmental assets. We are overwhelmed by environmental degradation caused by over development, but continue our struggle to protect our island environment."

Jeju Environmental NGOs Management Capacity Assessment

Following seven sections discuss the research findings on the assessment of seven key organizational management skills of Jeju's environmental NGOs. These sections begin with specific management concepts and best practices, followed by their prevailing status among Jeju environmental NGOs, and present the capacity needs for Jeju environmental NGOs through qualitative information and quantitative data tables. Each section also has a few direct quotes by the interviewees on the management topics to highlight the key findings. Structured interview questions utilized for the research are provided in Appendix I of the Appendices section of this article. Composite quantitative analysis tables (Table 8: Frequency Distribution of Responses to NGO Organizational management capacity assessment, and Table 9: Analysis of responses on NGO Organizational management capacity assessment) are given in Appendix 11.

Foundational Plan for the Environmental NGOs

Concepts and best practices of the founding blocks of NGOs:

NGOs have specific missions carefully developed to address certain needs in societies. An NGO's mission, usually captured in the form a simple mission statement, becomes the core of its organizational management process. With a strong mission, an NGO can develop client or cause centered programs, projects or services and implement them to gain goodwill among its stakeholders. Ultimately, the sustainability and expansion of the organization's operations depend on strategic management. One of the important organizational management tools for an NGO is

the foundational plan similar to a business plan for a new business. Ideally, the foundational plan (if/when developed systematically) should capture the rationale for establishing the organization highlighted by a 'need statement'; its organizational concepts including mission statement, vision statement and core value statement; information on its governance process and governing documents such as articles of incorporation which establish the NGO as a legal entity, and bylaws which are policies & procedural details on governance; initial programs/project of the organization based on client needs, and information on how programs will be evaluated to ensure success; executive leadership and human resource management details; financial information including annual budget; methods by which the organization will market its cause and communicate with stakeholders; various methods of raising revenues for the organization; measures for recruiting, training and retaining volunteers; and information on how the organization will be transparent and accountable. Foundational documents with the above-mentioned management details help an NGO to establish itself strongly and to grow.

The Jeju scenarios in foundational blocks of environmental NGOs:

Jeju's environmental NGOs seriously lack their foundational organizational management plans. While it is very common across the world that environmental NGOs emerge as spontaneous reactions to certain environmental needs and seldom new environmental NGOs are launched with such foundational plans, a sound management practice is that they, at some stage of the organization's initial growth, should embark on a systematic foundational plan that will guide their efficient management process. Only one of the twelve environmental NGOs interviewed for the research has a foundational management plan with some of the management aspects mentioned above. However, all NGO leaders are of the opinion that such foundational plan is important and would have helped in the management and growth of their organizations. Table 1 below presents the responses of the interviewees on the importance of a foundational plan for environmental NGOs.

Table 1: Responses on the importance of a Foundational Plan for the NGO (N=12)

	1	2	3	4	5
Foundational Plan	0	0	0	1	11

1. Not important at all, 2. Not important, 3. Somewhat important, 4. Important, 5. Extremely important

As given in table 1, the responses are crowded around 4 (important) and 5 (extremely important) with eleven NGO leaders expressing that a foundational plan is extremely important for the successful management of NGOs. All of them also agreed that Jeju environmental NGOs can greatly benefit from basic training on developing their foundational plans. All of them expressed their desire for and willingness to attend technical training (such as presentations and workshops) from experts to learn and apply various necessary components of a foundational plan for their NGOs, especially in the area of marketing & communication with their constituents and stakeholders.

Following are the direct quotes by interviewed NGO leaders on foundational plan for environmental NGOs:

"Our NGO and many local environmental NGOs do not have strong visions. We are more reactionary to issues such as development project that degrade our environment. We are good in protesting against issues, but we need to go beyond that and have strong vision (statements) for our organizations' future."

"We are operating for more than ten years. Our initial mission is totally different what we are doing now. We need to revisit our mission and develop a foundational plan for our NGO, so that our employees, volunteers and donors know our purpose and programs."

Governance of Jeju Environmental NGOs

Concepts and best practices of good governance in NGOs:

All NGOs, are governed by voluntary members of the their constituency who form the organizations Board of Directors. While members of the governing Board are not expected or required to engage in the NGO's operations on a day-to-day basis, they play the important policy, financial, and ethical roles in leading the organization to achieve its mission. Governance is the process of collective and participatory decision making that the Board undertakes in operating and managing the organization.

Good governance depends on how actively and effectively the Board of an NGO plays its roles to further the organizational mission and programs. The key roles of the governing Board of an NGO include: determining the organization's

mission & purpose; selecting and recruit the chief executive officer; supporting the chief executive & reviewing her/his performance regularly; ensuring effective organizational planning; ensuring that adequate resources are mobilized; managing resources effectively; determining, monitoring, and strengthening the organization's programs and services; ensuring that necessary policies are in place & in compliance with the law; enhancing the organization's status and standing among the general public; and recruiting & orienting new board members and assessing overall Board performance (Eadie, 2009 & Kumaran, 2018).

The Jeju scenarios in environmental NGOs governance:

Jeju environmental NGOs have Boards with members who are passionate about their island's environment. But unfortunately, most environmental NGOs suffer from weak governance process, primarily due to poor participation by Board members. There seem to be two reasons for this: 1. most NGOs do not have orientation processes for new members and do not provide Board members with manuals that describe their expected roles in the governance of the organization, and 2, most absentee Board members are not aware of their individual roles and responsibility in serving on the Board. Some NGO Boards meet only once or twice a year, thus resulting in their failure for hands-on governance. Further, many environmental NGOs have the same Board members for several years without term limits. It is a good Board development principle that members have strict terms and term limits to allow new members with different perspectives and backgrounds.

Table 2 below presents the responses of the interviewees on the importance of a good Board governance for environmental NGOs.

Table 2: Responses on the importance of Board governance for the NGO (N=12)

	1	2	3	4	5
Board Governance	0	0	2	2	8

1. Not important at all, 2. Not important, 3. Somewhat important, 4. Important, 5. Extremely important

As given in table 2, the responses are crowded around the importance of Board governance between 'somewhat important' (2), 'important' (2), and 'extremely important' (8) with none of the 12 interviewees responding that governance

is not important for the management of their organizations. All of them also agreed that they and members of the Boards of Jeju environmental NGOs can be greatly benefited from training on good governance. All of them expressed their desire for and willingness to attend technical training (such as presentations and workshops) from experts on governance, especially the roles and responsibilities of the entire Board and individual Board members.

Following are the direct quotes by interviewed NGO leaders on Board governance:

"Our NGO has a Board with diversified members who are passionate about our environmental cause. But we always struggle with their active participation in Board meetings. We do not have a Board manual or a orientation program for new members. I think we need to clearly inform our current and future Board members about their roles and responsibilities, especially in actively participating during the meetings."

"There are 20 members on our Board, but only five of them attend all meetings. Also, our Board meets only twice a year. We know that the Board needs to meet more frequently to discuss our work and decide on various matters, but we are worried that if we increase number of meetings even fewer Board members will show up for them."

Systematic Program Planning and Evaluation Processes of Jeju Environmental NGOs

Concepts and best practices of systematic program planning and evaluation in NGOs:

All NGOs exist to fulfil certain goals and those goals have specific objectives in order to achieve intended goals. Thus, goals are anticipated end results of an NGOs programs or projects, and objectives are means to achieve the goals. While goals can be broad statements carefully developed to address a client or mission-centered purpose, objectives need to be specific, measurable, achievable, realistic, and time-bound (the so-called SMART objectives). Well-developed program plan also provides clear directions on what, when and how program actions are carried out. Thus, it is vital that NGOs capture details of their program goals and objectives in a written document after a systematic planning process. To a considerable extent implementation of a program and its success depend on the level of details that go into the planning process and the document. A good program plan also provides details on resources needed and helps in developing practical financial plan including program budget. At high levels of

planning, the program plan also includes logic models for each objectives. Logic models detail, for each objective, the resources needed, activities to be implemented, expected outputs, and outcomes.

Equally important to sound program planning is program evaluation to make sure intended outputs, outcomes, objectives, and eventually the goals are achieved. NGOs need to collect adequate data during program implementation to monitor and evaluate its success. These data can come from a variety of sources including employees, volunteers, members, clients, etc. Program evaluations help organizations to correct issues/failures faced during implementation and to capitalize on successes during consequent planning cycles.

The Jeju scenarios in program planning and evaluation among environmental NGOs:

One of the major management weaknesses in program management of Jeju environmental NGOs is the lack of systematically developed planning documents. Many of them implement projects without any written plan, which result in haphazardly developed and implemented programs. Only a few environmental NGOs follow some forms of program evaluation. Most of them do not evaluate their programs and thus do not have written documentation on their outputs and outcomes. This hinders their marketing and communication process with stakeholders, especially donors. Good evaluation practices are also essential requirements for potential grants, which elude many organizations.

Table 3 below presents the responses of the interviewees on the importance of developing systematic program plans and evaluation mechanisms for overall program success.

Table 3: Responses on the importance of systematic program planning & evaluation for the NGO (N=12)

	1	2	3	4	5
Program Planning & Evaluation	0	0	1	1	10

1. Not important at all, 2. Not important, 3. Somewhat important, 4. Important, 5. Extremely important

As given in table 3, the responses are crowded around 3 (somewhat important), 4 (important) and 5 (extremely important) with ten NGO leaders expressing that well-developed program plan and evaluation plan are vital for Jeju environmental

NGOs. All of them also agreed that Jeju environmental NGOs can be greatly benefited from basic and advanced training on systematic development of annual program plan and evaluation documents. All of them expressed their desire for and willingness to attend technical training from experts to learn and apply various necessary steps in developing program plan and evaluation methods to assess their outcomes. They also expressed their need to document implemented program outcomes for communication with their stakeholders.

Following are the direct quotes by interviewed NGO leaders on program/project planning and evaluation:

“We are a community-based environmental NGO. We have more than 1000 community members in our organization. One major issue in our project planning is to get the collective community input in the process. With varying interests among community members we struggle to come up with projects that will keep all our community members happy. We could use some training by an expert on community engagement and participation in our planning process.”

“Our NGO was established 16 years ago and we have made numerous impacts. But we have not documented the outcomes of our projects over the past years. We have not evaluated our environmental projects in a systematic manner. Now we realize the importance of outcome evaluation that can help us in documenting our past success.”

Strategic Planning for Jeju Environmental NGOs

Concepts and best practices of strategic planning for NGOs:

As mentioned earlier, the ultimate success of an NGO depends on the strategic directions and measures it takes for the continuous growth of the organization. Strategic thinking and planning of an NGO revolve around the organization’s ability to understand and consider the changing/evolving conditions in the society (including socio-economic, political, policy directions) within its management planning process. Strategic planning is a much intense process than program/project planning because it covers the organization’s goals, objectives for a foreseeable period of three to five years and develop a written document which includes specific implementation details. Further, unlike program level planning, strategic planning is the system-wide planning process that prepares

an NGO to be proactive to external conditions within which the organization operates. In NGO management, strategic planning is becoming an important management tool to sustain and grow the organizations (Bryson, J.M., 1995). However, in order to adopt elements of strategic planning, NGOs must have a systematic program/project planning process. In other words, without engaging in proper planning process, an NGO cannot be successful in undertaking a strategic planning process.

The Jeju scenarios in strategic planning for environmental NGOs:

Strategic planning and implementation of strategic plans do not seem to be existing in the management of environmental NGOs in Jeju. Overall, strategic planning is not being considered as an important management tool by the environmental NGOs interviewed for this research. This may be primarily due to the fact that most of these NGOs do not have regular/standard planning process for their programs. Due to the lack of program planning process, it seems that strategic planning is not a priority management skill for now. It is also logical that regular and adequate program planning process precedes any initiative to plan the organization's future programs strategically.

Table 4 below presents the responses of the interviewees on the importance of strategic planning for environmental NGOs.

Table 4: Responses on the importance of strategic planning for the NGO (N=12)

	1	2	3	4	5
Strategic Planning	3	2	2	2	2

1. Not important at all, 2. Not important, 3. Somewhat important, 4. Important, 5. Extremely important

As given in table 4, the responses are crowded equally around the two extremes of 'not important' (6 responses), and 'important' (6 responses). For the most part, NGO leaders who responded that strategic planning is not important for them also do not have systematic program plan in place for their organization. Of all the twelve environmental NGO leaders interviewed for this research, only one stated that the organization has an active strategic plan. Although this organization calls this plan, developed in 2017, as 'Vision Plan 2020,' for the most part it seems to have elements of strategic plan. Only a few of the interviewees were interested in gaining practical knowledge and skills in engaging with a strategic planning process for their organization.

Following are the direct quotes by interviewed NGO leaders on strategic planning:

"Unfortunately our NGO is very small and we do not even have a regular program plan. We need to learn to develop program level plans before we can think about attempting to complete a strategic plan. We are not yet ready to start a strategic planning process for the organization."

"A few years ago we completed a strategic plan. But it was more like a wish list of what we would like to achieve. Needless to say, we could not achieve many goals in that strategic plan and decided not to have any such plan in the future."

"Recently we approached a foundation for some funding. They asked us if we have a strategic plan and we did not have one. We know the importance of having a strategic plan and are willing to learn basic skills for developing our first strategic plan."

Diversified Fundraising for Jeju Environmental NGOs

Concepts and best practices of NGO fund raising:

Constantly raising revenues needed for adequate operational, administrative and program/service expenditures is a major challenge for all NGOs across the world. In fact, fund raising has become a major management challenge for NGOs due to the steady growth in the number of NGOs, most of them complete for the same sources of revenues for their operations. Environmental NGOs are required to be creative and diversify sources of their funding in order to fulfill their mission, programs and services. NGOs derive their revenues from philanthropic donations, fees for services, membership dues, government grants and contracts, foundation grants, special fund raising events, and corporate grants. In addition, environmental NGOs can raise revenues by organizing eco tourism and allied services. In order to have diversified sources for steady revenues, environmental NGOs need to be aware of trends in philanthropic giving, grant funding, eco tourism, etc. (Kumaran, 2018). In general, there seems to be an overall increase in philanthropic giving in South Korea for NGOs. According to The Beautiful Foundation's Giving Korea 2018, of the 2011 adults surveyed in their opinion poll 53.3% of them donated for nonprofit causes in 2017 which is an increase from the 2015 philanthropic giving rate of 45.6% (The Beautiful Foundation, 2019). However, there are no indications or date on philanthropic and other revenues for environmental NGOs.

In order to have a diversified fund raising mechanism, all NGOs should have a basic annual

fund raising plan that covers various methods. Sections of a fund raising plan include: statement on the organization's (including mission, history & impacts; a 'case statement' that make a compelling plea for potential donors to invest their philanthropic donations in the organization's mission, programs & services to protect the environment; an annual fund raising plan which highlights levels of funding from multiple sources; a marketing & communication plan for donations; development and maintenance of the donor base, carefully developed donation appeals for one-on-one solicitation, direct mail letters, and online & social media appeals for donation; a grant proposal for potential foundation; and an evaluation plan to assess the annual outcome of the fundraising plan.

The Jeju scenarios in fund raising by environmental NGOs:

Fundraising is the most serious management issue faced by environmental NGOs in Jeju which, in turn, affect mobilization of all other resources necessary to operate the organizations. Due to heavy dependency on one (usually from members) or two sources of funding, most environmental NGOs struggle to implement even their regular programs. Unfortunately, several environmental NGOs seem to have declines in their annual funding levels (and resulting budget cut for programs) during the past years. Some have unexpected fluctuations in their annual funding levels, which result in uncertainty in their overall operations. Many environmental NGOs enjoy strong goodwill from local communities that have translated into donations. However, their donor relations and stewardship communications seem to be weak and this has caused lapses in donations by previous donors. A few environmental NGOs receive their entire annual revenues from Jeju Special Self-Governing Province, and even these organizations face budget cuts imposed by the government from time to time. With the size of island's population and small donor base, environmental NGOs that entirely depend on philanthropic donations are likely to continue their financial struggles unless they take necessary steps to diversify their fund raising portfolios.

Table 5 below presents the responses of the interviewees on the importance of a diversified fund raising for environmental NGOs.

Table 5: Responses on the importance of fund raising from diversified sources for the NGO (N=12)

	1	2	3	4	5
Diversified Fund Raising	0	0	0	0	12

1. Not important at all, 2. Not important, 3. Somewhat important, 4. Important, 5. Extremely important

As given in table 5, all of the twelve interviewees responded that diversified fund raising is extremely important for their organization and all environmental NGOs. Interestingly three respondents responded "10" when asked how important is fund raising on a scale of 1 to 5. Only one of the NGO leader responded that the organization receives 100% of its funding from the government, and this leader also expressed the importance for the organization to diversity revenue sources so that it will not be affected by unexpected declines in government funding for its operations. All respondents agreed that Jeju environmental NGOs can greatly benefit from basic and advanced training on diversified fund raising methods. All of them expressed their desire for and willingness to attend hands-on technical training on improving and diversifying their fund raising processes.

Following are the direct quotes by interviewed NGO leaders on diversifying their funding sources:

"During the past few years we lost many of our members and so we lost our income from membership dues. Last year we opened a restaurant to supplement our NGOs' income, but we are struggling to run the restaurant due to heavy competition in the restaurant industry of Jeju."

"We had many donors in the past but we did not maintain their contact information and did not communicate with them regularly. Now our donor base is shrinking. We need to learn how to communicate and build continuing relationship with our current & past donor bases."

Grant Writing for Jeju Environmental NGOs

Elements of successful grant writing for NGOs:

Government organizations, international NGOs, and NGO foundations are increasingly assisting NGOs by providing funds through grants that have specific purposes. Grant seeking and grant proposal writing have also become important and integral parts of diversified funding sources for NGOs. The process begins with thorough search of grant making sources that are appropriate to the NGO's mission, clients, and programs on the one hand, and that the NGO has the capabilities to successfully implement the proposed project as per the grant requirements on the other. The following are the key reasons for which NGOs of all size and scope can and should seek grants: funds received are not repaid to the grantor; to start a new program or continue the existing ones; no risk to existing funding or programs; to perform research on the

issues that the organization addresses; to build management and expertise capacity; to enable innovative & action-based problem solving; to fill needs in communities and among clients.

NGOs need to pay special attention to both the grant writing process and a product, as grants are becoming more and more competitive and granting sources seek proposals that show high levels of potential success. The process of grant writing involves the following steps: assessing the need, accessing information, building support (internally & externally), and organizing the proposal. The final product is the grant proposal which is a rational description of: needs, objectives, methods, resources, and anticipated outcomes captured in informative logic models. In so many ways, grant writing is an intense form of program planning covered in a previous section.

The Jeju scenarios in grant writing by environmental NGOs:

Most of the environmental NGOs in Jeju do not avail grant funding, primarily due to lack of knowledge, expertise and experience in grant writing. Some NGOs that have received grants in the past and the NGOs that continue to do receive grants have sustained and grown their operations directly as the results of those grants. Unfortunately, many environmental NGOs are of the opinion that by receiving a grant they will be subjected to some form of pressure from the granting agency about their operations. This is perception is especially true for potential government grants, due to high levels of mistrust on a government agencies. Several NGOs neither have the desire to identify grant opportunities nor have the interest in pursuing skills to write strong and competitive grant proposals.

Table 6 below presents the responses of the interviewees on the importance of grant writing for environmental NGOs.

Table 6: Responses on the importance of grant writing for the NGO (N=12)

	1	2	3	4	5
Grant Writing	2	4	3	2	1

1. Not important at all, 2. Not important, 3. Somewhat important, 4. Important, 5. Extremely important

As given in table 4, the responses are scattered across and crowded equally around the two extremes of 'not important' (6 responses), and 'important' (6 responses). Interestingly, most

of the NGO leaders who responded that grant writing is not important for revenue generation also expressed that environmental NGOs should not get government funding. Except three respondents, most of them have never written a grant. About half of the respondents agreed that environmental NGOs need to seek and apply for grants from government and foundation sources. The same group also expressed desire to learn above the elements of grant seeking and writing from experts through practical training workshops.

Following are the direct quotes by interviewed NGO leaders on grant writing:

"We wrote a successful grant proposal three years ago and received the grant from a Foundation in Seoul. This grant, which provided seed funding for some of our projects, is running out this year. We are seeking grant opportunities now, but we know that grants have become very competitive."

"We are aware of some grants available for environmental projects. However, we are not ready to write grant proposals as no body in our organization knows how to write them. We are certainly willing to send some of our employees to learn the skills that are necessary to write (grant) proposals."

Networking with other Environmental NGOs and Government Organizations

Concepts and best practices of networking and collaborative partnerships for NGOs:

Being a sub-sector of the broader NGO sector, environmental NGOs have the natural ability to network with other environmental NGOs based on mission alignments in environmental conservation and sustainability. Ability to network and develop collaborative partnerships for mutual benefits between environmental NGOs is also an important management function and an organizational capacity building tool. Collaborative partnerships among environmental NGOs provide opportunities for them to pool resources that are limited. Networking and collaborations also raise the visibility and impacts of environmental NGO sector. Increasingly, grant making organizations (both in the NGO, government, and corporate sectors) are increasingly prefer environmental NGOs to develop collaborative grant projects for environmental programs and services.

While environmental NGOs have found considerable success in networking within the environmental NGO sector, unfortunately, often times they have adversarial relationships with

government and corporate sector organizations. This is primarily due to the way environmental NGOs consider government agencies as weak regulators of the environment and corporate entities as polluters of the environment. In order to grow and thrive, NGO sector needs stronger integration with government and for-profit corporate sectors (Casey, 2016).

The Jeju scenarios in environmental NGOs' networking and collaboration:

Networking and collaboration are areas that Jeju environmental NGOs are good at. This is primarily due to the mission alignment of all environmental NGOs in protecting and conserving the Island's natural resources and the fact that Jeju is a small island community where 'everyone knows everyone else.' Besides, shared cultural values and the pride in their Island heritage has formed natural bonding among NGO leaders. Especially, Jeju environmental leaders have excellent abilities and willingness to collaborate during public protests against any developments that can affect the Island's environment features. Examples of such protests include the past movement against the development of the naval base on Jeju and current protests against the government's plan for a potential second airport on Jeju. However, while networking among environmental NGOs is solid, their ability or interest to network with government and corporate sector is very weak. This is due to the sentiment that government and corporate (especially the tourism industry) are constantly attempting development projects that will degrade the environment.

Table 7 below presents the responses of the interviewees on the importance of networking and collaborative partnerships for environmental NGOs.

Table 7: Responses on the importance of networking with other NGOs and the government (N=12)

	1	2	3	4	5
Networking & Collaboration	0	0	2	2	8

1. Not important at all, 2. Not important, 3. Somewhat important, 4. Important, 5. Extremely important

As given in table 7, the responses are crowded around 3 (somewhat important), 4 (important) and 5 (extremely important) with eight NGO leaders expressing that networking and collaborative partnership among Jeju environmental NGOs and between them and the government & corporate sectors. All of them also agreed that Jeju

environmental NGOs can benefit from networking with other NGOs representing various sub-sectors, government agencies, and the tourism industry. All of them expressed their desire for and willingness learn skills that are needed to develop collaborative partnerships and opportunity to network with government and corporate sector leaders.

Following are the direct quotes by interviewed NGO leaders on networking and collaborative partnership:

"Due to conflicting goals and competition for the same donor base, many environmental NGOs are reluctant to network and develop collaborations. However, we all come together when there are protests organized by one NGO against any development project that can negatively affect Jeju's environment. We need to improve our networking efforts as we all have the common mission of protecting our environment"

"We understand the importance and eventuality of collaborating with the government, but the lack of trust that exist between local environmental NGOs and government agencies prevent us from interacting with government officials."

"Our environmental NGO receives 100% of our funding from the government. Unfortunately, several other environmental NGOs don't trust us because of this, and they are not interested in collaborating with us."

Conclusions

Environmental NGOs of Jeju play crucial roles in the protection of all of the Island's environmental and natural assets, preserve the cultural heritage, promote community involvement in environmental conservation, and make tremendous contributions to the sustainable development. Through their grassroots connection and missions of preserving Jeju for the future generations, they continue to provide remarkable environmental services. As the vanguards of Jeju's UNESCO designated and other natural treasures, they also contribute to the overarching global environmental movement. However, most of Jeju's environmental NGOs are small and operate with limited resources. In order to provide efficient and effective environmental services, they need to enhance their organizational management capacities. This research attempted to elicit management skill needs of these NGOs. Conclusions of this research work are presented below, in the form of a SWOT (Strength - Weaknesses - Opportunities - Threats) analysis of Jeju's environmental NGO sector.

Strengths of Jeju environmental NGOs:

Observations of Jeju's NGOs and the interviews with the 12 environmental NGO leaders clearly proved that they are very passionate in protecting & conserving the environmental of the Island. Their dedication and hard work are major strengths of the environmental NGO sector. Most of them have extensive knowledge and skills on measures to preserve the environmental features of Jeju. All environmental NGOs lend their support and rally around development measures/projects that they perceive will deteriorate the island's natural resources. Example of this is the movement against plans for a potential second (and larger) airport for Jeju. This issue has galvanized all environmental NGOs to mobilize their members and volunteers in protesting the government's plan. Another major strength of the sector is the deep-rooted understanding on the Island culture and history on the part of the NGO leaders which inspire them and their stakeholders towards their missions,

Weaknesses of Jeju environmental NGOs:

As repeatedly mentioned by the NGO leaders interviewed and from the researchers' observation, the major weakness of Jeju environmental NGOs is their poor ability to mobilize funds they need for operations. Most of them depend on the same pool of members or volunteers for financial support and are reluctant in diversifying their sources of revenues. While they tend to network and rally around protest events against development projects, they don't seem to have collaborative projects where resources can be pooled for mutual benefits. Lack of any desire by most environmental NGOs to collaborate with any government entity is another major weakness. The mistrust that they seem to have on government entities (which is also reciprocated by government entities to NGOs) leads to an impasse for any meaningful collaboration in the near and far future

Opportunities for Jeju environmental NGOs:

Potential opportunities for Jeju environmental NGOs to enhance their organizational capacities, operational efficiency, and overall effectiveness include:

- Diversifying their donor base and sources of funding for various environmental projects by carefully identifying their constituency and stakeholders who have strong connections with their missions.
- Promote environmental awareness among the

younger generation, especially school and college students, so they will become environmentally responsible adults who will support future NGO efforts.

- Promote volunteerism among senior citizens who have strong roots and connections with the cultures and traditions of the Island.
- Enhanced networking among NGOs representing other sub-sectors such as educational and health care NGOs on relevant projects.
- Begin the networking process with Jeju government officials to identify environmental project that are of mutual interests. Partnership with government entities also have potentials for revenue infusion.
- Involve in environmental policy making process through open and deliberative dialogues with elected officials.

Threats facing Jeju environmental NGOs:

- Overall disconnect between environmental NGOs and Jeju government.
- Lack of trust between environmental NGO leaders and Jeju government officials.
- Dwindling resources (especially funds) for environmental NGOs.
- Weaknesses in organizational management, skills, expertise, and capacities among environmental NGOs.
- Lack of NGO participation in environmental policy making process and the overall environmental governance of Jeju.

Recommendations

Jeju Island has a vibrant environmental NGO sector with about 80 NGOs providing a variety of active environmental services. They can considerably improve their operational efficiency and organizational effectiveness if they enhance their management capacities in several areas, especially the seven key management skills/functions described above. The following are a few recommendations for the overall growth of Jeju environmental NGO sector.

Learning from best management practices of environmental NGOs from island nations, states and cities across the world. As most island communities have similar environmental traits and issues relating to development, climate change, and over-tourism, Jeju NGOs should be willing to seek out best management practices and apply them with appropriate modifications to suit local community needs. Online resources make identification and understanding of these best practices relatively

easy. Seeking the assistance of and establishing partnership with international environmental NGOs (IENGOS) will help in enhancing technical expertise on a variety of environmental protection methods and prevention of environmental degradation.

Improving the volunteer base and carefully design volunteers opportunities. Environmental conservation attracts a wide array of local, domestic and international volunteers. Volunteer management with well-defined volunteer recruitment, orientation, and retention measures can bring a variety of talents and skills for organizational growth. Further, volunteers who have satisfying volunteer experience become ambassadors for the NGOs within their social and peer circle. Online methods of recruiting volunteers are growing fast, and Jeju environmental NGOs need to capitalize on this trend. Another source of recruiting volunteers is by providing internships and similar opportunities for students who have such internships as academic requirements. There is also growing trends in voluntourism (volunteer-tourism), where tourist visitors to the Island can be provide opportunities to serve as volunteers for some time during their vacation on Jeju. For example, visitors who participate in eco-tourism activities by environmental NGOs can be tapped for appropriate volunteer opportunities.

There is a need for further academic and applied research on improving the capacities of the NGO sector and all of its sub-sectors on Jeju. Faculty, researchers, and students from Institution of higher learning including Jeju National University can be encouraged to focus their research efforts on the roles, operations and impacts of NGOs within the organizational capacity building framework. Departments of Sociology, Public Administration, Environmental Protection, and even Hospitality Management are potential sources for applied research on enhancing environmental NGO sector of Jeju.

Constant efforts must be made on diversifying funding sources including grants from government entities, national and international foundations, and corporate sector. Networking with government and corporate sectors are precursors to any resource mobilization from them. As mentioned several sections of this article, a major area for improvement is networking and collaborations between environmental NGOs, government organizations, and corporations as partners in sustainable development. Some of the solutions to improve relations between Jeju environmental NGOs and the Jeju government include:

- Improving desires/interests of environmental NGOs, government officials, and corporate executives (especially from the tourism industry)

to understand, appreciate, and connect with one another within a overarching environmental governance framework

- Establishing a platform in a community location (such as Halla Library) for weekly or monthly 'networking forums,' where environmental NGOs, government officials, and corporate sector leaders can present and discuss their ideas to address current and emerging environmental issue. In order to be effective these forums must follow a deliberative process facilitated by a trained expert, For example, one forum can focus on 'solid waste management,' where environmental NGOs, relevant government officials and tourism sector executives can discuss the issue, barriers, and potential solutions to address the growing solid waste management issues on the Island.

- Establishing a 'Jeju Environmental NGO Resource Center' where environmental NGO leaders can attend expert presentations on various environmental issues and best practices from other island states/cities across the world. Such resource center can also provide organizational management capacity training for environmental NGOs, as many of them lack key management skills highlighted in this article.

- Jeju Special Self-Governing Province, Jeju-si and Seogwipo-si governments initiating small grant programs for environmental NGOs to work among themselves and with government agencies on targeted environmental issues (for example, prevention of plastic pollution on island seashores through community awareness education programs).

- The key ingredient for promoting networking and collaborative opportunities between environmental NGOs, government entities and corporations is to improve their trust on one another. Given the current status of environmental NGOs – governments – corporations relations, it will take time to develop such trust, but if small measures (some listed above) are undertaken, mutual understanding & respect between the leaders of NGOs, government and corporations will grow and eventually result in mutual trust.

- Protecting and preserving the natural and environmental treasures of Jeju Island is, eventually, the collective responsibility of the people of Jeju, all levels of the government, corporate and the environmental NGO sectors. All efforts and services to conserve the environment of Jeju Island for the benefits of future generations need to be galvanized within the overarching environmental governance where all three sectors actively participate and make collective decisions within the three key elements of sustainable development: people, planet & profit.

Note: Research work for this article was made possible and supported by the Core U.S Fulbright Scholar Award that the principal author Muthusami Kumaran received from the Fulbright Program, U.S.A and the Korean–American Educational Commission, The Republic of Korea. Research support was also provided by the World Environment and Island Institute, Jeju National University.

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Receiving Date: September 2, 2019

Reviewing Date: September 9, 2019

Reporting Date of Article Appearance: September 16, 2019

APPENDICES

Appendix I

Organizational Management Capacity Building for Jeju Environmental NGOs Needs Assessment discussion/interview questions for Environmental NGOs of Jeju

Dear NGO leaders:

We are conducting a research project to assess organizational management capacity needs of the environmental NGOs of Jeju Island. For this ‘needs assessment’, we would like to get your input on various current management practices of your organization and management skills your organization would like to learn for enhancing its efficiency and effectiveness. Your input will help us in assessing management skill needs and make relevance recommendations. Participation in this discussion/interview is entirely voluntary. No information identifying you or your organization is required or will be used by the project team. Information we collect from NGO leaders during this needs assessment is solely to develop a research article.

Thank you!

Understanding and applying organizational management principles and best practices are vital for the overall capacity building for environmental NGOs in Jeju. Based on my initial research, I am aware of a few management skills that can improve the operational efficiency and organizational effectiveness of environmental NGOs in Jeju. I would like your input on some of these skills this project can provide to interested environmental NGO leaders in Jeju.

1. First a general question, what is the overall trend in organizational management capacities of NGOs in Jeju?

2. What are the key issues facing the environmental NGOs in Jeju in terms of operational efficiency and organizational effectiveness?

I have identified seven broad management areas through which environmental NGOs in Jeju can enhance their operational efficiency and organizational effectiveness. Next questions are about these key management practices. For each management skill, please let me know in your opinion how important that management skill is for the successful operation of your and other environmental NGOs of Jeju. Please rank its importance on a five–point opinion scale: 1. Not important at all, 2. Not important, 3. Somewhat important, 4. Important, 5. Extremely important. Please elaborate what kind of training you or other

environmental NGO leaders of Jeju need to improve this management skill.

On a scale of 1 – 5: 1, Not important at all, 2, Not important, 3, Somewhat important, 4, Important, 5, Extremely important

3. Foundations of an NGO (including development of good mission, vision, core value statements, and well-defined organizational charter)

4. Good governance practices and implementation (including principles and best practices, roles, responsibilities, etc. in board governance)

5. Systematic program planning based on client needs with relevant goals, objectives, strategies, activities, logic models, and program evaluation

6. Fundamentals of strategic planning and application of strategic planning process

7. Diversified fund raising

8. Grant writing

9. Developing collaboration with other NGOs and/or appropriate government entities.

10. Is there any other important management function that can be included in a capacity building workshops?

11. Would you or anyone in your organization be interested in participating in a capacity building workshop to be held in January/February 2020?

Grant Writing	0	2	4	3	3
Networking & Collaboration	0	0	2	2	8

1. Not important at all, 2, Not important, 3, Somewhat important, 4, Important, 5, Extremely important

Table 9: Analysis of responses on NGO Organizational management capacity assessment (N=12)

	Mean	Mode
Foundational Plan	4.92	11 (Extremely important)
Board Governance	4.33	7 (Extremely important)
Program Planning & Evaluation	4.5	8 (Extremely important)
Strategic Planning	4.16	7 (Extremely important)
Diversified Fund Raising	4.66	8 (Extremely important)
Grant Writing	3.58	4 (Extremely important)
Networking & Collaboration	4.5	8 (Extremely important)

Appendix II

Quantitative Analysis Tables of Responses from Interviewees

Table 8: Frequency Distribution of Responses to NGO Organizational management capacity assessment (N=12)

	1	2	3	4	5
Foundational Plan	0	0	0	1	11
Board Governance	0	0	2	2	8
Program Planning & Evaluation	0	0	1	1	10
Strategic Planning	3	3	2	2	4
Diversified Fund Raising	0	0	0	0	12