

Report Conducted as part of the International Study on Cross-Sector Partnerships for the Implementation of Community Sustainability Plans Gwangju Council for Sustainable Development - Partners Survey Results

PhD (Candidate) Eduardo Ordonez-Ponce and Dr. Amelia Clarke
School of Environment, Enterprise and Development
Faculty of Environment
University of Waterloo

E-mail: eordonez@uwaterloo.ca

Website: <https://uwaterloo.ca/implementing-sustainable-community-plans/>



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1. Introduction

Since 1995, local initiatives for the sustainability of South Korea have been led by civil society and local governments, and Gwangju is one of the current local councils working for sustainable development (Yoon, 2016). In 1995, the city founded the Council for Green Gwangju 21 with the purpose of making Gwangju a sustainable city led by the principles of Agenda 21; in 1996, the city signed a Declaration on the Environment; in 1997, the Declaration of a LA21 “Green Gwangju 21” was launched; and in 1998, the Council for Green Gwangju 21 was re-inaugurated (Gwangju Council for Sustainable Development, n.d.). Later in 2002, the Second Action Plan “Green Gwangju 21” was established, the third in 2007, and the fourth in 2012 (Gwangju Council for Sustainable Development, n.d.). Finally, in 2016, the name of the council was changed to Gwangju Council for Sustainable Development (GCSD) under the principles of ‘governance based on public-private cooperation’ and a ‘democratic settlement process in the region’. Among the GCSD’s aims is to encourage the participation of local communities and expand the scope of the initiative from environmental issues to economic, social, and cultural issues (Gwangju Council for Sustainable Development, n.d.).

The GCSD has an average annual budget of about 1 billion Korean Won (approx. USD 900,000), the second largest in Korea (Yoon, 2016), and is currently working with 99 organizations from across sectors partnering for the sustainability of the city (D. Yoon, personal communication, March 30, 2016). The partnership’s main focuses are the creation of city forests, improve the quality of climate by expanding public transport, establishing ecological water streams preserving biological diversity, reduce waste and improve recycling of resources, the development of a green economy through green consumption by minimizing carbon discharge and the use of resources, green traffic through the promotion of a bicycle culture, community participation in the development of community businesses, the promotion of ecological culture and arts, environmental welfare, sustainable health and food culture, gender equity, and sustainable development education (Gwangju Council for Sustainable Development, n.d.).

The focus of this report, part of an international study of cross-sector partnerships for the implementation of community sustainability plans, are organizations partnering for the sustainability of Gwangju.

The challenge of achieving sustainability is too complex for any organization to address in isolation (Bryson, Crosby, & Stone, 2006; Gray & Stites, 2013; Waddock, 1991), a reason why Gwangju and many other cities around the world (ICLEI, 2012) have invited various local organizations to work together towards their sustainability. Partner organizations such as businesses, civil sector organizations, or governmental agencies are all key stakeholders for achieving community sustainability goals (Gray & Stites, 2013; Waddock, 1991) whose engagement can produce big changes within the community (Meadows, 1999). The engagement of these organizations in partnerships represents an opportunity to address public pressure and expectations on socially responsible businesses, more efficient and accountable NGOs, and for governments to provide more benefits and services while improving transparency (Selsky & Parker, 2005).

It is important to recognize the relevance of partner organizations' engagement and the contributions they make to the success of the initiative for a more sustainable Gwangju; therefore, this study is focused on analyzing partner organizations. It is expected that this analysis will be useful not only for partner organizations to learn from each other about their drivers, structures and outcomes, but also for the partnership to engage them better and get the full potential from the partners by aligning values and creating incentives for them to work together for their success (Tang & Tang, 2014).

2. Gwangju Council for Sustainable Development: The Partners

The network of partners of the Gwangju Council for Sustainable Development consists of 99 organizations. Figure 1 shows the partners of the Council distribution according to its original categories. However, for purposes of this study, organizations have been grouped into three categories as presented in Figure 2 (i.e., most of the partner organizations are from civil society).

Figure 1: Distribution of Partner Organizations of the Gwangju Council for Sustainable Development

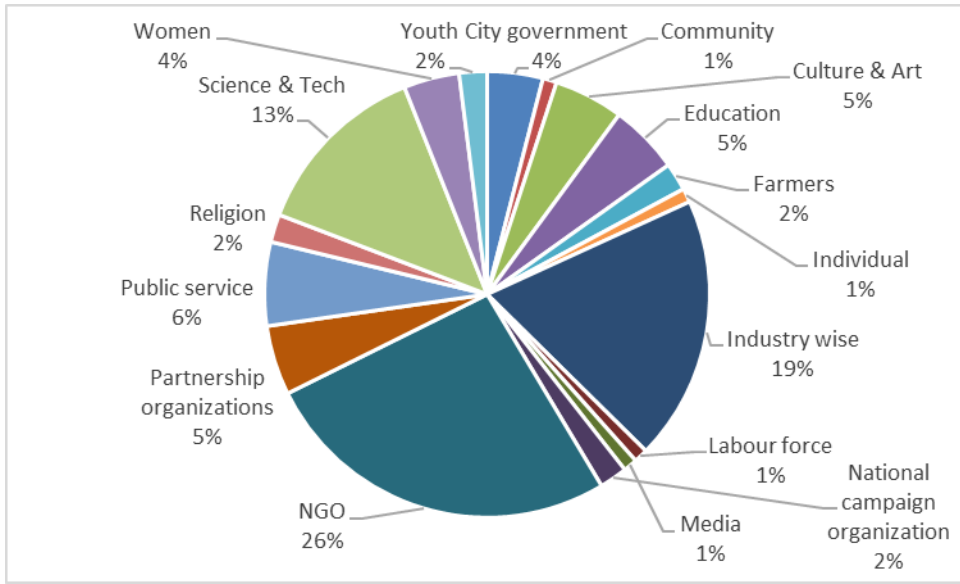
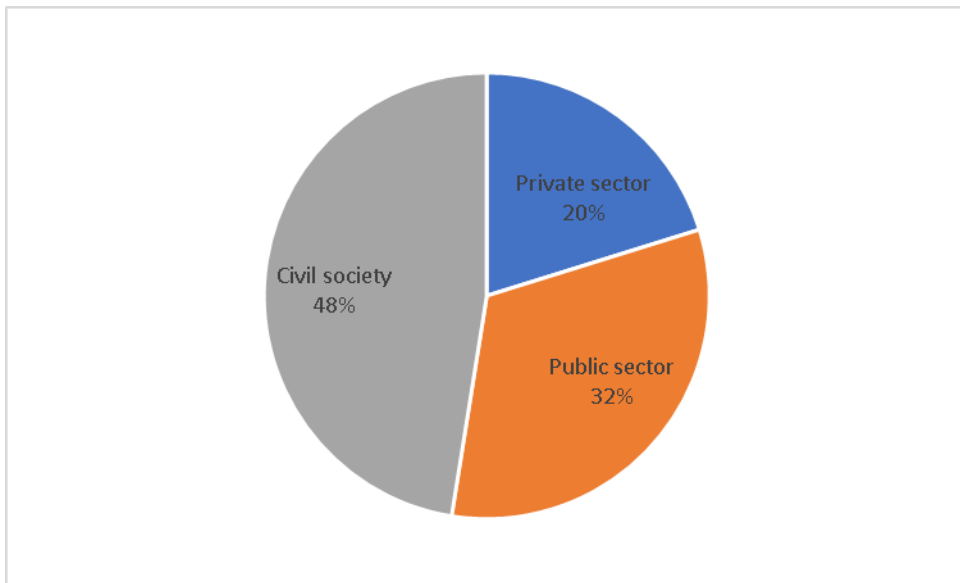


Figure 2: Distribution of Partner Organizations of the Gwangju Council for Sustainable Development based on the Categories defined for this Research



3. Scope of the research

This study on the partners of the Gwangju Council for Sustainable Development is part of a research involving four cities worldwide which have been working towards their sustainability with outstanding results. The cities selected adhere to a criterion that require they have large partnerships; have been working on the initiative for at least ten years; and that they have a projection to continue working on the initiative for a similar period of time. Additionally, this study includes partnerships that impact populations of between one and two million people from countries with a high human development index. According to the criterion described above, the cities selected to participate in this study are:

Table 1: Participating Cities based on the Selection Criterion

City, Country	Active partners	Working since	Time projection	Population (millions)	HDI ¹
Barcelona, Spain	328	2002	2022	1.6	0.876
Bristol, United Kingdom	291	2003	2020	1.1	0.907
Gwangju, South Korea	99	1995	2020	1.5	0.898
Montreal, Canada	142	2005	2020	1.6	0.913

This study is part of a larger project led by Dr. Amelia Clarke (<https://uwaterloo.ca/school-environment-enterprise-development/people-profiles/amelia-clarke>) at the School of Environment, Enterprise and development in the Faculty of Environment at the University of Waterloo in Canada; and part of the thesis for the degree of Doctor of Philosophy in Social and Ecological Sustainability of Eduardo Ordóñez-Ponce (<https://uwaterloo.ca/implementing-sustainable-community-plans/current-students-studies/eduardo-ordonez>). More information about the project can be found at <https://uwaterloo.ca/implementing-sustainable-community-plans/>.

¹ Human Development Index at country level (United Nations Development Programme, 2015)

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a. Variables to be studied

This study focuses on three key variables for understanding partnering organizations:

- The drivers for organizations to join and remain engaged in the Gwangju Council for Sustainable Development;
- The outcomes partner organizations have achieved as members of the partnership;
- The structures organizations have implemented for contributing to the sustainability of Gwangju.

Organizations have been addressed through a survey. The implementation stage was developed in collaboration with the Gwangju Council for Sustainable Development who helped by reaching out to the partners, explaining the study and its purpose as well as providing the survey for organizations to respond.

Survey questions were focused on organizations and not on the views or opinions of those who answered the questions. There are not known or expected risks for participating in this study. All provided information has been considered confidential, but aggregate findings will be shared with the participating cities and the movement of sustainable cities. Data collected through this study is kept in a locked office at the University of Waterloo for a period of ten years.

b. Data collection

In March 2016, an email was sent by the Korean Institute Center for Sustainable Development (KICSD) to the Gwangju Council for Sustainable Development providing a link to the platform www.fluidsurvey.com for them to invite their members to answer the survey remotely. The process was open until June 2016 with a total response of 53 organizations, representing a 54% response rate. Figure 3 shows the surveyed organizations classified according to their category:

Figure 3: Distribution of Surveyed Respondents Organizations

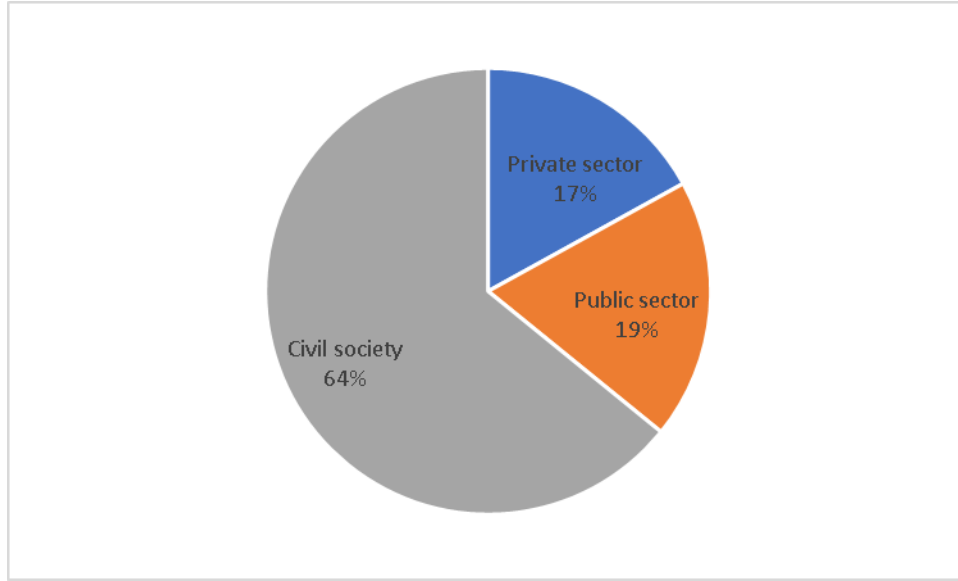


Table 2: Number and Percentage of Organizations by Category

Organizations	Total	Surveyed with respect to the category
Private sector	20 20%	9 17%
Civil society	47 47%	34 64%
Public sector	32 32%	10 19%
Total	99 100%	53
Response rate		54%

4. Description of surveyed organizations

a. Surveyed respondents

The following table shows that most respondents were CEOs (55%), followed by junior staff (11%), and sustainability/environmental leads (9%).

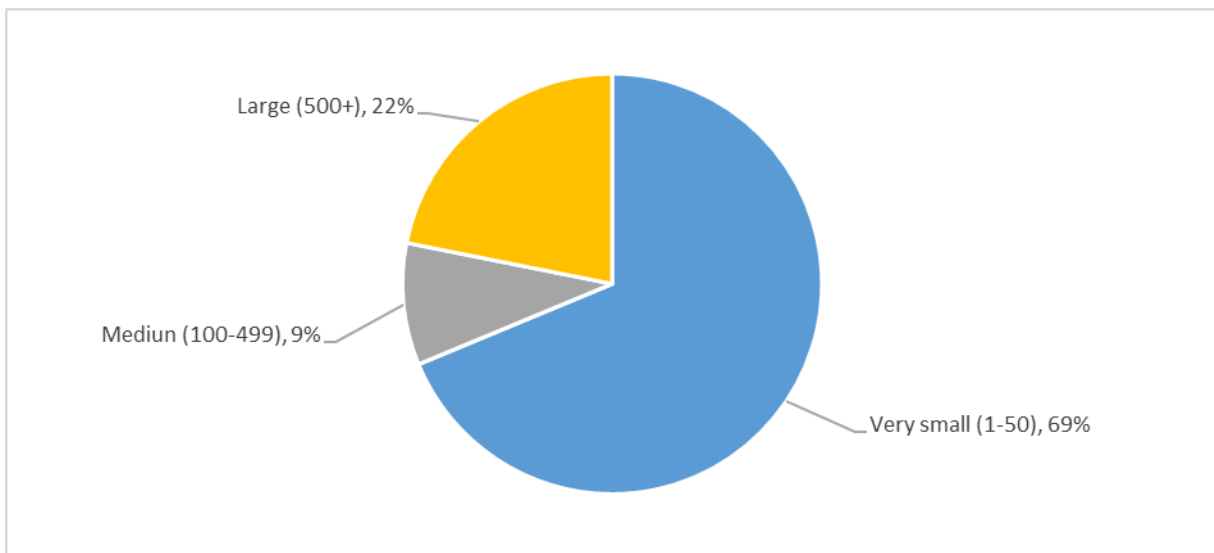
Table 3: Positions of Surveyed Respondents (n = 53)

Cargo	%
CEO / Executive Director	55%
Junior Staff	11%
Sustainability/Environmental Lead	9%
Senior Administrator	6%
External Advisor	6%
Program Manager	6%
Department Manager	4%
Other	4%

b. Size of the organizations

The majority of the organizations surveyed are very small, followed by large organizations. No small organizations, with employees between 51 and 99, responded to the survey (Figure 4).

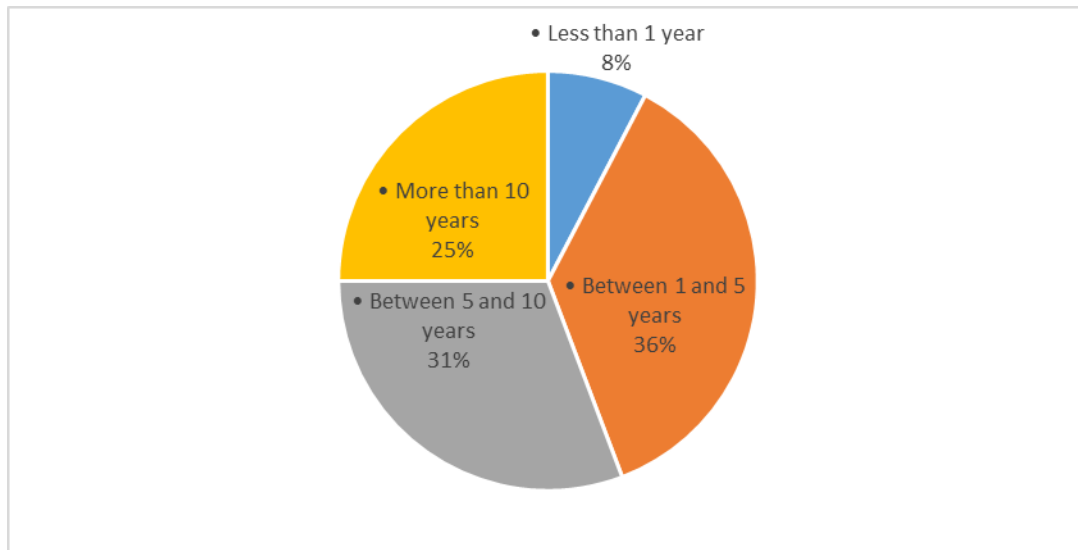
Figure 4: Size of Surveyed Organizations (n = 53)



c. Number of years partnering

As can be seen from Figure 5, most of the organizations that responded to the survey have been members of the partnership between 1 and 5 years (36%), 31% of them between 5 and 10 years, and 25% for more than 10 years.

Figure 5: Number of Years Partnering of the Surveyed Organizations (n = 53)



d. Formal Requirement for Partners of Gwangju

Out of the organizations responding to the question: are there any formal requirements to become a member of the Gwangju Council for Sustainable Development? 60% declared having requirements to become a member, as it can be seen from Figure 6. Table 4 shows that seven types of commitments have been identified by organizations, among which are the commitment to communicate the initiative (55%), participation on work sessions (53%), and build partnerships (38%).

Figure 6: Percentage of Surveyed Organizations with Formal Requirements to Become a Member of the Partnership (n = 53)

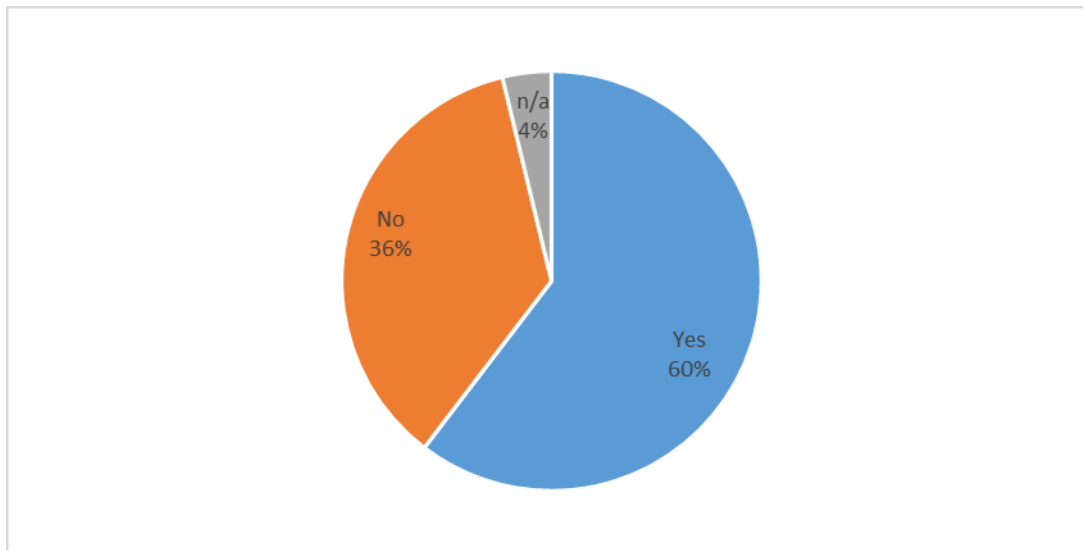


Table 4: Formal Requirements to Become a Member of the Partnership (n = 53)

Commitments	%
Communicate the initiative	55%
Participate on working sessions	53%
Build partnerships	38%
Commit to specific goals	19%
Implement a program	19%
Commit staff	6%
Commit financial resources	4%

5. Data Analysis

- a. Drivers for organizations to partner and to remain partnering at the Gwangju Council for Sustainable Development

As explained earlier, the first variable of analysis of this research are the drivers for organizations to join the Gwangju Council for Sustainable Development, as well as their drivers to remain partnering.

Note: Figures are expressed from 1 to 5: 1 being equivalent to very valuable; 2 fairly valuable; 3 neutral; 4 little value; and, 5 no value. The following tables show the top five drivers ordered from the most (average closest to 1) to the least valuable. On the contrary, the ones least valuable range from the closest to 5 down to 1. In case of equal averages, those with the lowest standard deviation (SD) are placed closer to 1 in the case of tables referring to the most valuable drivers, whereas those with the lowest SD are presented closer to 5 in the case of tables referring to the least valuable drivers. Appendix Part B shows the complete list of drivers.

i. Drivers for joining the Gwangju Council for Sustainable Development

The most valuable drivers for the organizations to join the partnership for the sustainability of Gwangju are shown in Table 5, while those that were identified as least valuable are presented in Table 6.

Table 5: Most Valuable Drivers for Organizations to Join the Gwangju Council for Sustainable Development (n = 53)

Drivers	Average	SD ²
Engaging with the community	1.604	0.599
Collaborating with others	1.698	0.638
Networking	1.717	0.717
Contributing positively to the sustainability of the community	1.774	0.724
Building new relationships	1.811	0.761

² SD: Standard deviation

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Table 6: Least Valuable Drivers for Organizations to Join the Gwangju Council for Sustainable Development (n = 53)

Drivers	Average	SD
Increasing physical resources	3.566	1.028
Attracting new investors	3.509	1.102
Developing new products/services	3.339	1.036
Increasing financial resources	3.320	1.051
Improving processes	3.264	1.094

Private Sector

Regarding the private sector, the most valuable drivers for joining the partnership are presented in Table 7 and the least valuable ones in Table 8.

Table 7: Most Valuable Drivers for Organizations from the Private Sector to Join the Gwangju Council for Sustainable Development (n = 9)

Drivers	Average	SD
Contributing positively to environmental challenges	1.444	0.527
Contributing positively to the sustainability of the community	1.555	0.726
Building new relationships	1.666	0.707
Collaborating with others	1.666	0.707
Networking	2.000	1.000

Table 8: Least Valuable Drivers for Organizations from the Private Sector to Join the Gwangju Council for Sustainable Development (n = 9)

Drivers	Average	SD
Improving financial performance	3.222	0.441
Reducing costs	3.000	0.500
Funding opportunities	3.000	0.500
Increasing physical resources	3.000	0.866
Improving processes	3.000	0.866

Civil Society

The most valuable drivers for the organizations from civil society to join the partnerships for the sustainability of Gwangju are presented in Table 9, and the least valuable ones in Table 10.

Table 9: Most Valuable Drivers for Organizations from the Civil Society to Join the Gwangju Council for Sustainable Development (n = 34)

Drivers	Average	SD
Engaging with the community	1.529	0.562
Networking	1.617	0.603
Sharing own experiences	1.705	0.718
Building new relationships	1.794	0.769
Contributing positively to social challenges	1.823	0.796

Table 10: Least Valuable Drivers for Organizations from the Civil Society to Join the Gwangju Council for Sustainable Development (n = 34)

Drivers	Average	SD
Attracting new investors	3.735	1.136
Increasing physical resources	3.705	1.059
Increasing financial resources	3.558	1.049
Developing new products/services	3.558	1.049
Improving processes	3.323	1.147

Public Sector

Finally, the most valuable drivers for the organizations from the public sector to join the Gwangju Council for Sustainable Development are presented in Table 11, and the least valuable ones in Table 12.

Table 11: Most Valuable Drivers for Organizations from the Public Sector to Join the Gwangju Council for Sustainable Development (n = 10)

Drivers	Average	SD
Gaining knowledge/learning	1.600	0.699
Engaging with the community	1.700	0.675
Contributing positively to community sustainability	1.800	0.789
Sharing own experiences	1.800	0.789
Networking	1.800	0.789

Table 12: Least Valuable Drivers for Organizations from the Public Sector to Join the Gwangju Council for Sustainable Development (n = 10)

Drivers	Average	SD
Increasing physical resources	3.600	0.966
Attracting new investors	3.300	1.059
Improving physical processes	3.300	1.160
Developing new products/services	3.100	0.994
Reducing costs	3.000	0.943

ii. Drivers for remaining partnering at the Gwangju Council for Sustainable Development

When asked whether their current drivers to remain committed to the partnership are the same as those which drove them to join the partnership in the first place, the majority of the organizations responded that these (the drivers) had not changed (Table 13).

Table 13: Are the current drivers to remain committed to the Gwangju Council for Sustainable Development, the same as those which drove organizations to join the partnership?

Category of Organizations	Yes	No
Business	79%	21%
Civil society	88%	12%
Public sector	80%	20%
All categories	85%	15%

b. Outcomes achieved as partners of the Gwangju Council for Sustainable Development

The second variable analyzed are the outcomes achieved by organizations thanks to their engagement in the partnership for the sustainability of Gwangju.

Note: Figures are expressed from 1 to 5: 1 being equivalent to Very valuable, 2 Fairly valuable, 3 Neutral, 4 Little value, and 5 No value. The following tables show the top five outcomes ordered from the most valuable (average closest to 1) to the least valuable. The least valuable range from the closest to 5 down to 1. In case of equal averages, those with the lowest standard deviation (SD) are placed closer to 1 in the case of tables referring to the most valuable outcomes, whereas those with the lowest SD are presented closer to 5 in the case of tables referring to the least valuable outcomes. Appendix 1 Part D shows the complete list of outcomes.

i. *Outcomes for all the partner organizations*

As can be seen from Table 14, the outcomes organizations valued the most are the engagement and collaboration with the community, while the least valued are the increase of physical resources and the attracting of new investors (Table 15).

Table 14: Most Valuable Outcomes for Organizations to Join the Gwangju Council for Sustainable Development (n = 39)

Outcomes	Average	SD
Engaging with the community	1.769	0.705
Collaborating with others	1.974	0.777
Building new relationships	2.051	0.759
Networking	2.076	0.839
Contributing positively to social challenges	2.205	0.800

Table 15: Least Valuable Outcomes for Organizations to Join the Gwangju Council for Sustainable Development (n = 39)

Outcomes	Average	SD
Increasing physical resources	3.717	0.887
Attracting new investors	3.717	0.887
Increasing financial resources	3.666	0.927
Developing new products/services	3.589	0.938
Improving processes	3.512	0.942

Private Sector

The most valued outcomes for the private sector are engaging with the community and contributing positively to their environmental challenges (Table 16). On the contrary, the least valued are business-related such as making new businesses, attracting new investors, and increasing their financial resources (Table 17).

Table 16: Most Valuable Outcomes for Organizations from the Private Sector to Join the Gwangju Council for Sustainable Development (n = 7)

Outcomes	Average	SD
Contributing positively to environmental challenges	1.857	0.690
Engaging with the community	1.857	0.690
Improving relationships with NGOs	2.000	0.577
Improving reputation	2.000	0.690
Improving the sustainability of the organization	2.000	0.816
Networking	2.000	0.816

Table 17: Least Valuable Outcomes for Organizations from the Private Sector to Join the Gwangju Council for Sustainable Development (n = 7)

Outcomes	Average	SD
Making new business	3.571	0.787
Attracting new investors	3.571	0.787
Increasing financial resources	3.571	0.787
Developing new products/services	3.429	0.787
Improving processes	3.429	0.787

Civil Society

Similar to the results from all the organizations, the most valuable outcomes for organizations from civil society are engaging with the community and collaborating with others (Table 18), whereas those least valued are increasing physical resources and attracting new investors (Table 19).

Table 18: Most Valuable Outcomes for Organizations from the Civil Society to Join the Gwangju Council for Sustainable Development (n = 25)

Outcomes	Average	SD
Engaging with the community	1.680	0.748
Collaborating with others	1.800	0.707
Networking	2.000	0.816
Building new relationships	2.080	0.759
Contributing positively to social challenges	2.160	0.800

Table 19: Least Valuable Drivers for Organizations from the Civil Society to Join the Gwangju Council for Sustainable Development (n = 25)

Outcomes	Average	SD
Attracting new investors	3.840	0.850
Increasing physical resources	3.840	0.898
Increasing financial resources	3.800	0.957
Improving processes	3.600	1.000
Making new businesses	3.520	1.194

Public Sector

For organizations from the public sector, the most valuable outcomes are engaging with the community and building new relationships (Table 20), while those least valued are increasing physical resources and developing new products/services (Table 21).

Table 20: Most Valuable Outcomes for Organizations from the Public Sector to Join the Gwangju Council for Sustainable Development (n = 7)

Outcomes	Average	SD
Engaging with the community	2.000	0.577
Building new relationships	2.000	0.816
Contributing positively to environmental challenges	2.143	0.690
Gaining knowledge/learning	2.143	0.690
Sharing own experiences	2.143	0.690
Improving competencies	2.143	0.690
Improving relationships with NGOs	2.143	0.690

Table 21: Least Valuable Drivers for Organizations from the Public Sector to Join the Gwangju Council for Sustainable Development (n = 7)

Outcomes	Average	SD
Increasing physical resources	3.857	1.069
Developing new products/services	3.571	1.134
Attracting new investors	3.429	1.134
Improving financial performance	3.429	1.134
Funding opportunities	3.286	0.951
Increasing financial resources	3.286	0.951
Improving processes	3.286	0.951

ii. Negative outcomes

All organizations claim that there are not negative outcomes of being a partner for the sustainability of Gwangju.

c. Organizational Structures

The third variable of analysis are structural actions representing how organizations address sustainability through the partnership from a structural perspective.

As shown in Table 22, three initial questions were raised about the existence and implementation of structural features to meet the challenge of sustainability.

Table 22: New Structural Features from Engaging with the Gwangju Council for Sustainable Development

	All Organizations		Private Sector		Civil Society		Public Sector	
	Yes	No	Yes	No	Yes	No	Yes	No
Existence of a structure to implement sustainability before joining the partnerships	25%	75%	22%	78%	26%	74%	20%	80%
	n=53		n=9		n=34		n=10	
Change of structure because of joining the partnership	57%	43%	50%	50%	56%	44%	67%	33%
	n=14		n=2		n=9		n=3	
Implementation of a structure as a result of joining the partnership	38%	62%	71%	29%	36%	64%	13%	87%
	n=40		n=7		n=25		n=8	

Data show that most of the organizations had not implemented structures before joining the partnership for the sustainability of Gwangju (75%), a result that is maintained in the three groups. Just over half of the organizations changed their structure due to the partnership (57%), which is similar for private organizations (50%) and those of civil society (56%). Finally, about two out of three organizations did not implement structures after having joined the partnership (38%), which is the case of organizations from civil society (36%), but not from the private sector which mostly implemented structures due to becoming members of the partnership (71%). The overall results are very much subject to those from organizations from civil society, as the number of respondents from the private and public sectors are very low.

i. Structural features

Finally, this study asked about the structural features of organizations to contributing to the sustainability of Gwangju. The total number of responses with respect to these questions were 14, of which 64% are from organizations from the civil society (9), 14% from businesses (2), and 21% from the public sector (3). Due to the very low number, the presented analysis of structures is from all the organizations and those from the civil society.

Figure 7 shows the percentages of organizations implementing certain structural features. The most implemented features are the implementation of policies, and monitoring & controlling practices,

followed by partnering with other organizations, and the implementation of plans. Figure 8 shows features from organizations from the civil society whose most implemented structural features are the implementation of policies, plans, and monitoring and controlling practices, followed by the assignment of more budget, and the implementation of reporting practices.

Figure 7: Percentage of Organizations Implementing Structural Features

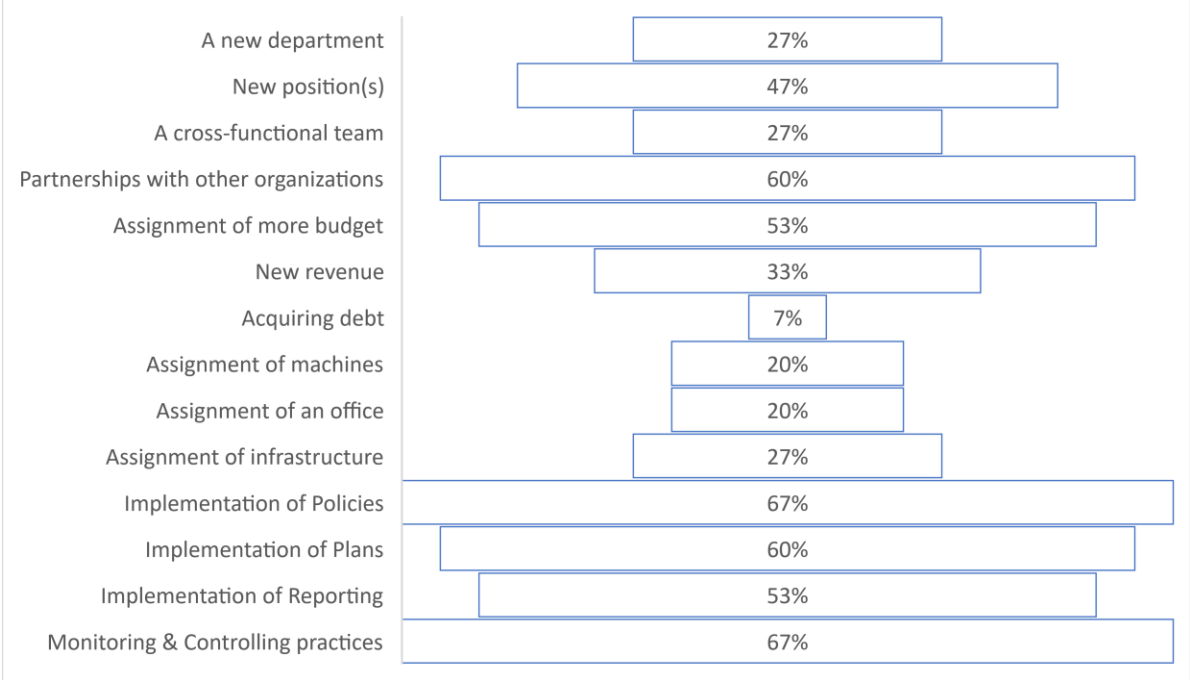
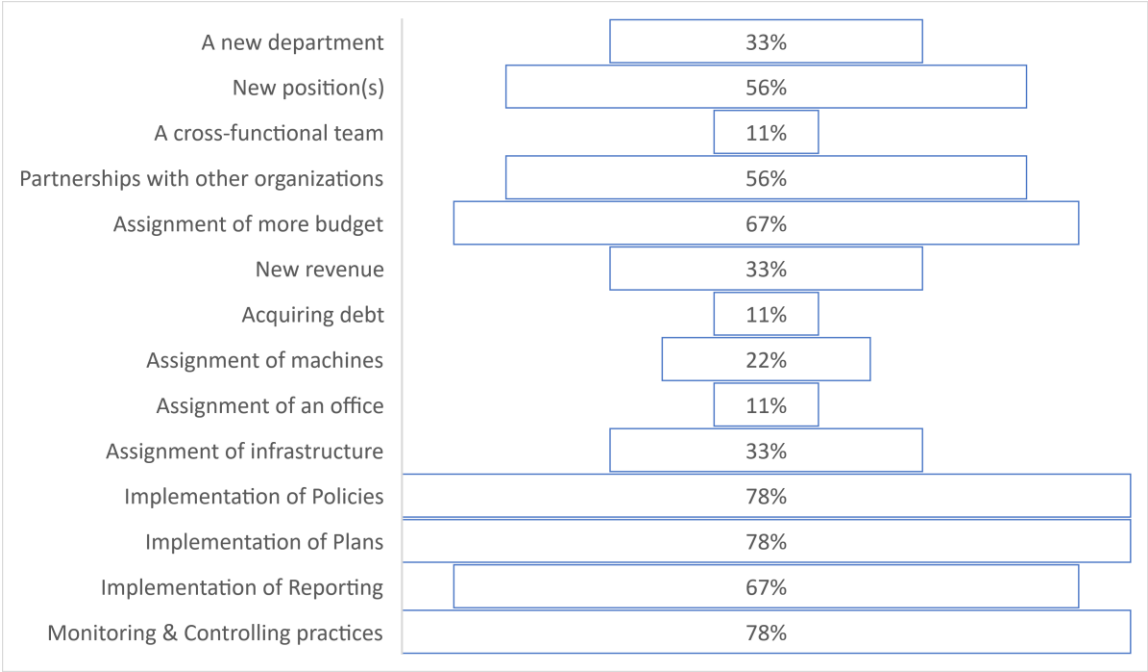


Figure 8: Percentage of Organizations from the Civil Society Implementing Structural Features



6. Conclusions

Comparatively analyzing data regarding drivers to join the partnership for the sustainability of Gwangju, drivers to remain partnering, outcomes, and organizational structures to implement sustainability, the following conclusions are:

a. Drivers

With respect to the drivers for organizations to engage in the Gwangju Council for Sustainable Development, the most valuable drivers are engaging with the community, collaborating with others, networking, contributing positively to the sustainability of the community, and building new relationships.

Organizations from the private sector are driven by similar reasons, namely contributing to environmental challenges, to the sustainability of the community, build new relationships, collaborating with others, and networking. Engaging with the community and networking are the most valuable drivers for organizations from the civil society, while for organizations from the public sector, gaining knowledge/learning, as well as the others mentioned, is the most valuable driver.

Conversely, drivers such as increasing physical resources, attracting new investors, developing new products/services, increasing financial resources and improving processes are the least valued drivers for organizations to join the partnership. Organizations from the private sector value also little reducing costs and funding opportunities. For organizations from the civil society and the public sector developing new products/services has little value, among the others mentioned.

Overall, most of the organizations declare being driven by the same drivers to remain partnering to what drove them to join the Gwangju Council for Sustainable Development in the first place.

b. Outcomes

With respect to outcomes, the following can be concluded. Organizations have declared that engaging with the community is the most valuable outcome as well as collaborating with others and building new relationships. For organizations from the private sector, the most valuable outcome is contributing to environmental challenges, engaging with the community, improving their relationship with NGOs as well as their reputation and sustainability. Organizations from civil society value engaging with the community, collaborating with others and networking as outcomes. Similar outcomes are the most valuable for organizations from the public sector.

Conversely, increasing physical and financial resources, attracting investors, and developing new products/services are the least valued outcomes. Organizations from the private sector recognize that making new businesses, attracting investors or increasing financial resources as not valuable outcomes, which are similar to what organizations from civil society value the least. Similar outcomes are the least valuable for public sector organizations.

c. Drivers versus Outcomes

When comparing the drivers to join the partnership and the outcomes achieved by organizations, it can be concluded as the following. In general, all drivers that encouraged organizations to join the partnership have been achieved as outcomes, especially engaging with the community, collaborating with others, networking and building new relationships. For business, their main driver, contributing positively to environmental challenges, has been also the most valued outcome, which is similar for organizations from civil society with respect to engaging with the community and networking. For public organizations, their most valuable drivers (gaining knowledge/learning, and engaging with the community), are both some of the most valuable outcomes.

Interesting it is to note that while business organizations joined driven by contributing positively to the sustainability of the community, as well as for building new relationships and collaborating with others, these have not been identified as valuable outcomes. Similarly, organizations from civil society which were driven by sharing their own experiences, among others, have not identified it as a valuable outcome. With respect to public sector organizations, contributing to the sustainability of the community, as well as networking, have not been identified as valuable outcomes.

d. Organizational Structures

Regarding organizational structures to address the challenge of sustainability, it can be said that only a quarter of the organizations had a structure before joining the partnership, figure which is similar in all the categories of organizations. Also, it can be concluded that about half of the organizations changed their structure once they joined the partnerships, while most of them did not implement a new structure due to joining.

Most important structural features for all organizations are to implement policies, monitoring and controlling practices, partnering with others, and implementing plans. Additionally, organizations assign more budget and implement reporting initiatives.

7. Limitations

The main limitation of this research is the sample size of some of the categories. Although the response rate is 54%, a very high rate, some groups have been under represented in this study. Conclusions presented here represent mostly the civil society, as numbers from other sectors are very small.

8. Next Steps

The data collected from all the partnerships will soon be statistically analysed to determine their correlation and significance as well as the statistical relationships between the three studied variables. Additionally, a final analysis of all responses will be developed to generate final conclusions.

9. Acknowledgements

Our sincere thanks to Denise K. H. Yoon, Director General at the Korean Institute Center for Sustainable Development (KICSD) who supported us with translations, communications and in contacting the Gwangju Council for Sustainable Development for collecting the data. Without her support and collaboration, it would not have been possible to reach the partner organizations of the Gwangju Council for Sustainable Development.

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Social Sciences and Humanities
Research Council of Canada

Conseil de recherches en
sciences humaines du Canada

Canada



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11. Appendices

International Research on Cross-sector Partnerships for Implementing Sustainability Community Strategies - The Partners

A research developed by the School of Environment, Enterprise and Development at the University of Waterloo (Canada), in collaboration with the Gwangju Council for Sustainable Development, and the Korea Institute Center for Sustainable Development - KICSD.

Invitation

Dear partner:

In collaboration with the Gwangju Council for Sustainable Development we are inviting your organisation to participate on an international survey. As part of the research entitled “Cross-sector Social Partnerships for the Implementation of Community Sustainability Strategies: A Study on the Relationships between Collaborative Structures and Outcomes” led by Dr. Amelia Clarke at the Faculty of Environment at the University of Waterloo in Canada, the city of Gwangju has been selected as one of the five sustainability partnerships to participate on a survey for assessing partners and their role for achieving sustainability goals. The main purpose of this research is to contribute to the design of better and more appropriate cross-sector partnerships for partners.

This survey will provide us with information with respect to your partner organisation, its implementation structural features, drivers and outcomes achieved as a partner of the Gwangju Council for Sustainable Development. According to the information provided by the Gwangju Council for Sustainable Development, your organisation is a very important partner whose answers will be highly valuable not only for this research but also for the Partnership.

We would appreciate it if you complete the attached survey, which is expected to take between ten and fifteen minutes. The questions are focused on the organisation you represent and not on your views or opinions. You may omit any questions you prefer not to answer. There are no known or anticipated risks to participating in this study. All information you provide will be considered confidential, but the aggregate findings will be shared with participating cities and the larger sustainable cities movement. The data collected through this study will be kept for a period of ten years in a locked office at the University of Waterloo.

If you are interested in participating in this study, consent to participate is implied by responding the survey. If after receiving this letter, you have any questions, or would like additional information to assist you in reaching a decision about participation, please feel free to contact Professor Amelia Clarke (amelia.clarke@uwaterloo.ca) or Eduardo Ordóñez (eordonez@uwaterloo.ca) or our project website (<https://uwaterloo.ca/implementing-sustainable-community-plans/>).

Thank you in advance for your interest in this project.

Report conducted as part of International Study of Cross-Sector Partnerships for the Implementation of Community Sustainability Plans – Gwangju Council for Sustainable Development: Partners Survey Results

Yours sincerely,

Dr. Amelia Clarke

Director of the Master of Environment and Business Program; Associate Professor

Eduardo Ordóñez (MEng)

PhD student in Social and Ecological Sustainability

Faculty of Environment

University of Waterloo

In collaboration with the Gwangju Council for Sustainable Development and the Korea Institute Center for Sustainable Development

Funded by Social Sciences and Human Resources Council of Canada

Part A: The partner organization

(Partner: organization which has joined the partnership as a member)

Q1. Please select the name of your organization from the following list

Q1.1. Please select your position as the one responding the survey

- Non-Executive Board member
- CEO/Executive Director
- Senior administrator
- Department manager
- Program manager
- Analyst
- Junior staff
- External advisor
- Owner
- Business Partner
- Sustainability/Environmental Lead

Other:	
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Q2: Do you confirm the participation of the organization you represent on the Gwangju Council for Sustainable Development?

- Yes
- No

Q3: Please select one or several of the following economic sectors that best represent your organization

(https://www.ic.gc.ca/eic/site/cis-sic.nsf/eng/h_00004.html)

- Accommodation and Food Services
- Administrative and Support, Waste Management and Remediation Services
- Agriculture, Forestry, Fishing and Hunting
- Arts, Entertainment and Recreation
- Construction
- Educational Services: University
- Educational Services: College
- Educational Services: School

Report conducted as part of International Study of Cross-Sector Partnerships for the Implementation of Community Sustainability Plans – Gwangju Council for Sustainable Development: Partners Survey Results

- Educational Services: Childcare
- Finance and Insurance
- Health Care and Social Assistance: Hospital
- Health Care and Social Assistance: Medical Centre
- Information and Cultural Industries
- Management of Companies and Enterprises
- Manufacturing excluding Food Manufacturing
- Food Manufacturing
- Mining, Quarrying, and Oil and Gas Extraction
- Other Services (except Public Administration)
- Professional, Scientific and Technical Services
- Public Administration: Federal/National Government (As a whole)
- Public Administration: Federal/National Government (As a department)
- Public Administration: Provincial Government (As a whole)
- Public Administration: Provincial Government (As a department)
- Public Administration: Local Government (As a whole)
- Public Administration: Local Government (As a department)
- Real Estate and Rental and Leasing
- Retail Trade
- Transportation and Warehousing
- Utilities
- Wholesale Trade

Q3.1 If your organization is a Business, please select the one that corresponds to the size of your organization

- Very small (1-49 full time employees)
- Small (50-99 full time employees)
- Medium (100-499 full time employees)
- Large (500+ full time employees)

Q3.2 If an Association, please select as many as necessary

- Chamber of commerce
- Board of trade
- Union
- Neighbourhood Committee

Please type the number of members:	
Other:	

Q3.3 Select an Educational Institution if that is the case

- University
- College
- School
- Childcare

Other:	
--------	--

Q3.4 If a Non-Governmental Organization / Non for Profit Organization, please select as many as necessary

- Environmental
- Social
- Economic
- Political
- Cultural

Other:	
--------	--

Q4: Was your organization involved in the development of the Partnership and/or its vision and objectives?

- Yes
- No

Q5: How long has your organization been a partner?

- Less than 1 year
- Between 1 and 5 years
- Between 5 and 10 years
- More than 10 years

Q5.1: Is your organization involvement mandatory or voluntary?

- Mandatory
- Voluntary

Q6: Are there any formal requirements for being a partner?

- Yes, go to Q6.1
- No, go to Q7

Q6.1 Please select as many formal requirements as necessary

- Commit to specific goals
- Implement a program
- Participate on working sessions and / or events
- Communicate about the partnership vision and objectives
- Commit financial resources
- Commit staff
- Build partnerships

Other:	
--------	--

Q7: Does your organization have a main contact permanently representing your organization?

- Yes, go to Q7.1
- No, go to Part B

Q7.1: What is his/her position in your organization?

Only complete if the main Plan contact is different from you as the one responding the survey

- Non-Executive Board member
- CEO/Executive Director
- Senior administrator
- Department manager
- Program manager
- Analyst
- Junior staff
- External advisor
- Owner
- Business Partner
- Sustainability/Environmental Lead

Other:	
--------	--

Q7.1.1: Which department does he/she work in? (Select as many as necessary)

- Sustainability
- Environment
- Corporate Social Responsibility
- Communications
- Marketing
- Public Relations
- External Affairs
- General Management
- Human Resources
- Community Relations
- Planning
- Operations/Facilities Management
- Energy
- Natural Resources

Other:	
--------	--

Part B: Drivers to be part of the sustainability partnership

Q8: Drivers for your organization to **become** a partner

What value did your organization assign to the following drivers **when joining** the partnership?

Q8.1: Community Capital

	No value	Little value	Neutral	Some Value	Very valuable
Contributing positively to all the sustainability goals of the vision					
Contributing positively to environmental challenges					
Contributing positively to social challenges					
Contributing positively to economic challenges					
Contributing positively to the sustainability of the community					

If Other, please include as well as its value for the organization

Q8.2: Human Capital

	No value	Little value	Neutral	Some Value	Very valuable
Gaining knowledge/learning					
Gaining expertise					
Sharing own experiences					
Improving competencies					

If Other, please include as well as its value for the organization

Q8.3: Organizational Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving the sustainability of your organization					
Innovation capacity					
Building new relationships					
Improving reputation					
Gaining legitimacy					
Becoming more influential					
Having access to new markets					
Marketing opportunities					
Networking					
Collaborating with others					
Engaging with the community					
Improving relationship with authorities					
Improving relationship with NGOs					

If Other, please include as well as its value for the organization

Q8.4: Financial Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving financial performance					
Reducing costs					
Funding opportunities					
Developing new products/services					
Making new businesses					
Attracting new investors					
Increasing financial resources					

If Other, please include as well as its value for the organization

Q8.5: Physical Capital

	No value	Little value	Neutral	Some Value	Very valuable
Increasing resources					
Improving processes					

If Other, please include as well as its value for the organization

Q9: Are the original drivers your organization became a partner exactly the same as why it remains a partner?

- Yes, go to Part C
- No, go to Q9.1

Q9.1: Drivers for your organization to remain a partner

What value does your organization assign today to the following drivers for remaining in the partnership?

Q9.1.1: Community Capital

	No value	Little value	Neutral	Some Value	Very valuable
Contributing positively to all the sustainability goals of the vision					
Contributing positively to environmental challenges					
Contributing positively to social challenges					
Contributing positively to economic challenges					
Contributing positively to the sustainability of the community					

If Other, please include as well as its value for the organization

Q9.1.2: Human Capital

	No value	Little value	Neutral	Some Value	Very valuable
Gaining knowledge/learning					
Gaining expertise					
Sharing own experiences					
Improving competencies					

If Other, please include as well as its value for the organization

Q9.1.3: Organizational Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving the sustainability of your organization					
Innovation capacity					
Building new relationships					
Improving reputation					
Gaining legitimacy					
Becoming more influential					

Having access to new markets					
Marketing opportunities					
Networking					
Collaborating with others					
Engaging with the community					
Improving relationship with authorities					
Improving relationship with NGOs					

If Other, please include as well as its value for the organization

Q9.1.4: Financial Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving financial performance					
Reducing costs					
Funding opportunities					
Developing new products/services					
Making new businesses					
Attracting new investors					
Increasing financial resources					

If Other, please include as well as its value for the organization

Q9.1.5: Physical Capital

	No value	Little value	Neutral	Some Value	Very valuable
Increasing resources					
Improving processes					

If Other, please include as well as its value for the organization

Part C: The organization’s implementation structure

(Implementation structure: organizational structures in charge of sustainability within the organization)

Q10: Before joining Gwangju Council for Sustainable Development, did your organization have a structure for implementing sustainability? (e.g. a department with staff and/or budget)

- Yes, go to Q10.1
- No, go to Q10.2

Q10.1: Did your organization change the structure due to joining the Partnership?

- Yes, go to Q10.1.1
- No, go to Q10.2.1

Q10.1.1: Please select Yes or No to the following structural changes on your organization:

	Yes	No
A new department		
New position(s)		
A cross-functional team		
Partnerships with other organizations		
Assignment of more budget		
New revenue		
Acquiring debt		
Assignment of machines		
Assignment of an office		
Assignment of infrastructure		
Implementation of Policies		
Implementation of Plans		
Implementation of Reporting		
Implementation of Monitoring & Controlling practices		

Please include if there is Other

Q10.2: Did your organization implement a structure due to joining the Partnership?

- Yes, go to Q10.2.1
- No, go to Part D

Q10.2.1: Please select Yes or No to the following structural changes on your organization:

	Yes	No
A new department		
New position(s)		
A cross-functional team		
Partnerships with other organizations		
Assignment of more budget		
New revenue		
Acquiring debt		
Assignment of machines		
Assignment of an office		
Assignment of infrastructure		
Implementation of Policies		
Implementation of Plans		
Implementation of Reporting		
Implementation of Monitoring & Controlling practices		

Please include if there is Other

Part D: Organization outcomes

(Outcomes: different types of benefits achieved by the organization due to having joined and remained a partner)

Q12. As a result of remaining a partner of the partnership, your organization has achieved ...

Please rate the achieved outcomes according to the value assigned by your organization

Q12.1: Community Capital

	No value	Little value	Neutral	Some Value	Very valuable
Contributing positively to all the sustainability goals of the vision					
Contributing positively to environmental challenges					
Contributing positively to social challenges					
Contributing positively to economic challenges					
Contributing positively to the sustainability of the community					

If Other, please include as well as its value for the organization

Q12.2: Human Capital

	No value	Little value	Neutral	Some Value	Very valuable
Gaining knowledge/learning					
Gaining expertise					
Sharing own experiences					
Improving competencies					

If Other, please include as well as its value for the organization

Q12.3: Organizational Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving the sustainability of your organization					
Innovation capacity					
Building new relationships					
Improving reputation					
Gaining legitimacy					
Becoming more influential					
Having access to new markets					
Marketing opportunities					
Networking					
Collaborating with others					
Engaging with the community					
Improving relationship with authorities					
Improving relationship with NGOs					

If Other, please include as well as its value for the organization

Q12.4: Financial Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving financial performance					
Reducing costs					
Funding opportunities					
Developing new products/services					
Making new businesses					
Attracting new investors					
Increasing financial resources					

If Other, please include as well as its value for the organization

Q12.5: Physical Capital

	No value	Little value	Neutral	Some Value	Very valuable
Increasing resources					
Improving processes					

If Other, please include as well as its value for the organization

Q13. Are there any negative outcomes due to being a partner?

- Yes, go to Q13.1
- No, go to page 18

Q13.1 Please indicate the main negative outcomes

Thank you

Thank you for taking the time of participating in this survey. This information is not only valuable for our research but also for the Secretariat. Can we follow up if we have additional questions? If yes, please leave your contact details including name, organisation and email address in the comment box below.

These contact details are essential for us to share the research outcomes with you as a survey participant.

Contact details

Name:

Organization:

Email address: