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IDENTITY AND BEHAVIOR:  
INQUISITION OF ENVIRONMENTAL  
DISCOURSE AND ITS IMPACT ON  
INTER-ORGANIZATIONAL  
INTERACTION IN ENVIRONMENTAL  
ORGANIZATIONS

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2018

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**Identity and Behavior: Inquisition of Environmental  
Discourse and Its Impact on Inter-Organizational  
Interaction in Environmental Organizations**

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**A thesis submitted in partial fulfillment of the requirements for the  
degree of Master of Philosophy**

**April 2015**

Keywords: Environmental Discourse, Inter-organizational Interaction, Discourse Change,  
Environmental Organizations

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Ricky Chun Man Chung

## Abstract

This study intends to develop an in-depth understanding of how environmental organizations operate based on a set of socially constructed perception of nature called environmental discourse and its influence on interaction maintained between organizations. It aims to investigate the impact of discourse on environmental organizations and how it reflects on the action of organizations. To ensure a better understanding of the discourse articulated by environmental organizations, a discourse analysis framework was developed based on the perception of the notion of human–nature relationship and how society should advance in accordance with this relationship. This framework provides an insight into the rationale behind the actions of environmental organizations and reveals their perception on future directions. This study also developed a relationship type and strength framework to further examine the inter-organizational interaction maintained by the selected environmental organizations. The discourse and inter-organizational interaction framework provides detailed observations of the relations between discourse, perception, interaction between organizations on the macro level. Based on the observations, this study discusses and confirms the relationship between discourse and interaction in environmental organizations, and identifies the causes of changes in the discourse. The potential contribution of this study includes the development of an analytical tool to differentiate environmental organizations from one another based on their societal and economic-political perceptions. Based on the developed analytical tool, this study endeavors to understand the different conservation approaches used by various environmental organizations. The findings of this study also provide an alternative method in interpreting the behavior and actions of environmental organizations, lay the foundation for future studies on environmental discourse, and pave the way for studies that focus on the factors of change and discourse network.

## Acknowledgements

First of all I would like to thank my principal supervisor Professor Patrick S. W. Fong and co-supervisor Professor Geoffrey Q. P. Shen for their support and patience. Especially I am grateful to Patrick for his willingness for me to explore a research field that is far from his usual interest. I am also grateful to my colleagues Tony K. M. Lo, Chan Le, and Jodith K. L. Leung for their valuable advice and for giving me lots of guidance on research methods in social sciences. I owe special thanks to Jodith, for all the support she has provided me during the past five years, particularly during those last difficult stages. Without her guidance and advice, the path would have been much more difficult. Also, this thesis would not have been possible without the generous funding from SURF, and I am grateful to have had the opportunity to carry out this research project with their support. I would also like to give my gratitude to Michiah Prull, Nina Winham, Winnie Hwo, Ken K. Y. So, and Betty S. F. Ho, as this research would not have been possible without the interviews and their generous time and input. Finally, I would like to thank my family for their endless support in the past five years during the research period.

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# 1 Introduction

## 1.1 Overview

In the face of pressing environmental challenges, environmental issues have been gaining attention in the political realm around the world. One example would be the development of environmental sociology, where the subject has developed largely in response to the emergence of widespread societal attention to environmental problems in the early seventies (Dunlap and Catton, 1994). It comes with the awareness that human activities now match or even surpass natural processes as agents of change in the planetary environment (Silver and DeFries, 1990). With respect to the changing global environment, there is always a need for the human society to position itself in relationship with its natural environment (Goudie, 2000). However, upon observation, we see that different people have very different perception and reaction toward the natural environment. The dominant perceptions and values can influence the urban forms, accessibility to their environment, and way of interaction with nature in a society. These choices in turn reflect the difference in ways and priorities a community can have when interacting with nature in their daily lives. As Ribe (2005) suggests, aesthetic perceptions are an influential and largely shared affective basis for environmental preferences. It is the difference in the way of living with their environment that shows a different perception of the human—nature relationship and how people should relate themselves to Mother Nature. With difference in perception and interaction with their environment, communities have different preferences in perceiving and priorities in handling environmental issues. Based on the priority and perceptions of the local communities, environmental groups as social actors act upon the environmental issues they see as crucial and urgent, and it is interesting to look at what constitutes an environmental organization's action and attitude toward the environment.

As Hatch and Schultz (2002) suggest, identity is a relational construct formed in interaction with others; people make sense of themselves through interaction with others and their respective environment. In the case of environmental groups, their position toward the environment is often a factor affecting how organizations define themselves. As Rowley and Moldoveanu (2003) point out, the creation and expression of common identity through group behavior is an impetus for action. Organizational identity of environmental groups

originates from their position toward the environment and provides the rationale for them to exercise certain actions and campaigns regarding environmental issues. To understand the action of an environmental group, one has to understand how an organization relates itself with the environment. Here, identity connects with behavior and provides the rationale for the actions of the organization. In addition, behavior of an organization is not only limited to its action toward the environment, but also its action in a network setting. In other words, organizational behavior also includes action toward other social actors. The concept that identity connects with behavior can be interpreted as identity driving action and interaction, with perceptions as the underlying driver of the whole concept. The action and interaction of organizations are the focus of the study, which focus on the sociological aspect of the interactions and departs from the psychological theories that is associates with the concept of behavioral studies. From here, I would like to examine if the concept is true that identity is the force that drives actions and interaction on the organizational level.

## **1.2 Question of Identity, Perception and Discourse**

On the organizational level, identity is a construct of defining oneself from reflection through interaction (Ran and Duimering, 2007). For that, interaction is one essential component in the process of constructing and reinforcing one's identity. The language used in the interaction becomes a way to study the identity and the underlying perception. From the underlying perception, one can make sense of the actions and interactions of an organization. So to speak, analysis of discourse is the study of language in-use, allowing researchers to understand how ideas, concepts, and narratives about a particular social problem intersect, clash, or align. (Lo, 2015) In the case of environmental groups, dealing with environmental issues often sparks heated discussion among different factions, each holding different ideas. Different factions hold on to different rationales, different motives, different objectives and thus they each see the environment differently. It is this difference of perception of the environment that lays the foundation for the discussion of environmental politics. However, perceptions are an internal attribute and are not tangible for study. For that, the study turns to language used for externalized perceptions. By studying the language used and actions of environmental groups, one can derive the organization's underlying perception of the environment. In this study, the language used to illustrate perceptions is called discourse.

Discourse is a multi-disciplinary term and carries a slightly different definition in different fields. For example, in discourse theory, Howarth (2000) refers to it as systems of meaningful practices that form the identities of subjects and objects. In structuration theory, discourse at the communicative level is constituted of communicative acts which are defined as actions 'in which an actor's purpose, or one of an actor's purpose, is linked to the achievement of passing on information to others' (Heracleous and Hendry, 2000). Regardless of the discipline, discourse carries a basic linguistic meaning: the presentation of the events, and how it is being presented (de Fina and Johnstone, 2004). In other words, discourse is externalized communication that carries the perception of a worldview in a particular context. Studying discourse would lead to the underlying perception of the social actors who articulated the discourse. Therefore, studying discourse articulated by an organization gives a better picture in distinguishing the position and underlying perception of an organization. The study of an organization's discourse on environment helps to understand why an organization takes on a certain approach on specific environmental issues.

### **1.3 Question of Perception and Macro-level Organizational Interaction**

By making sense of the organization's underlying perception of the environment, one can look into the effect of the perception on the organization's macro-level interaction with other organizations. Borrowing from an advocacy coalition framework, stakeholders will interact predominantly with actors holding a similar policy core belief (Weible, 2005). In the same sense, organizations are more likely to interact with other organizations with similar perceptions, and reject organizations with vastly different perceptions. However, perceptions of environment are not homogenous and it is uncertain that different perceptions would prevent the possibility of working with another organization with a vastly different perception. This leads to the question of how organizations with different perceptions of environment would behave in an inter-organizational setting. For that, this study will examine the effect of perception change on an organization's interaction with other groups. This study also investigates the possibilities of different modes of interaction under different perceptions of the environment and if certain types of perceptions would allow organizations to work with a more diverse variety of groups. Ultimately, the research



objective leads to the effort of investigating perceptions and the effect of perceptions on the likeliness of organizations working with other camps.

## 1.4 Research Question and Objectives

The study revolves around the concepts of identity, underlying perception of environment, discourse, and inter-organizational interaction. From these concepts, this study aims to develop a framework that can distinguish different environmental organizations that are often considered to have similar character and beliefs. This study also looks at how discourse leads to action and how action reflects perception. Discourse articulated by organizations often reflects the power relations on the inter-organizational level. In view of this, the research aims to investigate how discourse affects the actions and interaction of organizations on the macro level. Following the concepts revolving around this study, the fundamental research question becomes: How does an organization with a particular discourse system interact with other social actors with a different discourse system?

In order to answer the research question, this study has to explain several key concepts and investigate the connection between these concepts. The objectives of this study are listed as followings:

- Explain ways environmental organizations position themselves in regard to the environment
- Observe the dynamics of discourse and worldview in environmental organization over time
- Investigate the inter-organization interaction between environmental organizations

All these objectives each looks into an important component in the research question. The following figure illustrates the research framework of the study and how each objective leads to answering the research question.

1. To explain how organizations obtain their perceptions of environment.

The first objective aims to examine the identity of an organization and helps to distinguish the position of selected organizations in respect to their perception of nature—human relationship. The result may reveal what are the underlying perceptions behind their

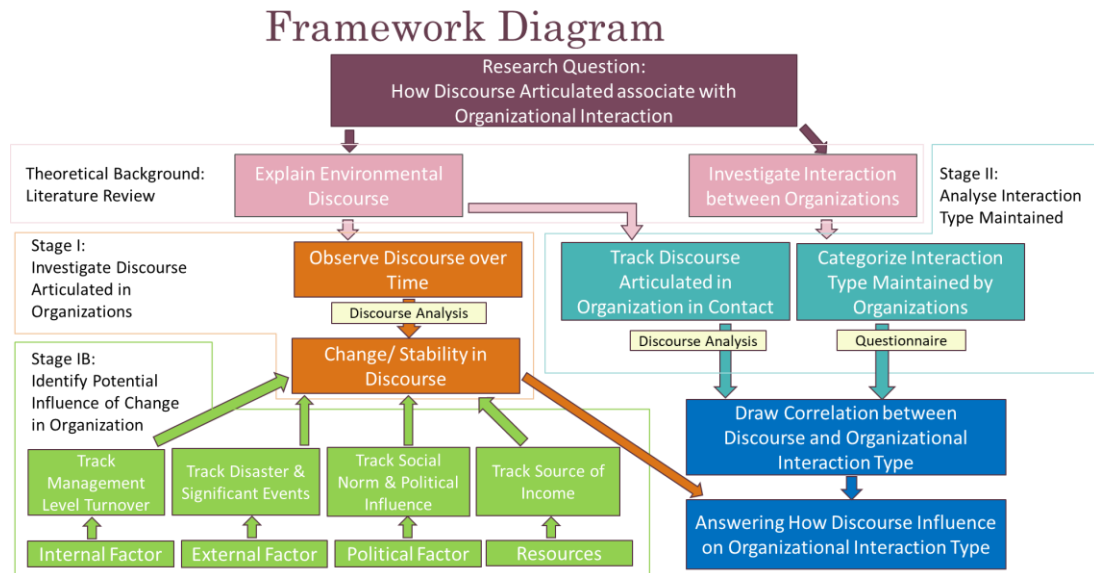
discourse and how discourse constructs their identity, which gives rationale to the actions and interaction of environmental organizations. A discourse model on the environment can be developed to examine the discourse articulated by the selected organizations.

2. To explore how inter-organizational interaction on the macro level.

The second objective aims to look into how environmental organizations interact with each other. Unlike profit driven firms, interaction between environmental organizations is not driven by profit or position in the supply chain. For that, the study will investigate how environmental organizations interact on the inter-organizational level. An inter-organizational interaction model will be developed to examine the interaction sustained by the selected organizations with its affiliates.

3. To investigate the link between perceptions of environment and inter-organizational interaction.

The third objective is based on the first and second objective and relies on the findings from examining the first two objectives. With the findings from examining the first two objectives, one can position the discourse and interaction model maintained by the selected organizations. From the findings, one can then investigate the correlation between environmental discourse and inter-organizational interaction. The investigation of the third objective leads to answering the fundamental research question of the study, how organizations articulating one discourse interact with other organizations using another set of discourse.



**Figure 1: Research Framework of the study**

All the different objectives correspond with the different components in the study, with each component investigating the discourse and interorganizational interaction in organizations and with the results, leads to answering the final research question.

## 1.5 Significance of the Study

The theoretical significance of the study comes in linking the gap between discourse, ideology and interaction between organizations, creating a discourse-relationship strength model which intends to explain actions and interaction of environmental organizations on the macro-level. Most of studies on interaction between organizations focus on profit-making firms and supply-chain management, and little research has been done on the interaction between environmental groups. This study will explore the interactions between environmental groups along with an investigation of their discourse and connect organizational identity with organizational interaction between environmental groups.

The practical significance of this research lands on its potential to formulate new insight into the environmental discourse model, a model that positions the identity of environmental organizations according to their underlying perceptions on the environment. Existing models on environmental discourse focus on the historical progression of the environmental

movement and departure from the capitalistic-industrial society. The new model in this study will be based on the progressiveness of five attributes in the society that control the human—human and human—nature relationships. This environmental discourse model can be used to analyze the identity of environmental organizations and distinguish the organizations from each other based on their discourse on the environment.

The interaction model between environmental organizations is another practical significance of this research. The majority of the macro-level organizational behavior research focuses on supply chain relations and profit-making firms while little research has been done on environmental organizations. Unlike business firms, profit or market-cap maximization are not the major drivers of interactions between environmental organizations. For that, a new model is needed to assess the interaction between environmental organizations. The same model is likely to be applicable to assess interaction between other non-profit non-governmental organizations.

## 1.6 Outline of the Chapters

The thesis consists of six chapters:

Introduction:

Chapter 1 provides the overview and background of the study, stating the research question and explaining how the question is to be answered through the different objectives. The introduction also includes the significance of the study and outline of the chapters.

Literature review:

Chapter 2 lists the relevant literature that illustrates concepts on environmental discourse and inter-organizational interaction. The literature provides the background knowledge for constructing a framework to investigate organizational identity in relations to the environment and interorganizational interaction.

Methodology:

Chapter 3 presents the research paradigm, method and data analysis tool adopted in this

research. This chapter will give a detailed description of the analytical framework as well as the analytical tools used in the study.

#### Empirical study:

Chapter 4 focuses on extracting discourse out of the textual elements in the publications of selected environmental organizations. Discourse analysis identifies the orientation that the organizations have taken in respect to different environmental attributes. The chapter also distinguishes the difference in position between the selected organizations. Interview data is also discussed in detail in this chapter to provide a more in-depth discussion on the discourse articulated and its progression.

Chapter 5 focuses on investigating the inter-organizational interaction of the selected environmental organizations with its affiliates. This chapter also correlates the effect of discourse on inter-organizational interaction.

#### Conclusion and Discussion:

Chapter 6 sums up the findings and presents the contribution of the thesis. This chapter also offers discussion on theoretical implications as well as limitation of this study.

## 2 Literature Review

The literature review chapter will illustrate the role and origin of discourse in organizations and how environmental organizations develop a specific set of environmental discourse. Also, this chapter will discuss the different types of inter-organizational interaction in different types of network.

### 2.1 Organizational Theory

By the most basic definition, organizations are seen as a collection of people engaged in specialized and interdependent activity to accomplish a common goal or mission through a division of labor (Gortner, Nichols and Ball, 2007). As for environmental organizations, the common goal is to fulfill public needs that are not addressed in the private sector, which here refers to the care for the environment in a capitalist society. Care for the environment comes in different forms and these differences contribute to the difference in environmental organizations. With organizations carrying different goals, it is critical to understand how they function and operate in the society. Organizational theory at the macro level gives a background understanding on how organizations interact and operate in accordance with other organizations in the social environment. This section will focus on the part of the theory that explains organizational action and interaction on the macro level and how organizations make sense of themselves, their actions and the world around them.

Organization theory is not a unified theory for explaining organizations; instead, it is a loose knit community of many approaches to organization analysis (Gortner, Nichols and Ball, 2007). In terms of organizational development, the theory offers various models and perspectives on change taking place in organizations. The traditional perspective on organizational development is to perceive organizations having organic growth which can be classified into different developmental stages from their birth to the end (van de Ven and Poole, 1995). Van de Ven and Poole (1995) summarized that the life cycle model of organization is a unitary sequence in which the change and development is cumulative and conjunctive. This model perceives the development of organization as linear and one-directional and places the focus on the organization's adaptation to the environment. The key perception of the model is that as organizations mature, they have more experience,

resources and strategies to adapt to external changes (van de Ven and Poole, 1995). The life cycle model simplified organizations' development into a straightforward process which overlooks the role of other social actors and other environmental factors. To have a better picture on how organizations develop, different models with respect to different social science backgrounds were developed to explore other factors that affect organizational development and change. With respect to the sociological and socio-psychological background, the main models include structural inertia, the Carnegie school, and institutional theory.

Structural Inertia Theory is developed to explain organizational change based on their response to environmental change, stages in their lifecycle and risk factors over the change (Kelly and Amburgey, 1991). According to Kelly and Amburgey (1991), the theory perceived organization would strive to remain stable, yet the characteristics that give an organization stability would also generate resistance to change. Hannan and Freeman (1989) point out that goals, forms of authority, technology, and marketing strategy are central to an organization's identity, which constitutes the core features in an organization. Surrounding the core features are the peripheral features of an organization, which have little impact on organizational identity and buffer the core by broadening the organization's connection to its environment (Kelly and Amburgey, 1991). The theory focuses on organizational change in relation to its environment and its impact on the identity, which holds the core features of the organization. Structural inertia also links to the life cycle of model of organization: as organizations mature, they have time to formalize relationships and routines which increase the stability but also build resistance to change in organizations (Kelly and Amburgey, 1991). As structural inertia focuses on the factors that hold the organization together, it is better at describing the stability of organizations and reasons why they resist o change or why changes fail.

Institutional Theory is derived from the study of organizations under normative pressures (Zucker, 1987). According to Zucker (1987), institutional theory has its foundation in institutionalization, which refers to a rule-like, social fact quality of an organized pattern of action, and an embedding in formal structures, such as formal aspects of organizations that are not tied to particular actors or situations. In other words, institutional theory looks at conformity or structured behavior in an organization created by the social environment.

DiMaggio and Powell (1983) points out that institutionalization takes place in organizations in two ways: imitative or mimetic, adopting others' successful elements when uncertain about alternatives, and normative transmission of social facts, generally from external sources such as the professions. Institutional theory has two separate perceptions on how institutionalization originates in an organization; one looks at the social environment and influence from the state while the other looks at the internal structure of the organization and the formalization of organizational structure and routines (Zucker, 1987). In both approaches, regularized organizational behaviors are perceived to be the product of ideas, values, and beliefs that originate in the institutional context, originating from the states and social environment or through interaction with other organizations (Greenwood and Hinings, 1996). The rationale of institutionalization in organizations is conforming to contextual expectations of appropriate organizational forms to gain legitimacy and increase their probability of survival (DiMaggio and Powell, 1991). For that, institutional theorists perceive ideational templates as originating outside of the organization and being relevant to a population of organizations within an organizational field (Greenwood and Hinings, 1996). In the theory, organizations are pressured to become increasingly similar because of environmental constraint or ties with other organizations, making changes difficult (Zucker, 1987). As institutional theory perceived that organizational behaviors are responses not solely to market pressure, but also to institutional pressure (Greenwood and Hinings, 1996), the theory focuses on the conformity and stability instead of the distinctiveness and change in organizations. The theory also perceives the organization as a reflection of its broader environment, which downplays intentionality (King, Felin and Whetten, 2010).

The Carnegie school offers a psychological take on a socio-psychological approach to organizational development and change, focusing mostly on organizational behavior. The Carnegie school was founded on the belief that to explain organizations, it was necessary to have an integrative understanding of how psychology, economics, sociology and political science all shape organizational decisions and outcomes (Gavetti, Lavinthal and Ocasio, 2007). The Carnegie school defines organizations as social systems for structuring decision making, where the organization, with its formal and informal structure and processes, provides individuals and groups with decision premises and decision rules (Ocasio, 2008). This leads to the foundational concept of the school where decision making is the heart of administration...the vocabulary of administrative theory must be derived from the logic and



psychology of human choice (Gavetti, Greve, Levinthal and Ocasio, 2012). From that derives the school's theoretical pillars which describe the organization's paramount influence over individuals, how organizations make decisions and how organizations reconcile individual and organizational goals (Gavetti, Lavinthal and Ocasio, 2007). The four theoretical pillars of the Carnegie school include: bounded rationality; the structure of authority, attention, and communication; the interplay of politics, interests, and identity in maintaining organizational coalitions; and routine-based behavior and performance feedback, provide the building blocks for a comprehensive, multidimensional theory of organizations and management (Ocasio, 2008). The theoretical pillars reflected the school's perception of organizations and leans toward understanding the decision making mechanism of organizations and its effect on organizational goals and behavior. For that, the Carnegie school looks at organization from the behavioral and psychological point of view, where they often look for habits and action patterns in organizational behavior.

### **2.1.1 Organizational Goal and Collective Intentionality**

As this study looks at the relations between identity, actions, and interaction, the aspect of interplay of politics, interests, and identity in maintaining organizational coalitions in the Carnegie school will be adopted in this study. Here, we will begin with the concept of organizational goal as it plays a central role in the theory and acts as the main driver in the decision making process in organizations. It is supported by Scholl (1981), that organizational behavior is directed by the mechanism of the goal and has been a relatively unquestioned notion. Under Scholl's (1981) description, goals operate in organizations as the major force directing actions, and organization is a system of consensus, in which initial conflict of goals within the organization must be resolved before an action is commenced. Collective intentionality jumps in when we perceive organizations as social actors which are capable of deliberation, self-reflection, and goal-directed action (King, Felin and Whetten, 2010). For that, organizations can have multiple goals but a unified intentionality at a time that directs the organizational action and behavior. With a unified intentionality of collective, organizations can be considered as distinctive entities that cannot be reduced to the individuals that constitute them (Steele and King, 2011). With its own intention and capability to make decisions, organization here can be considered as a social actor.

King, Felin and Whetten (2010) have summed up three perspectives in organization theory that regard organization as an actor and its overarching organization intentionality over individual goals: organizations as an aggregation of individual transaction, organizations as an interaction node of individual interest and experience, and organizations as a collective driven by environmental and dependency factors. However, the three perspectives have taken organizations as a reactive agent and their intentionality is fixed in relation to the constituting individuals and the environment. King, Felin and Whetten (2010) suggested an alternative perspective of organization that they are more than just aggregations of individuals and instantiations of their environments, but as social actors, organizations can exert influence on individuals, shape communities and transform their environments.

The underlying meaning for organization as a social actor is that an organization has a collective intentionality that directs its behavior and is expected by the society to be responsible for its action (King, Felin and Whetten, 2010). Organizational behavior suggests that the nature of the organization also constitutes its identity. In identity theory, each organization is a unique self or has a distinctive behavioral signature – a coherent pattern of choices that is relatively time and situation independent (King, Felin and Whetten, 2010). The notion that organization is a social actor not only constitutes its behavior and action, but also constitutes the external image of the organization. A social entity can be thought of as intentional when people associate it with a point-of-view that is a reliably predictable explanation of the entity's behavior (Dennett, 1987). By placing ourselves in an intentional stance, we assume that the actor's behavior is motivated by a particular view of the world and its sense of self in relation to the world (King, Felin and Whetten, 2010). The view of the world connects to organizational identity, and Whetten (2006) points out that the features that make organization a social actor, also guide key organizational decision making processes as well as define the organization's domain. Here, the organization's domain refers to the technology employed, population served and services rendered by an organization (Meyer, 1975). Organizational domain controls the target audience, in other words, market position of the organization. Organizational domain is an important concept in organizational identity in that it originates within the organization but controls other's perception of the organization. Since organization domain controls the market position of the organization, its target audience will have an expectation of the organization based on the domain provided by the organization. As pointed out by Meyer (1975), the expectation also known as domain

consensus is a set of expectations both for members of an organization and for others with whom they interact, about what the organization will and will not do. These expectations constitute to the perceptions the external audiences have on the organization. It converges with organization identity as it is composed of the perceptions from both its members and external audiences of what the organization is set to deliver (Steele and King, 2011). It is this organizational domain that originates from the world view and identity of the organization which connects with the expectations originating from the external environment of the organization. So to speak, it is the unique identities that make organizations recognizable, legitimize their existence, and distinguish them from similar others (King, Felin and Whetten, 2010). Organization identity becomes the rationale behind the action and market position of an organization and reflects the core belief of the organization. An actor's identity makes self-governance possible by serving as the corner stake against which all attitudes, beliefs, and actions are brought into a practical degree of alignment (King, Felin and Whetten, 2010). As organizational identity reflects the beliefs of an organization, it directs the attention of the organization and legitimizes both the issues and problems that firms consider, and the appropriateness of the answer and responses to those issues and problems (King, Felin and Whetten, 2010). From the point of view that identity is reflected in the organization's action and behavior, one can also study organizational identity through the action and behavior of an organization.

## **2.2 Identity, Behavior and Discourse**

Organizational identity is formed of a set of characteristics and traits that are perceived to define what is most central, enduring, and distinctive about the organization (Steele and King, 2011). According to Dhalla (2007), organizational identity to the outside is the characteristic of an organization that contributes to the distinctiveness and uniqueness, and to the inside, the organization member's collective belief and understanding of what the organization is. Although identity is central to the action and behavior of an organization, it is not necessarily static. Dhalla (2007) points out that recent research has taken into consideration that organizational identity is enduring yet flexible and can be changed and strengthened. The same concept is illustrated by Ran and Duimering (2007) that recent research treats organizational identity as a mental construct or image reflecting audience perceptions about

an organization's properties or attributes rather than a set of attributes inherent to an organization, recognizing the instability and heterogeneity of these perceptions. Recognizing organizational identity as a mental construct means that it is to be shaped and externalized by the collective intentionality in the organization. To reach the target audience and influence audience perceptions, internal and external constituents articulate language-based identity claims (Ran and Duimering, 2007). Identity claims are both formal and informal statements made by the organization where organizational identity is being contextualized and externalized. Here, discourse and identity claims share the same characteristic: both of them are language-based social constructs reflecting a contextualized perception of the organization.

### 2.2.1 Discourse and Ideology

Discourse in the social sciences have different definitions. In discourse theory, Howarth (2000) refers to discourse as systems of meaningful practices that form the identities of subjects and objects. The theory originates from the assumption that all actions, objects, and practices are socially meaningful and that these meanings are shaped by the social and political struggles in specific historical periods (Fischer, 2003b). In structuration theory, discourse at the communicative level constitutes communicative acts, which are defined as actions "in which an actor's purpose, or one of an actor's purpose, is linked to the achievement of passing on information to others" (Heracleous and Hendry, 2000). Hajer (1995) defines discourse as a specific ensemble of ideas, concepts, and categorizations that are produced, reproduced, and transformed into a particular set of practices and through which meaning is given to physical and social realities. Hajer's definition of discourse will be used in the latter part of this thesis, as it not only describes discourse from the linguistic aspect but also the social action that follows. The social world is an interpretive linkage of social perceptions, recollections, and expectations, all of which are grounded in subjective experience and understanding of the social and physical realms (Fischer, 2003a). As the social environment does change over time, the social meanings associated with interpretative linkage change accordingly. Therefore, no fixed or lasting set of meanings associated with actors and events that constitute social and political life can exist (Fischer, 2003a). As the social world is a reflection of perceptions and worldviews, social issues are part of the

interpretative system and the product of framing from a particular interpretation of the social world. In the constructionist view, the problems that the government seeks to resolve are not only considered to have an objective base in the economy or material structure of the society but are also constructed in the realm of public and private discourses (Fischer, 2003a). This view goes back to Hajer's argumentative approach, in which politics is an argumentative struggle and actors not only try to make their opponents see the problem according to their view but also seek to position or portray other actors in specific ways (Fischer, 2003b).

The politics of discourse is best considered as a continuous process of giving meaning to the vague and ambiguous socio-physical world through storylines and the subsequent structuration of experience through the various social practices that can be found in a given field (Hajer, 1995). In other words, discourse is the lens through which people see the world and "establishes norms for developing conceptualizations that are used to understand the phenomenon" (Fischer, 2003b). Nevertheless, discourses based on language are always uttered in the social sphere, are constructed ideologically, and always find their social meaning by referencing to an ideological position (Fischer, 2003b). Discourse, then, establishes the terrain on which political struggle takes place, assigns subject positions to social actors in both cultural narratives and ongoing storylines, defines the actors' social and political relationships, and attributes to them various social attributes such as virtue or blame (Fischer, 2003b). Although discourse shows the worldview of the social actors, it can also be seen as the tip of the iceberg; that is, there is more to it beneath the surface. Discourse is the part where ideological thoughts are expressed or executed, and ideology is the underlying part that drives the mental model or action. Discourses are not ideologies, but they generally have an intentional or unintentional relationship or position with one (Fischer, 2003b). Van Dijk (2006) goes on to suggest that ideologies are largely expressed and acquired by discourse. Ideology is the part of the iceberg that hides beneath the water; it is the part where discourses originate and truly reflect. Van Dijk (2006) further defines ideologies as foundational beliefs that underlie the shared social representation of specific kinds of social groups, and these representations are in turn the basics of discourse and other social practices. Referring to Hajer's argumentative approach, a discourse is pinned down where it serves as a weapon in an ideological struggle, and it finds its social meaning in these struggles (Fischer, 2003b). When group members explain, motivate, or legitimize their actions, they

typically do so in terms of ideological discourse (van Dijk, 2006). Ideologies are similar to mental models used to understand the world, and discourse is the tool they use to represent their mental models. Therefore, ideologically biased event models typically give rise to ideological discourses, in which events or actors are described negatively or positively, depending on the ideological bias of the mental model (van Dijk, 2006). These models further explain that social problems come into discourse and therefore into existence as reinforcements of ideologies, not simply because they are there or because they are important for well-being (Fischer, 2003a).

Discourses and ideologies are part of an interlocking entity, and understanding the nature of ideologies before understanding how discourses function is critical. Ideologies are foundational social beliefs of a rather general and abstract nature, and one of their cognitive functions is to provide coherence to the beliefs of a group and thus facilitate their acquisition and use in everyday situations (van Dijk, 2006). However, ideologies are not necessarily the same as discourse or other social practices that reinforce them. Although discourses are not ideologies, they do intersect with ideologies that supply the words of a discourse with different meanings (Fischer, 2003b). Ideologies are not any kind of socially shared beliefs but are more fundamental or axiomatic, and they control and organize other socially shared beliefs (van Dijk, 2006). Ideologies function as the part of the socio-cognitive interface between social structures (e.g., condition, etc.) of groups on the one hand and their discourses and other social practices on the other hand (van Dijk, 2006). In other words, group action is based on ideologies that enable members to organize and coordinate their joint actions and interactions in view of the goal and interest of the group as a whole (van Dijk, 2006). Ideologies reflect the basic material and social relations in a society, and they supply people with different social identities (Fischer, 2003b). Ideologies also consist of social representations that define the social identity of a group, that is, its shared beliefs about its fundamental conditions and ways of existence and reproduction (van Dijk, 2006). Furthermore, ideologies, as interpretive constructions of reality, contribute to the production or transformation of power relations and political domination (Fischer, 2003b). To sum up, ideologies control the identity, actions, worldview, and power relations of an organization. As ideologies control the action and power relations of organizations, they serve as a lens through which people understand the world. One may have an impression that ideologies are similar to logic, which guides people's thinking in a system of reasoning. Therefore, to

many, ideologies may seem like a logical system on which their worldview relies on. However, ideologies are not logical systems; rather, they are socio-psychological ones, and thus they may be heterogeneous or inconsistent, especially in their first spontaneous stages (van Dijk, 2006). Unlike discourse, which is more fluid, ideologies at the individual level are gradually acquired and (sometimes) changed through life or a life period, and thus they need to be relatively stable (van Dijk, 2006). As ideologies are mostly acquired and adopted, not all group members “know” these ideologies equally well (van Dijk, 2006). As not all members in the group are on the same page, discursive storyline becomes the bridge that connects the members of the group. Storyline is also a visual aid and an eye catcher to draw people’s attention to a certain ideology (Fischer, 2003b). The reason is that people are not interested in well-developed theories of ecology or political philosophies for cognitive assistance, but rather they turn to discursive storylines as short-hand constructions (Fischer, 2003b). The primary function of discursive storylines is that they suggest unity in the bewildering variety of separate discursive components of a problem that otherwise have no clear or meaningful pattern of connections (Fischer, 2003b). In other words, storylines function to condense large amounts of factual information combined with normative assumptions and value orientations that assign meaning to them (Fischer, 2003b). As a component of discourse, storylines serve to position social actors and institutional practices in ongoing, competing narratives (Fischer, 2003b). Discourse, ideology, and discursive storylines are all interlinked and shown at different levels of a mental model, in which the whole mental model portrays the worldview and justifies the action of an organization.

Adopting to Hajer and Versteeg’s (2005) definition, discourse refers to “an ensemble of ideas, concepts, and categories through which meaning is given to social and physical phenomena, and is produced and reproduced through identifiable set of practices.” In other words, it is a rhetorical tool that actors use to spread their perceptions through a framed context that reflects a specific belief or ideology. For that, it provides an ideal way to study the identity and ideology of an organization, as the discourse articulated leads to the mental construct of the organization’s perception of specific context.

## 2.3 Environmental Discourse

Discourse is a multi-disciplinary term, and it is the social context it carries that defines its definition. Under the environmental context, discourse reveals a particular understanding of environmental problems and how nature relates to human society. Killingworth (1992) points out that environmental dilemma is a crisis of Western liberalism where old liberalism's concern with material progress has come into conflict with the new liberal concern of environmental protection where they perceive the ecological consequences of development are prohibitive. With the society unable to resolve this conflict, the ground for agreeable public action divided into separate conflicting interests, each with its own set of values and action agenda (Killingworth, 1992). It is the different values and action agenda that constitute the environmental discourse in our society. It further explains the concept that environmental problems are socially constructed, building on expert language and concepts, research practices and available technology (Feindt and Oels, 2005). Feindt and Oels (2005) point out that the articulation of an environmental problem shapes if and how the problem is dealt with, and the different interpretations is where the realm of environmental discourse jumps in. In other words, environmental discourse constructs the reality people perceive on how humans should relate themselves to the natural environment. Discourse also shapes what can and cannot be thought, delimits the range of policy options, and serves as a precursor to policy outcomes (Hajer and Versteeg, 2005). These discursive formations are critical to the question of if and how a situation is understood, communicated and treated as an environmental problem (Feindt and Oels, 2005). Therefore, under different environmental discourses, one may perceive an incident as a problem, whereas another may perceive the same happening as an opportunity. This situation corresponds with Hajer's (1997) notion that "discourse itself is part of reality and constitutes the discoursing subject."

Under the environmental context, discourse analysis primarily aims to understand why a particular understanding of an environmental problem at some point gains dominance and is considered as authoritative, whereas other interpretations are discredited (Hajer, 1995). Discourse analysis comes in many streams. Some of the influential works are Herndl and Brown's (1996) *Green Culture: Environmental Rhetoric in Contemporary America*; Bruelle's (2000) *Agency, Democracy, and Nature: The U.S. Environmental Movement from a Critical Theory Perspective*; Hannigan's (2006) *Environmental Sociology*; and John Dryzek's (1997)



*The Politics of the Earth: Environmental Discourses*. All environmental discourse models examine the human–nature interaction and the role of the institutions, but they take on different perspectives on how human society responds to the realization of the need to reconnect with the environment.

### **2.3.1 Herndl and Brown: Green Culture: Environmental Rhetoric in Contemporary America**

Herndl and Brown and Killingsworth's (1996) work take on an ontological perspective of the human–nature relationship and focus on how nature is valued and positioned in human society according to the fundamental philosophy of looking at nature's existence. Killingsworth in his book *Ecospeak: Rhetoric and Environmental Politics in America* has created a rhetorical model of environmental politics based on the elaboration of discourse in the environmentalist and developmentalist continuum. The continuum has three major perspectives with different major actors in the society who take up the different perspectives. The three major perspectives are Nature as Object, Nature as Resource, and Nature as Spirit. The view of nature as object is used in the scientific community which takes on a positivist perception viewing nature as brute matter and relationships as correlation, cause, and effect. The view of nature as resource is prevalent in business and industry where nature is treated as commodities that can be priced. The view of nature as spirit puts nature on the same hierarchy as humans and extends all ethical actions to all beings on earth. On the continuum, the science community, government, business and industry, agriculture, humanistic environmentalist, and deep ecologist each take up a role supporting the different perspectives.

Herndl and Brown in their book *Green Culture: Environmental Rhetoric in Contemporary America*, have further elaborated on Killingsworth's idea. The rhetorical model for environmental discourse raised by Herndl and Brown is at a more ontological and basic level that discusses the purpose and value of nature in human society. Three different discourses are presented: regulatory discourse, which takes on an ethnocentric view and considers nature as a resource; scientific discourse, which takes on an anthropocentric view and considers nature as an object; and poetic discourse, which takes on an ecocentric view that considers nature as a spiritual and transcendent unity (Herndl and Brown, 1996). In other

words, regulatory discourse looks at the social and monetary value of nature, scientific discourse looks at the knowledge embedded in nature, and poetic discourse looks at the aesthetic and spiritual value of nature. Herndl and Brown's discourse model comes closer to the fundamental ideologies that draw out human–nature interaction and construct a worldview on how nature should be positioned in the human society.

Similar to Herndl and Brown, and Killingworth's work, Hannigan took on the ontological perspective on nature and looked into the value of existence for the natural environment. In his book *Environmental Sociology*, Hannigan (2006) suggests another typology for environmental discourse, which originates from his previous work on discourse of emergencies that refers to how catastrophes, conflicts, and settings for human suffering are central to international affairs. Hannigan proposes three discourses in his typology in chronological order: Arcadian, Ecosystem, and Justice. Arcadian discourse focuses on the aesthetic value of nature, and it coincides with the poetic discourse in Herndl and Brown's model. Ecosystem discourse centers on the notion of ecology and partly coincides with the scientific discourse in Herndl and Brown's model. Environmental justice emphasizes civil rights and entitlements entwined with the concept of ecology. Hannigan's model mainly describes the discourses used throughout the environmental movement in America.

### **2.3.2 Bruelle: Agency, Democracy, and Nature: The U.S. Environmental Movement from a Critical Theory Perspective**

Bruelle's (2000) work takes on a historical perspective on human–nature relationship where he looks at the evolution of beliefs in the environmental movement. Bruelle has raised a preliminary version of his environmental discourse model in his journal article "Environmental Discourse and Social Movement Organizations: A Historical and Rhetorical Perspective on the Development of U.S Environmental Organization". The study is based on the observation of the historical environmental movement in the United States. Bruelle (1996) in his study aims creates a model to "encompass the entire range of environmental organizations, link the development of these organizations to historical studies of the environmental movement, and develop a nonessentialist analysis of the beliefs that form the identity of these organizations" (p. 59). The model typifies different environmental

discourses that appeared at different stages of time in the course of the environmental movement in the United States. Bruelle's approach represents the perception that environmental discourse is time and space specific and is governed by specific modelling of nature which reflects past experience and present preoccupations (Hajer, 1995). Bruelle in his work identified seven different discourses that are present in the environmental movement in the United States, which include: Manifest Destiny, Conservationism, Preservationism, Ecocentrism, Political Ecology, Deep Ecology, and Ecofeminism. Manifest Destiny is on the pro-development end of the spectrum, and sees nature as having no intrinsic value unless it is utilized by human society. Conservation sees nature as a resource provider and subject to human management for the betterment of human society. Preservation acknowledges the aesthetics and spiritual value of nature, and they are essential in maintaining the well-being of human society. Ecocentrism stands on the more pro-environment side of the spectrum and takes in the ecocentric idea that humans are part of the ecosystem and putting humans on the same hierarchy as nature shows human survival is linked to ecosystem survival. Political Ecology elaborates the ecocentric idea into the power structure of human society and proposes that the domination of humans by other humans has led to human domination over nature and is the root cause of environmental problems. The Deep Ecology stance represents a more progressive end of ecocentric ideas and believes that all life on earth has intrinsic value so that humans should maintain the biodiversity on earth by minimizing human impact on the natural environment and only take from the environment what satisfies vital needs. Ecofeminism takes in the idea of deep ecology to human relations by relating that the environmental problem is rooted in the problem in human relations, and that androcentric concepts leading to the superiority of male over female and humans over nature are the root of all problems.

Bruelle's work placed environmental discourse on a continuum from pro-development to pro-environment discourses and perceives that the environmental movement is moving from the pro-development end of the spectrum toward the pro-environment direction. Bruelle linked the spectrum to the historical development of the environmental movement in the United States by pointing out that there are three distinct historical periods in the environmental movement where organizations with specific discourses were more likely to be incorporated in the same period of time. Bruelle (1996) pointed out that majority of Conservationist and Preservationist organizations were founded in the first period of the

environmental movement starting from 1875 to the early 1960s, followed by a boom of ecocentric organizations in the mid-1960s to mid-1970s and finally from the 1970s onward with the organizations founded in this period of time being mostly based on Political Ecology, Deep Ecology, or Ecofeminism. It reinforces the relationship between Bruelle's model the historical progression of the U.S environmental movement is linear.

In *Agency, Democracy, and Nature: The U.S. Environmental Movement from a Critical Theory Perspective*, Bruelle further elaborates the model and presents nine different discourses by studying the discursive frames used in the American environmental movement. The nine discourses are Manifest Destiny, Wildlife Management, Conservation, Preservation, Reform Environmentalism, Deep Ecology, Environmental Justice, Ecofeminism, and Ecotheology. Again, these discourses are listed in a continuum, from the pro-development discourse of manifest destiny to the pro-ecology discourse of deep ecology. This model of environmental discourse focuses on the cultural and physical linkage of human-nature interaction, examines the present trend of the environmental movement, and takes a more pragmatic approach to looking at environmentalism. Therefore, this discourse model is an elaborated version of Bruelle's previous work based on the history of environmental movements and the ideology behind them. As Bruelle (1996) has stated, this model is "a simplification of the discourses as though they were linear and unchanging entities through time" (p. 75).

Corrado Poli in his book *Environmental Politics: New Geographical and Social Constituencies* raised another set of environmental discourse similar to Bruelle's perspective of looking at environmental politics based on the progression of environmental consciousness in the course of the environmental movement. Poli (2015) identified four stages of environmental consciousness in his book and they are: Environmental non-consciousness, Conservative Stage, A Progressive Shift, and The Radical Option. Environmental non-consciousness is the first stage which "deny the existence of problems defined and catalogued as environmental" (p. 22) where problems are viewed separately in their respective physical boundaries for technical solutions, not linking to the concept of "environment". The second stage is the conservative stage where environment as a discipline comes into play and "people admit that the relationship between humans and the environment ought to be somehow revised" (p. 22). In the second stage, the perception of the environment is still on a scientific and technical manner where solutions are to be made and problems are to be solved by human

effort. The third stage of consciousness is a progressive shift where environment problems ascend to a societal level and solutions are no longer technical fixes but demands for a change in the social and the economic production system. The fourth stage takes the environmental question into the core of the society where reconstructing the relationship between humans and nature is at a priority of all the social issues. The four stages describe the evolution of discourse from completely rejecting nature from human society to accepting nature as an integral part of human society and requiring that environmental questions should be prioritized in political debates

### 2.3.3 Dryzek: The Politics of the Earth: Environmental Discourses

The last environmental discourse model to be mentioned is John Dryzek's model, which he mentions in his book *The Politics of the Earth: Environmental Discourses*. In Dryzek's (1997) words, a discourse is a shared way of comprehending the world, and each discourse rests on assumptions, judgments, and contentions. Environmental discourse originates from the industrial society (Dryzek, 1997). As societies move toward industrialism, pursuing growth and material wealth, the connection between humans and the natural environment is weakened. Environmental discourse involves ideologies on re-incorporating nature into the society and bringing environmental issues back into focus. Dryzek further elaborates the idea into a discourse model that describes the assumptions, judgments, and contentions about human–nature interaction. The main focus of the interaction is built on a more fundamental concept of how human society should take its course in moving away from its current problematic model of development. Among the different discourse models, Dryzek's model focuses on social, economic, political, and perception changes in societies, and it best describes the complex ideologies in our post-industrial society. Unlike the other discourse models that mainly describe the progression of mentality on a one-dimensional plane, Dryzek's model focuses on the direction the movement is heading and how societies should progress from a multi-variable three-dimensional perspective.

In Dryzek's *Politics of the Earth* (1997), he points out that all environmental discourses involve a departure from traditional industrialist ideas in the political-economic and social-industrial aspects. In the political-economic aspect, the departure can be prosaic or

imaginative; in the social-industrial aspect, the departure can be reformist or radical, depending on the pace and degree of change suggested. With the dominant social-economic theme in the 21st century being a neo-liberal capitalistic one, environmental discourse also revolves around this concept. The political-economic aspect of discourse has several characteristics: the perception of the environment is addressed, political power is shared by various stakeholders, political hierarchy is dissolved, and local-level actors have greater involvement in decision making. From the economic perspective, the political-economic aspect deals with whether the economy and the environment are mutually exclusive or can coexist in harmony. Conversely, the social-industrial aspect revolves around the perception change of resources, industrial production, and material well-being. The key concept in the social-industrial aspect is the perception of growth. Growth does not only imply economic growth but also population and use of resources, which all lead to the questioning of the continuance of industrialism. Therefore, the political-economic aspect deals with political power sharing and the relationship between the economy and the environment, whereas the social-industrial aspect touches on the perceptions of societal growth and resources.

In the political-economic aspect, the prosaic perspective refers to a milder stance in political-economic changes and to keeping the capitalist political-economic order intact. The prosaic stance clings on to the traditional social hierarchy, with decision making centralized to the government, and tends to rely on institutional tools, such as command and control methods and regulations. The imaginative stance takes on a more revolutionary view and aims to create a new political-economic order, which takes nature into the heart of the society. The imaginative stance also aims to disperse political power that is centralized to the government, and it suggests more local actor involvement in decision making. It considers environmental issues as opportunities to bring the environment and the economy together, and these two aspects are not mutually exclusive. In the social-industrial aspect, reformists aspire to maintain the current industrial society with growth based on production and material well-being. This growth signifies a milder change in the human—nature hierarchy. From this perspective, continuous growth in the economy and society is the main theme in governance. The environment is perceived to comply with the main theme so that environmental problems will not get in the way of economic and societal growth. By contrast, a radical perspective indicates an abrupt and thorough change in the industrial structure in which the human—nature hierarchy must be redefined. Economic and societal growth is no longer the

main theme of governance, and its objective changes to recreate a society that is less dependent on industrialism and more integrated with the natural environment.

These ideas constitute some of the core beliefs in environmental politics and are also the basic building blocks of discourse in Dryzek's model. Environmental discourse helps to explain why a certain policy is adopted and particular actions are taken. From the different political-economic and social dimensions of the society, Dryzek introduces a discourse quadrant that represents the corresponding stances on degree of change implied by different discourses. The four basic discourses in the model that can be applied to the current political world are: Survivalism, Environmental Problem Solving, Sustainable Development, and Green Radicalism.

Wardell-Johnson has elaborated on Dryzek's model and came up with a model with six types of environmental discourse and was quoted in Ernoul's article, "Environmental Discourses: Understanding the Implications on ICZM Protocol Implementation in Two Mediterranean Deltas". This conceptual framework acknowledges the binaries radicalism and reformism in human management imperatives, as well as the prosaic and imaginative discourses challenging status quo discourses (Archer-Lean, Wardell-Johnson, Conroy, Carter, 2015). So to speak, Wardell-Johnson's model follows Dryzek's model with two axes, one axis identified the discourses ranging from ecological to technological position aligning with Dryzek's political-economic changes and the other axis identified the discourses ranging from maintaining the political chessboard set by industrial society to seeking to redefine the chessboard which resembles societal change on Dryzek's model (Eenoul, Wardell-Johnson, 2015). Under these two intersecting axes, Wardell-Johnson identified six types of discourse: Environmental Rationalism, Environmental Problem Solving, Survivalism, Reformist, Green Rationalism, and Green Romanticism. Environmental Rationalism looks at nature in a material way, reduces the position of nature to a resource provider to the people and environmental issues are looked at for their economic impact on humans. Environmental Problem Solving looks at nature in a scientific way, considering environmental issues as problems to be solved by human effort with the allocation of scientific resources from the institutional structure. Environmental Rationalism and Environmental Problem Solving represent the splitting of Problem Solving discourse in Dryzek's model into a pragmatic version where the economy and people are the focus and an institutional version where

science and the institutional structure are the focus. Survivalism remains the same as described in Dryzek's model where human society should be re-engineered to limit consumption and growth in order to cope with the Earth's carrying capacity. Reformist, similar to sustainable development in Dryzek's model, looks at balancing the social, ecological, and economic needs of the society and the environment. Green Rationalism respects the equal status between humans and nature but takes on a slightly anthropocentric perspective as humans are the one to provide solutions to environmental problems. Green Romanticism takes on an ecocentric point of view where the ecosystem holds an equal status to humans and humans need to consider their needs and relationships with the landscape. Green Rationalism and Green Romanticism take Dryzek's green radicalism and split it into a pragmatic version by injecting ecological value into the society and a deep green version where the human race is merely a part of the ecosystem and human need is integrated into ecological need, not alienating themselves from nature.

### *Environmental Rationalism and Environmental Problem Solving*

Under Dryzek's (1997) model, environmental problem solving is the basic attitude that the industrial society has on the environment, and it takes on a reactive stance on environmental issues. The industrial society has a practical orientation and a reactive approach to the environment. The main idea in this discourse is to maintain the neo-liberal capitalistic status quo by making minor adjustments to address any upcoming environmental issues. Incorporating environmental issues is an effort to make the administration by the institutional body more compatible with and adaptive to real-world circumstances. Here, the human–nature interaction is considered inherently conflicting. The conflict originates from the discourse's perception of nature as a source of resources for societal development. As humans can freely exploit nature and resources are provided for free, any measures to protect nature infringe an extra cost on the human society. Therefore, the environmental problem-solving discourse considers economic development and environmental protection as a zero sum game and the two are intrinsically in conflict. This side of discourse also perceives that humans should have the ultimate control over their environment. The emerging human–nature conflicts are perceived as problems that can be solved by human efforts. Consistent with the prosaic mentality in the political–economic system, the



environmental problem-solving discourse embraces a top-down mentality in the institutional structure and power relations. Although the discourse is inclined to maintain the status quo of a liberal democratic social structure, it places the responsibility of containing environmental problems on the shoulders of the institutional body. In this power structure, the institutional body listens to various groups while seeking balance among them in ways similar to those in a dispute resolution process. Therefore, the institutional body's responsibility is to take care of the interests of various groups, resolve the human–nature conflict, and keep the free-market economic system running smoothly.

In Wardell-Johnson's model, the discourse is split into environmental rationalism and environmental problem solving, which is divided along the discourse's disposition on maintaining the political status quo or not. Environmental rationalism takes on an optimistic approach to environment where human creativity can overcome environmental problems with technological advances and market solutions. Under this discourse, the economy is the focal point, where the environmental solution is to keep the economy running smoothly. Environmental rationalism believes in the power of market force and power is diversified in the market system where humans can manage nature as they see fit, not necessarily needing to go through the government, and power not necessarily in the hands of the institutional system. On the other hand, environmental problem solving takes on a scientific approach to environment that an environmental problem is to be solved by technical solutions combined with the power and effort of the institutional system. Under environmental problem solving, humans control nature through management by the institutional system with help from the scientific community providing technical solutions. Environmental problems are to be carefully managed by the institutional system to minimize or mitigate their impact on the social-political system. All the effort made is to keep the political status quo in check.

### *Survivalism*

According to Dryzek's (1997) model, survivalists believe in the existence of an absolute global limit of growth and sit on the prosaic and radical quadrant. The prosaic aspect of the survivalist discourse represents its stance on maintaining the traditional socio-political hierarchy with tools of command and control, whereas the prosaic aspect considers that the

whole physical world should be placed under human control. However, to effectively put society and nature under human control, the administration should be led by elites and specialists, who must rely on their knowledge on the environment to keep the society running within the earth's carrying capacity. Survivalism takes the centralized governance to the extreme and suggests an authoritative rule on resource use. The survivalist discourse perceives nature as a resource that is under human management. Their perception of nature is in accordance with the authoritarian governance, in which the society and the physical world need management and control to maintain everything within the earth's carrying capacity. However, with their authoritative and managerial approach to the society and the environment, survivalists build their power on institutional structure and rely on institutional tools, rationing, and control measures. Conversely, the radical aspect of the discourse aims for a thorough redistribution of power in the current socio-industrial system. In other words, the intent is to break apart the current administration–corporate complex, in which governments are oriented to maintain economic growth and consumption. The transformation aims to create a society that turns away from economic and population growth in an effort to keep the society within the earth's carrying capacity. In Wardell-Johnson's interpretation, survivalism is largely the same as in Dryzek's model, occupying the technical and imaginative side of the spectrum.

### *Sustainable Development and Reformist*

As a discourse in Dryzek's (1997) model, sustainable development occupies the reformist-imaginative aspect of the quadrant. The position of the discourse suggests that sustainable development has a minor adjustment in the current social-industrial system while redefining the political-economic structure. The reformist side of the discourse is shown by inheriting the current capitalist-industrial society and subordination of nature under human use and by the continual pursuit of economic and societal growth. The imaginative side of the discourse comes in redefining the relations between the economy and the environment in an effort to dissolve the conflict between economic and environmental values. This discourse leads to the notion of sustainability, in which economic growth and environmental protection are in harmony. Sustainable development as a discourse also envisions a bottom-up approach in the political network, and more power is given at the local community level. In this sense, the

power structure is shifted from the state to the local level, with different actors working together for the public good. The discourse pursues a more balanced power relation between people and nature. Nature is connected with human society, so nature is no longer seen as a brute material or resource. Nature is part of the social system, as we are part of nature. Sustainable development in broader terms refers to embracing environmental protection, economic growth, social justice, and intergenerational equity in our society, and these values are applied to a global and perpetual context (Dryzek, 1997). As the discourse only gives a general direction of which way our society should progress, many different interpretations of how to achieve a more sustainable society exist. However, the different interpretations all revolve around several central ideas embraced by the discourse of sustainable development. The basic assumption of the discourse is interpreting both social and ecological fabrics as nested and networked systems (Dryzek, 1997). In this networked social system prescribed by sustainable development, civic participation in public discussions and decision making is the cornerstone, and it encourages partnership among different actors. In effect, this partnership dilutes the significance of state actors. Therefore, the discourse promotes cooperation, deconstructs the traditional social hierarchy, and leaves the government with the role of setting up the framework and necessary regulations for this cooperation to work. However, the hierarchy remains within the human–nature relations, in which the sustainability of human society is prioritized over that of nature. The key metaphors used by sustainable development as a discourse are progress, better future, and co-existence (Dryzek, 1997). These metaphors place stress on the idea that pursuing sustainable development can lead societal growth to better cope with the needs of the environment. However, these all-inclusive yet ambiguous principles enable various interpretations of the discourse, and they lead to the absence of a concrete definition of sustainable development. Without a clear definition, measuring the progress of sustainability is difficult and leaves the discourse as an empty political slogan (Carter, 2001). In Wardell-Johnson’s model, the reformist discourse has replaced sustainable development, occupying the ecological and reformist side of the spectrum.

### *Green Radicalism, Green Rationalism, and Green Romanticism*

According to Dryzek (1997), green radicalism is a collage of different ideas that imagine a new eco-centric world that abandons the traditional industrial–capitalist perspective of the natural environment and suggests a different interpretation on human–human and human–nature relations. Therefore, green radicalism discourse is placed in the imaginative and radical quadrant. Green radicalism as a discourse is characterized by its eco-centric and social equality ideologies, which perceive nature as equal to humans in the human–nature interaction. It acknowledges the global limit of resources and the inclusion of every agent at all levels, ranging from individual to collective, in decision-making processes. As the discourse points to the individual-level of decision making, it aims to stimulate individual consciousness of the environment. In the societal aspect, green radicalism rejects the basic structure of the industrial society and the notion of pursuing perpetual growth. To some extent, green radicalism takes sustainable development further by encompassing equality, justice, and environmental well-being, while revolutionizing the culture and social–industrial structure embedded in modern society.

In Wardell-Johnson’s model, green radicalism is divided into green rationalism and green romanticism, with both taking up the ecological end of the spectrum, acknowledging that nature and humans are in equal status and humans are an integral part of the nature. However, the difference between the two green radical discourses comes in their perceptions upon how power is distributed and how the political system is engineered with accordance to nature. Green rationalism intends to bring ecological principles into the political status quo without drastically changing the institutional system. On the other hand, green romanticism takes on a more thorough approach in bringing ecological principles into the society and intends to re-engineer the social-political system so that humans do not overpower nature. Green romanticism rejects the scientific management of nature and believes in the power of the people, so that the power hierarchy is dissolved with power distributed to the local and bio-regional level.

### *Underlying Ideology in the Political-Economic and Societal Aspect*

The environmental discourse models can be categorized into three camps, Herndl and Brown, and Killingsworth's model looking at the environmental from the ontological perspective of nature's existence, Bruelle's model looking at the historical progression of discourse in the environmental movement, and Dryzek and Wardell-Johnson's model on the ecological and social engineering perspective of environmental discourse. All these three models look at human—nature relationship but from a different angle while trying to offer a package of ideologies on how human society should incorporate nature into its socio-economic system. While the ontological camp and the historical camp give a linear interpretation of progression on environmental discourse, Dryzek and Wardell-Johnson's model gives a more holistic view on human—nature relations by looking at discourse from two perspectives, the inclusion of ecological principles and the reengineering of social structure. However, the typology in the environmental discourse models aims to pinpoint where actors stand in the environmental movement and actors rarely fit perfectly in these discourse models. Therefore, understanding the underlying perception of different aspects is more crucial to obtain a better picture of the directions where these discourses actually point to.

In Dryzek and Wardell-Johnson's models, each discourse is composed of two aspects, namely, the societal aspect and the political-economic (ecological-technical) aspect. The societal aspect refers to the orientation toward perpetual economic growth and the attitude toward the administration-corporation complex, in which the administration works with corporations to set conditions in pursuit of creating continual economic growth. In the prosaic (technical) end of the political economic aspect, the mentality is largely bound by industrialist thoughts, and thus solutions to the human—nature conflicts are largely limited by tools inherited from the industrialist mentality, that is, relying on institutional tools for ration and control. The industrialist power structure, in which power in the institutional structure is controlled by elites and experts, is inherited. The relationship with nature is largely anthropocentric. Humans are at a higher position than nature in the hierarchy, and thus placing nature under human control is justified. On the other end of the continuum, the imaginative (ecological) end of the political economic aspect steers away from industrialist thoughts and redefines the relations between the economy and the environment. Economic and environmental values are reassessed, and old conflicts are intended to be dissolved. As

the institutional structure is no longer bound to the industrialist top-down mentality, power is decentralized and given to the local level. The relationship with nature is also redefined; that is, humans are considered to be part of nature, so nature should be part of our society. Equality is stressed in every aspect of the social system, and thus social justice and ecojustice are emphasized in the power structure. In Wardell-Johnson's model, the prosaic (technical) side believes in technical fixes and inclines toward maintaining the status quo, and on the other end of the spectrum, the imaginative (ecological) side takes on an ecological point of view and intends to overturn the status quo.

On the other hand, the societal (human management imperative) aspect looks at how nature should be included in the society and how power should be structured in the political system. The reformist approach in the societal aspect is built on maintaining the current liberal capitalist system in which society is oriented toward economic growth and consumption. This approach also intends to maintain the capitalist power relations in the administration, in which corporations and industries have considerable influence on the administration. On the other end of the continuum comes the radical approach, which intends to veer away from the capitalist system and to reorient the society away from perpetual growth. As the society deviates from consumerism, the power relations in the industrial political economy are redistributed. Industries and corporations no longer have the power and influence in the administration. In Wardell-Johnson's model, a simpler approach is taken where radical and reformist represent two ends of a binary system on human management in the social system, a question on where the power lays. The binary system, with at one end the reformist side, inclines toward maintaining the current power structure and social system, and at the other end, the radical side intends to re-engineer the social fabric.

These approaches can be grouped together according to their progressiveness toward the change adopted in the current social-economic structure. The analysis in the current research is conducted on the basis of these fundamental ideas on change, which should be considered to shift the society toward more environmentally sound lines.

## 2.4 Inter-organizational Relationship

Inter-organization relations, as the name suggests, looks at the relationships between and among organizations. Research on inter-organization relations covers a wide range of topics which aims to understand and explain one or more of: the antecedents, content, patterns, forms, processes, management, or outcomes of relations between or among organizations (Croppers, Ebers, Huzham and Ring, 2008). In other words, the study of Inter-organization relations is concerned with understanding the character and pattern, origins, rationale, and consequences of such relationships (Croppers, Ebers, Huzham and Ring, 2008). Among the different focuses in the field, character and pattern of relationships is the fundamental part of the inter-organizational relationships study as it points to understanding the basics of what kind of relationships can be formed and maintained by the organizations. The study of character and pattern of relationships points to typifying relationship into specific categories.

### 2.4.1 Reuf, Granovetter, and Marsden and Campbell's Typology on Inter-personal and Business Ties

Individuals are the smallest unit in a social network and interaction within social networks are often studied on the individual level. The field of social network analysis begins with studies on inter-personal ties, and from ties on the individual level, Granovetter's (1973) study attempts to apply the analysis of inter-personal interaction to the network level. Granovetter (1973) pointed out that in interpersonal ties, it is a combination of time, emotions, intimacy and services invested that decides the tie strength. As so, he assumed that based on the four criteria, it can be decided whether a network tie is strong, weak or absent.

Based on Granovetter's findings, Marsden and Campbell (1984) look further into the measurement of tie strength, which comes to the conclusion that emotional intensity is the best indicator for measuring tie strength.

Ruef's (2002) study is a more updated piece of work on inter-personal tie strength, investigating the connection between innovation capacities and the strength of business relations. Building on previous work in the field, Ruef's (2002) studies look at interpersonal

ties in terms of time and emotions (intimacy) invested in a relationship, which signifies the strength of the inter-personal ties. In Ruef's study, tie strengths are typified into strong ties, weak ties and islands:

1. Strong Ties – closely knitted relationship marked by conformity and trust between focal actors
2. Weak Ties – bridging social groups that are otherwise disconnected, less on trust building more on spreading information and resource sharing
3. Islands – marked by directed ties that reject conformity and separate the need for information from the constraints of influence.

Since organizations are made of individual actors, understanding how individuals interact in social networks often gives insights to how other bigger social units interact in networks. However, a relationship on an individual level is different from a relationship on an organizational level. For that there are studies that are done based on relationship and social interaction on the organizational level.

#### **2.4.2 Thornton's Model on Business Networking Behaviors**

Thornton (2013) in her study delineates the scope and conceptualizes the content and distinct types of organizational networking behaviors. In the study, Thornton focuses on business network management, which looks at how firms manage and strategize in their network context to embrace the inherent opportunities and hindrances. In other words, how businesses manage their network and business relations to acquire the desired information and resources which are crucial to firm performance. In the study, Thornton has listed four types of networking behaviors: Information Acquisition, Opportunity Enabling, Strong-tie Resource Mobilization, Weak-tie Resource Mobilization:

1. Information acquisition – relationship that is intended to obtain information to make informed decisions, and develop and improve their offerings
2. Opportunity enabling – relationship that is intended to expose to a wide range of familiar and unfamiliar organizations which leads to the exposure to a wide range of potential suppliers and customers



3. Strong-tie resource mobilization – relationship that is characterized by high level of trust and foster exchange based on mutual understanding. They coordinate in resource adjusting, resource transferring and resource pooling.
4. Weak-tie resource mobilization – arm's length relationship driven by lower level of trust and interaction intensity. They engage in bridging for local connection, bypassing-flanking for peripheral key actors and bypassing-avoidance for grabbing competitor's market share.

Thornton's typology puts organizational relationship strength into a linear scale and classifies the type of interaction between two organizations by measuring the amount of time and resource invested by both parties. From this typology, Thornton, Hanneberg, and Naude (2014) have developed a questionnaire to measure the relationship type of business relations.

<b>Code on Types of Relationship</b>	<b>Associated Statements</b>
<b><i>Information acquisition (developed as part of this study)</i></b>	
<b>IA1.</b>	Information provided by our business partners is helpful for us to make an informed decision.
<b>IA2.</b>	By speaking to our business contacts, we are able to obtain the information that is crucial to us.
<b>IA3.</b>	We recognize that information from our business contacts is useful for us.
<b>IA4.</b>	Information from our business contacts who work in a similar market can be useful for us.
<b><i>Opportunity enabling (developed as part of this study)</i></b>	
<b>OE1.</b>	We make every effort to go out and network in order to increase our reputation in the market.
<b>OE2.</b>	We recognize that the value of working well with our business partners adds to the reputation of our products or services.
<b>OE3.</b>	We invest in building up our reputation in the market by networking with our business partners.
<b>OE4.</b>	We work toward becoming an effective business partner for other companies in the market (e.g. potential customers or suppliers).
<b>OE5.</b>	We recognize the benefit of word-of-mouth among our business partners.
<b><i>Strong-tie resource mobilization (developed as part of this study)</i></b>	
<b>SRM1.</b>	Matching our suppliers' capacity to the demands of our customers has been an important practice in our organization.
<b>SRM2.</b>	Our suppliers' ability is critical for us to satisfy our customers.
<b>SRM3.</b>	Having good relationships with both suppliers and customers has enabled us to adapt to changes in the market place.

Code on Types of Relationship	Associated Statements
<b>SRM4.</b>	When necessary, we coordinate between our business partners in order to resolve a particular issue/problem or improve the performance of a process.
<b>SRM5.</b>	Our customer-focused approach is communicated to suppliers, so that they are aware of how we serve our customers and can contribute to the success of delivering the offerings.
<b><i>Weak-tie resource mobilization (developed as part of this study)</i></b>	
<b>WRM1.</b>	We need to work closely with influential parties who have relationships with our direct customers to stimulate demand.
<b>WRM2.</b>	We approach our competitors' customers when we think the time is appropriate.
<b>WRM3.</b>	Identifying our competitors' major customers helps us to get to know the needs and requirements of potential customers.

**Table 1: Questionnaire measuring network behavior adapted from Thornton, Hanneberg, and Naude (2014 pp.964)**

The questionnaire has illustrated the different action taken by organizations when they engage in specific network behavior in business relations. The questions have shown what behavior organizations will adopt when they have a specific purpose in the business relationship. Some of the behavior in integration and resource sharing is applicable to non-business oriented relationships.

### **2.4.3 Donaldson and O'Toole's model on business relationship strength**

Donaldson and O'Toole (2000) raised another model in typifying organizational relationship. In their study, Donaldson and O'Toole (2000) try to develop a classification structure for strategic market relationships and points out there are two camps of explanation of inter-organizational network behavior. One camp is the behavioral aspect which has focused on the social process of exchange, whereas in the other camp, the economic aspect focuses on the transaction content. The behavioral aspect believes organizations bond because they want to strengthen ties; this end of the spectrum looks into social bonding factors like trust, commitment, cooperation, mutuality, and equity. On the other hand, the economic aspect believes organizations build connections because they have to in order to survive, and this side of the spectrum looks into resource factors like price, power, risk avoidance and opportunism. In the model constructed by Donaldson and O'Toole, economic ties and social

bonding are the attributes that control the relationship strength. The model measures the underlying motivation or assumptions guiding the relationship and the intensity of interaction between the partners to determine the structure of the relationship, which translates to the belief and action component in the analysis. Donaldson and O'Toole's model shows four types of relationships: The Bilateral, The Recurrent, The Dominant, and The Discreet:

1. Bilateral – Belief and action elements are at a high level, comes with openness of information, collaboration at a strategic level, and partners cooperate for mutual advantage.
2. Recurrent – High in belief element but low on action side, issues of reciprocity and temporal duration jump in, and partners concentrate on operational issues more than strategic ones.
3. Dominant – High in action element but low on belief side, a one-way relationship with a dominant player controlling the nature of the interaction.
4. Discreet – low on both belief and action element, opportunism dominates and the relationship is at arm's length.

Inter-organization relationship type models largely revolve around business networks and explain how firms optimize profit making and business strategies with the use of inter-firm relations. However, these models do not fit perfectly into non-governmental organizations, as profit and market forces are the sole drivers of their organizational decisions. For non-governmental organizations, the rationale for collaboration largely comes from the purpose of pooling their various resources and capabilities into a larger network of concerned activists working for a common goal (Keck and Sikkink, 1998). The larger network of activists creates a bigger voice in the public realm and can attract more attention to an issue, increasing the total amount of donations (Aldashev and Verdier, 2010). However, non-governmental organizations have finite resources and they tend to give priority to tying with organizations with similar issue-focuses (Murdie and Davis, 2012). On the other hand, the desire to maintain integrity and avoid competition in the market of aid donations might undermine the motivation for non-governmental organizations to coordinate in joint action (Murdie and Davis, 2012). As Oakes, Townkey and Cooper (1998) have mentioned, non-governmental organizations struggle to balance the desire to maintain their core values and

work processes based on their ideals with the need to attract sufficient economic capital. For that reason, organization interaction between non-governmental organizations does not follow the complex model illustrated in business network model and they tend to follow a simpler interaction model. According to Malavisi (2010), factors that contribute to an effective relationship between non-governmental organizations include a common vision; synergy and compatibility in values and practices; opportunity in strengthening relationship; fairness, transparency, and willingness to share resources and information; mutual respect; trust; and learning. All the factors mentioned above can be summed up into four categories: values, compatibility, mutuality, and resource, which in some sense resonates with the four factors, time, emotions, intimacy and services invested, in measuring the strength of interpersonal ties.

Golicic and Mentzer (2006) raised a model that looks at inter-organizational relationship by breaking down relationship structure into two distinct components, magnitude and type, where magnitude refers to the closeness and reciprocity of relationship and type refers to the common governance characteristics in a relationship. In other words, relationship magnitude measures the tie strength whereas relationship type looks into the power relations in the organizations. Hypothesis has drawn that relationship magnitude and type are two distinct components of relationship structure and relationship magnitude is antecedent to relationship type (Golicic, Foggin and Mentzer, 2003). In other words, it is the relationship magnitude between the two parties that decides the relationship type that they take. The above inter-organization relationship models all fall into studying relationship type where they measures whether the relationship between the organizations is “at arm’s length, cooperative or integrated” (Golicic and Mentzer, 2006). Here, arm’s length consists of discrete transactions; integrated is when the parties involved act as one, and cooperative points to the connected parties working together toward common goals and sharing investments (Golicic, Foggin and Mentzer, 2003). Golicic and Mentzer (2006) mainly focused on the study of relationship magnitude and mentioned that trust, commitment and dependence are the three most important components in strengthening relationship magnitude:

1. Trust – the willingness to rely on an exchange partner in whom there is confidence in their honesty and benevolence.

2. Commitment – a belief that the relationship is so important it warrants maximum effort to maintain it.
3. Dependence – the condition when one party does not entirely control the condition necessary to achieve a desired outcome performed by the other party.

Based on the properties of the three components, Golicic and Mentzer have created a questionnaire to measure the relationship magnitude and relationship type of business relations.

Construct	Indicators
Trust	The other party has high integrity
	The other party can be counted on doing what is right
	The other party is sincere in their promises
	The other party handles the relationship fairly and justly
	The other party is an organization we can trust completely
Commitment	Our organization is highly committed to the relationship with the other party
	Our organization intends to maintain the relationship with the other party indefinitely
	Our organization devotes maximum effort to maintain the relationship with the other party
	Our organization would do almost anything to keep the relationship with the other party
	Our organization cares a great deal about the long term relationship with the other party
Dependence	Our organization is dependent upon the other party
	Our organization believes working with the other party is crucial to our success
	Our organization needs the other party to accomplish our goals
Relationship Type	Our relationship with the other party could better be described as cooperative than at arm's length
	Our relationship with the other party could better be described as integrated than cooperative
	Our organization coordinates some of our business function with the other party as if we were one organization
	Our relationship with the other party is more than just repeated transactions
	Our relationship with the other party could better be described as strategic than transactional
	Our organization receives benefits from the relationship with the other party

**Table 2:** Questionnaire to measure relationship magnitude and relationship type modified from Golicic and Mentzer (2006, pp.101)

Trust, commitment and dependence do play a crucial role in relationship building between organizations, and the factors can affect what behavior organizations will adopt in a non-

business oriented relationship. For non-business oriented relationships, Golicic and Mentzer's model provided an insight into the factors that strengthen relationship magnitude. The major three components of relationship magnitude resemble the factors of an effective relationship between non-governmental organizations in Malavisi's (2010) study: common values, compatibility, mutuality and resource sharing in building an effective relationship between non-governmental organizations. However, in a non-business oriented relationship, the rationale behind connection building is much simpler and straightforward, and for that the difference between relationship magnitude and type might not be significant.

Looking at relationship type, Donaldson and O'Toole's (2010) model on classifying relationship structure typifies relationships according to the way organizations interact with each other through looking into the belief and action of the dyad in the relationship. Thornton's (2013) model on the other hand typifies organizational relationship based on the amount of time and resource invested by both parties. In other words, Donaldson and O'Toole's model looks at power relations whereas Thornton's model looks at tie intensity. Since this study tries to measure tie strength of organizational interaction, Thornton's model gives a better insight.

### 3. Methodology

In the social sciences, there are various methods for collecting data and analyzing the data collected. However, before getting into the method and tools selected for this research, this section will first discuss the underlying worldview and research paradigm adopted. The worldview and research paradigm are pre-determined by the aim of the research and the accessibility of data. Based on the fundamental question of the research and data availability, it lays the foundation for the data collection method and analyzing tool in the study. For that, this chapter will begin with the underlying philosophical assumption that will later drive the research direction and methodology adopted in the research.

#### 3.1 Adopted Research Paradigm

*“The self no longer uses language to express itself; rather language speaks through the person.” (Kvale, 1992, p. 36)*

In social science, there are several major research paradigms and each represents a different worldview, each suited to different research goals. In Pickard's (2007) work, we find three major research paradigms, each offering different interpretative lens and research framework. Lincoln and Guba (1985) also point out that there are three aspects that can help researchers to define a research paradigm which include perception of reality, perceived relations between the investigator and the investigated, and the method used. The three major paradigms that can be derived from these aspects are positivism, post-positivism and interpretivism.

The basic characteristic of positivism is the perception of an absolute truth that is independent of social constructs (Pickard, 2007). Positivist researchers prefer precise quantitative data, often seek rigorous, exact measures and objectives research, and test hypotheses by carefully analyzing numbers from the measures (Neuman, 2000). The method used is based on variables that can be applied universally and justified by various validities (Pickard, 2007). In other words, a positivist research is a quest of truth finding through quantitative methods.

Postpositivism is a modified version of positivism, believing in the presence of an absolute truth out there but also admitting social constructs do affect the quest for such truth (Pickard, 2007). It leads to the perception that truth cannot be wholly independent from social constructs, but can strive to maintain objectivity through triangulations of qualitative and quantitative methods (Pickard, 2007). It stands between positivism and interpretivism, acknowledging that reality is socially constructed but objectivity of the result can be maintained by adopting a mix of quantitative and qualitative method.

Conversely, interpretivism abandon the perception of an independent truth can exist outside of social construct (Pickard, 2007). The interpretive researcher sees social reality is based on people's definition of it (Neuman, 2000). In other words, this paradigm supports that reality is largely socially constructed, and is time and context dependent, which varies upon different social lenses (Pickard, 2007). Since the reality is constructed by social context, research finding is a representation of time and context bounded reality from human interaction through qualitative methods (Pickard, 2007).

According to Lincoln and Guba (1985), the purpose of positivist and postpositivist research is to make prediction and explanation, whereas for interpretivist, the aim is to make understanding and reconstruction in a social context. The differences in worldview provided by positivism, postpositivism and interpretivism have led to a different interpretation and methods of knowledge inquisition in conducting research. Positivism is in search of one absolute truth is represented by the quantitative research method which regards the world as made up of observable, measurable facts (Golafshani, 2003). To conduct quantitative research is to divide phenomena into comprehensible and measurable pieces and fit them into common categories that can be applied universally or at least to similar situations (Winter, 2000). Therefore, quantitative research is marked by reliability where the replicability and repeatability of the method are strongly emphasized (Golafshani, 2003). The quantitative approach is also marked by validity where researchers attempt to dissociate themselves from the research process to maintain the objectivity of the result (Winter, 2000).

As for interpretivism, reality is socially constructed, therefore, knowledge is embedded in social context, and the inquisition of knowledge is inseparable from the social context. Qualitative research does not seek to generate a universally generalizable outcome, but



seeks to understand phenomena in a context-specific setting (Golafshani, 2003). The qualitative approach also acknowledges the involvement and role of researchers in the research process as the researcher takes on the role of recorder of the reality that is subject to change (Golafshani, 2003). Therefore, qualitative research seeks illumination, understanding, and extrapolation to similar situations (Hoepfl, 1997). Under interpretivism, there is a stream of thought called social constructivism that looks into language and discourse and how they construct social realities. In attempting to make sense of the social world, social constructionists view knowledge as constructed as opposed to created (Andrews, 2012). It is based on the perception that physical objects do exist and are real, but they only gain meaning through a social construction (Jorgensen and Phillips, 2002), which here is, a discourse. Here, language is considered as constitutive, constructive, rather than reflective and representative (Wood and Kroger, 2000). In other words, the quest for understanding social reality lies in the meanings and representations constructed in the language used.

This research is in search of how perception and discourse affect inter-organizational interaction, and will study the effect of socially constructed device and their impact on the socially constructed reality. With discourse as a social construct that is not objectively associated with the environment itself but embedded in people's mind, the positivist approach cannot provide an in-depth insight into the context that is socially constructed. The aim of this research is not to generate a universally generalizable outcome on discourse, but to understand the difference in interpretation of human—nature interaction and its implication on interaction between social actors. Discourse and interaction are socially constructed concepts and the study of these ideas becomes inherently inseparable from a reality that is socially constructed. For that reason, a social constructivist approach, a method that aims to understand the ever-changing reality, is appropriate to the context of this research.

### 3.2 Adopted Methodology

As the previous section has pointed out, qualitative studies carry the worldview of interpretivism and social constructivism whereas quantitative studies carry the worldview of

positivism. For the difference in perception of reality, each method has a different set of purposes, aims and analytical tools.

According to Neuman (2000), quantitative research emphasizes on precisely measuring variables and testing hypotheses that are linked to general causal explanations. For that, quantitative researchers are more concerned about issues of design, measurement, and sampling because their deductive approach emphasizes detailed planning prior to data collection and analysis (Neuman, 2000). Therefore, quantitative research is marked by an objective to confirm a hypothesis about phenomena with method on quantifying variations and predicting causal relationship (Mack et al., 2005).

On the other hand, qualitative research emphasizes on conducting detailed examination of cases that arise in the natural flow of social life (Neuman, 2000). According to Mack, Woodsong, MacQueen, Guest and Namey (2005), qualitative research consists of an investigation that seeks to answer a question but with findings that were not determined in advance. The qualitative method is designed for obtaining culturally specific information and is effective in identifying intangible factors (Mack, Woodsong et al., 2005). For that, qualitative researchers are more concerned about issues of richness, texture, and feeling of raw data because their inductive approach emphasizes developing insights and generalizations out of the data collected (Neuman, 2000). Therefore, the qualitative method is marked by an objective to explore phenomena with method to describe and explain variation and relationships (Mack et al., 2005).

Research on discourse and organizational relations with the nature of describing socially constructed context in social actors and organizations, tends to adopt a method that describes instead of measuring and explains instead of predicting. For that, the qualitative approach is widely adopted in organizational studies in non-government organizations (Chenhall, Hall and Smith, 2010; Malavisi, 2010), organizational relationship magnitude (Golobic, Foggin and Mentzer, 2003), and discursive studies in the environmental context (Archer-Lean, Wardell-Johnson, Conroy and Carter, 2015; Fisher, 2012; Bulkeley, 2000). This research aims to describe the discourse articulated by organizations and explores the relations between discourse and inter-organizational interaction. With research that has taken on a social constructivist worldview and focuses on describing and exploring socially

constructed context; it is natural and appropriate for this research to adopt a qualitative approach.

### 3.3 Adopted Research Methods

There are many ways to conduct qualitative research. For example, Leedy and Ormrod (2001) have listed five and they are: case studies, grounded theory, ethnography, content analysis, and phenomenological study. Other than the five listed, Hardy, Harley and Phillips (2004) point out that discourse analysis is also a methodology for analyzing social phenomena that is qualitative, interpretive, and constructionist. For research dealing with social meanings and sense-making, grounded theory, discourse analysis and phenomenology are particularly useful (Burck, 2005). Each of the methods represents different philosophies, aims and analytical approaches.

Phenomenology takes on a philosophy that perceived reality is subjective and knowable only through embodied perception (Starks and Trinidad, 2007). In other words, meaning is created through experience in interacting with the physical world. For that, the goal of phenomenology is to study lived experience to understand how meanings and assumptions are created. Analytical approach of phenomenological research is to describe the core commonality and structure of the experience through clustering narratives of a specific experience into categories (Starks and Trinidad, 2007).

Discourse analysis takes on a philosophy that knowledge and meaning is created through interaction in language (Starks and Trinidad, 2007). For that, discourse analysis is a study of language, but instead of focusing on the context, it is used in focusing on the construction of social reality (Burck, 2005). Therefore, the aim of discourse analysis is to understand how people use language to create and enact identities and activities (Starks and Trinidad, 2007). Analytical approach of discourse analysis is to examine how a story is told to create understanding in the social reality (Starks and Trinidad, 2007).

Grounded theory takes on a philosophy that meaning is negotiated and understood through interaction with other social processes (Starks and Trinidad, 2007). Discovery of ideas and

theory can be done by examining concepts grounded in qualitative data, or in this case, the social processes that create meanings (Burck, 2005). The aim of grounded theory is to develop an explanatory theory of basic social processes (Starks and Trinidad, 2007). Analytical approach of grounded theory is to develop an explanatory framework from examining concepts across their properties and dimensions (Starks and Trinidad, 2007).

All the above three methods examine language and its role in the socially constructed reality, with phenomenology focusing on experience and interaction with the social reality, discourse analysis focusing on language and identity, and grounded theory focusing on social processes. As the objective of this research is to look into the perceptions that organizations have on the environment and how the perceptions influence inter-organizational interactions, the focus is on the impact of perceptions and identity on interaction. The research method needed for this research has to answer a “how” question instead of showing descriptions or developing an explanatory theory. Discourse analysis satisfies the requirements of this study with an emphasis on the link between language on actions, identity and relationships. For that, discourse analysis becomes an obvious choice as method in this study.

According to Wood and Kroger (2000), discourse analysis is more than a method, but is a methodology. Burman and Parker give a more detailed explanation that discourse analysis is not solely a data analysis method but also shows an ontological worldview:

Discourse analysis explores how the socially produced ideas and objects that populate the word were created and are held in place. It not only embodies a set of techniques for conducting structured qualitative investigations of texts, but also a set of assumptions concerning the constructive effects of language. (Burman and Parker, 1993)

Hardy, Harley and Phillips (2004) also explain that discourse analysis is a methodology based on the assumptions that discourse analysis is based on a strong social constructivist epistemology and the analysis itself is a systematic study of texts to find evidence of their meaning and how this meaning translates into a social reality. As a methodology, discourse analysis has a different perspective than other qualitative methods. Where other qualitative methodologies work to understand or interpret social reality as it exists, discourse analysis tries to uncover the way that reality is produced (Hardy, Harley and Phillips, 2004). For that,

the discourse analytical approach perceives the role of language not only as a reflection of a pre-existing reality (Jorgensen and Phillips, 2002). The study of discourse looks into the discursive practices that maintained, transformed and constructed the social reality. However, Jorgensen and Phillips (2002) point out that language structured in discourses does not follow one general system of meaning, so meaning of the same language used can vary from discourse to discourse. For that, the study of discourse should explore the use of language under a specific context in which language is in action.

### 3.4 Adopted Research Analytical Tool

There are different approaches to look at discourse, and according to Jorgensen and Phillips (2002), there are three approaches in discourse analysis: Laclau and Mouffe's discourse theory, critical discourse analysis and discursive psychology. Each approach holds a different perception of the role of discourse in the constructed social reality.

Laclau and Mouffe's discourse theory, also known as the Essex school of discourse analysis (Townshend, 2003), looks at discursive struggle, in which different discourses each presents a particular way of understanding the social world and are in a constant struggle to fix the meaning of language in their own way, thus achieving dominance in one particular perspective (Jorgensen and Phillips, 2002). Jorgensen and Phillips (2002) point out that the Essex school of discourse analysis is interested in abstract phenomena rather than real-life practices. The aim of the Essex school is to analyze political life in terms of discourse (Townshend, 2003).

Critical discourse analysis looks at the active role of discourse in constructing the social world, but the focus is more on the investigation of change (Jorgensen and Phillips, 2002). As a method, critical discourse analysis focuses on the dynamics of power, knowledge and ideology that surround discursive processes (Phillips and Hardy, 2000). One of the key aspects of the approach as a method is that it sees discourse as a social practice that shapes both the social reality as well as reflects it (Jorgensen and Phillips, 2002). Critical discourse analysis aims to reveal the role of discursive practice in the maintenance of the social world and aims to contribute to social change along lines of more equal power relations (Jorgensen and Phillips, 2002). To examine the power, interest and positioning behind the discourse,

critical discourse analysis looks at the three dimensions of discourse articulated: the medium that contains the discourse, the process in which the medium is produced, and the socio-historical conditions behind the context (Fairclough, 1995). Critical discourse analysis takes on a combination of different analytical tools to analyze the multi-dimensional nature of discourse. As an analytical tool, critical discourse analysis includes a description of the text, an interpretation of the articulation process, and an explanation of the embedded social context (Janks, 1997).

Discursive psychology focuses on specific instances of language use in social interaction, and investigates how people use the available discourses in creating and negotiating identities and representations of the world (Jorgensen and Phillips, 2002). In other words, discursive psychology looks at the conceptualization process of specific events and its impact on identity on the individual level (Wetherell, 1998). This approach explores the ways in which people's selves, thoughts and emotions are formed and transformed through social interaction (Jorgensen and Phillips, 2002), and for this, the discursive psychology approach is more on a day-to-day discourse and on the individual level. For that, this model is more widely used in the field of social psychology (Wetherell, 1998).

The three streams of discourse analysis, as Doolin (2003) describes, fall into the functional, critical and interpretive perspective of analysis. The focus in this study lands on the power relations between humans and nature on the organizational level. For that the analytical tool for this study has to be on the collective level instead of individual level, and on the sociological aspect instead of political aspect. The analytical tools also have to look into the ideology and the power relations that come with the different perceptions of human—nature relationship. Therefore, critical discourse analysis fits the criteria of investigating the dynamics of ideology that surround the discursive processes as we speak of the environment. It also helps to reveal the taken-for-granted power relations that are hidden in the background of environmental discourse.

Following critical discourse analysis, data analysis will be focused on looking at the discourse articulated in environmental groups. According to Pickard (2007), discourse analysis as a data analysis tool, is an approach to analyze qualitative data which is based on the belief that meanings and underlying assumptions define our use and understanding of language. The

role of discourse analysts is to unpick the hidden seams, reveal the contours of individual discourses and identify the dynamics of interaction between the actors who originate them (Szarka, 2004). At the micro level of analysis, the focus turns to the relationships between discourse and specific institutional practices, which looks to uncover the ways that discourses embedded in institutional practices function to reproduce the existing power structure relationship from the bottom up (Fischer, 2003b). By adopting this approach, we can analyze the choice of words used by an organization in oral or written reports to harness the ideologies and perceptions embraced by an organization. A codification system for environmental discourse will be developed which helps to assess the articulated context by selected environmental groups when they speak of the environment. The text from the annual report of the selected organization will be carefully examined and the content will be quoted to show if the meaning of the text matches with any of the criteria listed on the codification chart.

As for the part on inter-organizational interaction, this research aims to analyze the perceptions that environmental organizations have of their affiliates. The attitude toward other is the key component to be extracted in the analysis. For this, Q methodology has been adapted to measure the organization's attitude toward others. This method has a long history of measuring attitudes in social psychology. The instrumental basis of Q methodology is the Q sort method which involves the rank-ordering of a set of statements from agree to disagree (Brown, 1996). Brown (1996) also points out that the purpose for ranking of statements is to reveal subjective structure, attitudes and perspectives from the standpoint of the person being observed. The purpose of Q methodology matches the aim and the discourse analysis method of this study which is to reveal perceptions of a social actor.

### **3.5 Data Collection and Analysis**

This research will be conducted in two phases, each looking at different aspects of the topic. The first phase will be a discourse analysis of two major local environmental groups in Hong Kong and Canada and the Hong Kong and Canadian regional branches of two international environmental groups, focusing on the study of environmental discourse and how it helps to distinguish the different aims in environmental groups and understand the difference

between environmental groups even though they are collectively grouped under one umbrella. It also looks into the power relations in human—nature relations that are embedded in these environmental groups. The second phase looks into the perspective embraced by the targeted environmental groups of their inter-organizational interaction. The interaction model provides an insight into how environmental groups relate themselves with the environment while positioning themselves in a network of organizations.

### 3.5.1 Case Selection Criteria

One of the objectives in this study is to map out the environmental discourse in major environmental organizations. The selection criterion for the cases in this study directs us to the major environmental organizations. Major here means non-governmental organizations that are well known to the public and are relatively influential in the decision making process in the government. A preliminary study was conducted before the research. In the preliminary study, an interview was conducted with a staff member from the Vancouver office in Environment Canada. The interviewee had prepared a list of national environmental organizations and from the list (See Appendix – Environmental NGOs: National), the list provides a basis for selecting organizations to be studied in this research. From the list I have selected one national organization with nationwide influence but limited presence outside of Canada, and one counterpart in Hong Kong that is influential on the citywide level. The national organization portrays the discourse articulated in the environmental movements on the local or national level with less influence from an overarching international headquarter or influence from other regional offices. An in-depth investigation will be conducted on their perception of power relations on human—nature relationship and their direction on progressing toward development along environmentally sound lines. On the list provided by the staff from Environment Canada, the David Suzuki Foundation has been selected to represent the Canadian national environmental group, for its size that it has offices throughout the nation, and the head figure of the organization, David Suzuki, a renowned figure in promoting environmental protection in Canada. As for selecting the Hong Kong counterpart, a preliminary study has been conducted as well. During the interview in the preliminary study, a staff member from the Hong Kong office in the World Wide Fund for Nature has mentioned four major environmental groups in Hong Kong, namely the big four.



The big four used to sit on the Advisory Council on the Environment, and they are: the Conservancy Association, World Wild Fund for Nature, Friends of the Earth and Green Power. I have selected the Conservancy Association as it is the first ever founded local environmental group in Hong Kong that has the influential power to be recognized by the government and has sat on the Advisory Council on the Environment.

### **3.5.2 Data Collection on Discourse Analysis**

The first phase of the data collection is to conduct a discourse analysis on the two selected environmental groups. The purpose of the discourse analysis is to investigate the selected organization's perceptions on human—nature relations, and track changes in the selected period of time. Discourse analysis will be first conducted on the annual report published by the two selected environmental groups from 2004 to 2014. The 2004 to 2014 period saw the global environmental movement increasingly focused on sustainability and global climate change after the ratification of the Kyoto Protocol in 2005. After the documentary analysis of annual reports, follow-up interviews will be conducted to look into the impact of discourse and factors that constitute the discourse articulated in the organizations.

#### ***3.5.2.1 Document Research on Discourse Data***

The document research on discourse data is a longitudinal study on the selected environmental groups, which tracks their environmental discourse from 2004 to 2014. The aim of the document research is to track discourse articulated and changes that happened within the selected period of time. The discourse analysis will be carried out on the annual report on a year to year basis to pick out sections that signify a specific discourse pattern with reference to the discourse codification. The result will be presented in a chart to show the discourse change throughout the study period.

### ***3.5.2.2 Interviews on Discourse Data***

Interviews will be conducted following the documentary research to confirm the discourse articulated in the selected organizations. The interview will be semi-structured and aims to investigate the impact of discourse change, if there is any, and the factors that drive the discourse and constitute to discourse change, if any. During the interviews, interviewees will be asked about their organization's perception of nature, change in discourse articulated, approach to environmental issues, structure of organizational decision making, and perception of working with other environmental groups. The findings from the interviews will help us to understand the change in power relations between humans and nature in terms of discursive struggle. These interviews will be the method for obtaining in-depth information about the selected environmental groups regarding their approach to the environment and other organizations. The interviews also show the background ideologies and perception of the organization which acts as a triangulation to confirm the findings from discourse analysis conducted in document research. Another main purpose of interviews would be to confirm and look into the condition of the discourse change that has taken place in the selected organizations. The interview data helps to understand the direction of change, the way the change takes place and the impact of the change. It also looks at the shift in power relations in human—nature relations in respect to the change in environmental discourse.

### **3.5.3 Data Collection on Inter-organizational Interaction**

The second phase of the data collection section is to investigate the perceptions that the two selected environmental groups hold on inter-organizational interaction. The purpose of this section is to look into how the two selected organizations relate themselves with their affiliates. The first step is to track names of other environmental organizations that have appeared in the annual reports from 2004 to 2014. Then a questionnaire using Q methodology will be sent to the David Suzuki Foundation and the Conservancy Association to investigate the relationship between the selected organizations and their affiliates. The findings of this section will be cross referenced to the discourse analysis section and track the correlation between the two.

#### ***3.5.3.1 Document Research on Inter-organizational Interaction Data***

Document research on inter-organizational interaction data involves searching for names of environmental groups that have appeared in the annual reports of the selected organization from the 2004 to 2014. The document research will look through campaigns that the David Suzuki Foundation and the Conservancy Association have initiated and pick out the names of the organizations mentioned in their campaign description that shows the two parties have collaborations. A follow-up questionnaire using Q methodology will be sent to the David Suzuki Foundation and the Conservancy Association to confirm the findings in the document research.

#### ***3.5.3.2 Questionnaire on Inter-organizational Interaction Data***

A questionnaire will be sent to the selected organizations to confirm the relations between them and their affiliates. The questionnaire adapts the Q methodology where the respondents will be asked to rank a series of statements based on their level of agreement or disagreement regarding the relations between the organizations and their affiliates. The statement listed on the questionnaire revolves around the intensity of the relations, the perspective they have on the relations and if the relations have carried on throughout the study period. The questionnaire tracks the interaction intensity, the interaction pattern and changes in the interaction. The finding will be compared to the discourse articulated by the organizations in the study period to investigate the correlation between the two.

#### ***3.5.4 Codification System for Discourse Analysis and Inter-organizational Interaction***

In the document research on discourse data section and questionnaire on inter-organizational interaction section, a codification system has been used as the reference to data analysis. In the discourse analysis section, the codification system is derived from Dryzek's and Wardell-Jonhson's environmental discourse models. With reference to the literature review, the discourse codification system is built on the directional approach of Dryzek's and Wardell-Jonhson's discourse models. These directional approaches are the prosaic, reformist, imaginative and radical approach and they are composed of a holistic

ideological system on policy preferences and political struggles. These directional approach points to changes that go from conservative and gradual to thorough and rapid, can be simplified to conservative and progressive in accordance to their respective orientation on global resource, governance, human—nature relationship, social power structure, and economic system. In the inter-organizational interaction section, the statements on the questionnaire are derived from Golicic and Mentzer's model on relationship type. The statement indicates whether the relations between two parties are at arm's length, collaborative or integrated. These relationship types indicate the tie strength in the relationship between the two parties.

### 3.6 Validity of Qualitative Data

In quantitative studies, reliability and validity of data are emphasized to maintain the objectivity, replicability and repeatability of findings where objectivity of data justifies that the data is not biased, and replicability and repeatability ensure the consistency of findings and accuracy of data (Golafshani, 2003). However, with the difference in paradigm and perception of knowledge acquisition, qualitative research has another set of criteria in maintaining the credibility and trustworthiness of data. As qualitative research does not emphasize the dissociation of the researcher from the research process, objectivity can hardly be justified in qualitative studies (Golafshani, 2003). Instead, the trustworthiness of the data is used to replace reliability and validity in the qualitative studies (Lincoln and Guba, 1985). Lincoln and Guba (1985) suggest that in qualitative studies, the trustworthiness can be justified by looking into credibility, transferability, dependability and confirmability (Cho and Trent, 2006). Golafshani (2003) also points to the same direction that credibility, neutrality or confirmability, consistency or dependability, and applicability or transferability are the criteria for assessing the quality in qualitative research.

Credibility involves the reliability of data. To assure the reliability of the data collected, the study includes a triangulation, which is the use of both documentary research and interview or questionnaire to confirm the findings. In the discourse analysis section, the data obtained from documentary research is reinforced by interview findings. The interview findings are to

confirm the finding from documentary research is accurate so as to hold the discourse data from the documentary research to be credible.

Transferability of the study is shown by whether the results can be transferred to other contexts (Shenton, 2004). The tools used in the study rely on a codification system which is context specific. The tool is context specific, therefore not transferable to other fields, but the method of discourse analysis and the use of a discourse analytical tool are transferable. With the context removed, the method can be applied to other contexts with a different codification system. Here, the codification on environmental discourse is based on the attributes of the environment and progressiveness to change. The same approach on measuring progressiveness can be applied to other social issues, not just the environmental issue, in respect to the context of the issue.

Dependability comes in making the study repeatable (Shenton, 2004); however, qualitative research is often time and environment sensitive, which weakens the replicability of the study. However, in order to address the dependability issue more directly, the processes within the study should be reported in detail, thereby enabling a future researcher to repeat the work, if not necessarily to gain the same results (Shenton, 2004). In the data analysis section, the discourse analytical framework and inter-organization interaction model is explained in detail to address the dependability issue.

Confirmability points to the objectivity in science with the use of instruments that are not dependent on human skill and perception (Shenton, 2004). The objectivity of the data in this study comes from the use of a codification system, where interpretation of data strictly follows the code provided by the system. This study follows the four criteria of credibility, transferability, dependability and confirmability to ensure the quality of the data and findings.

## 4 Environmental Discourse Articulated

Through discourse, actors re-present and give meaning to physical or social realities and these shared meanings, in turn, help deconstruct and reconstruct discourse. To look into the discourse articulated in local based environmental organizations, the David Suzuki Foundation and the Conservancy Association have been selected for the discourse analysis. Both organizations are local based with no branch office outside of their respective founding country. The discourse analysis was performed in a longitudinal setting, tracing the organizational discourse in a ten-year period from 2004 to 2014. The 2014 annual report is the most recent annual report published by the selected organizations during the time this research took place. The 2004 annual report also dates back to a year before the United Nation Climate Change Conference took place in 2005, when the Kyoto Protocol officially came into force. The 2004 to 2014 period of time marks the time when the global environmental movement became increasingly focused on sustainability and global climate change.

### 4.1 Codification for Environmental Discourse Analysis

The code for discourse analysis in this study is based on Dryzek's and Wardell-Johnson's environmental discourse models. With reference to the discourse models, the discourse codification system is built on the binary axis on the inclusion of ecological principles and the continuum of progressiveness in change of the political status quo. The end points of the two axes: prosaic (technical), reformists, imaginative (ecological), and radical approaches, are composed of a holistic ideological system on policy preferences and political struggles. These directional approaches point to changes that go from conservative and gradual to thorough and rapid. These changes can then be simplified to conservative and progressive in accordance with their respective societal and political-economic dimensions. Conservative and progressive refer to how thorough and how great of a leap the society should take in respect to the current situation. The two are relative terms describing the perception of how society should be oriented and do not suggest which approach is superior or inferior.

The societal aspect touches on how the political system and power structure should be re-engineered, and the political-economic (technical-ecological) aspect includes the

fundamental perception of the human—nature relationship, how the economic system should work around environment issues and how governance should be constructed with ecological principles. In other words, the societal aspect resembles the perception of the social power structure and partly on the perception of the economic system, and the ecological-technical aspect resembles the perception of global resource, human—nature relationship, and how governance is structured with respect to environmental issues. Based on the attributes in the societal and technical-ecological dimensions, the analysis is oriented in several aspects, namely, orientation on global resources, governance, social power structure, human—nature relationship, economic system. In each of the attributes, the progressive level can be measured from the status quo, conservative, reformist, and progressive changes. Status quo approach maintains the notion that humans are superior to nature and largely refers to the business-as-usual model, in which the society maintains the industrial-capitalist structure, with a pro-consumption and growth oriented approach. Conservative approach refers to the minimal changes made to the social hierarchy and the political-economic fabric of the capitalist democratic society, but the environment is considered when resource depletion hinders economic growth. Reformist approach points to the greater change in society, and it is an attempt to balance humans and nature. Progressive approach is the thorough and fundamental societal change that facilitates the integration between human society and nature.

#### **4.1.1 Orientation on Global Resource**

Global resource distribution refers to the organization's position toward growth and the global limit. The status quo approach in this aspect considers nature a resource provider and should only consider the economic value it can generate. The status quo approach here totally ignores the global resource limit and believes the pursuit of economic growth outweighs the impact on the environment. On the conservative side, environmental problems are acknowledged, but the society continues to be growth oriented and has the mentality that technology can help to resolve resource scarcity. The reformist mentality acknowledges the limit of the environment and that humans should not exert excess pressure on the ecological system, but the society can be directed to be more ecologically friendly through smarter use of resources and innovation. The reformist believes that by

aligning the use of resources along environmentally sound lines, the global limit can be stretched. On the progressive side, the use of resources is tightly bounded by the limit posed by the ecosystem, and for that, material and population growth is not encouraged. The society is oriented in respect to the global resource limit; preservation of resource/ecosystem is the priority.

#### 4.1.2 Governance

Governance refers to the perception of who should take up the responsibility of environmental protection and what approach should be used. The status quo approach in this aspect believes in centralized action coordinated by the institutional body and the scientific community. The status quo approach handles environmental issue with a human management perspective that the fate of nature is in the hands of humans, so that command and control measures to regulate the pollution, waste, and resource usage issues are preferred. The conservative point of view indicates that the administration should take the lead in environmental protection but instead of being empowered by hard science, they turn to consulting the stakeholders and interest groups, in efforts to balance the needs of different actors. The conservative approach acknowledges that nature has impact on humans and should be considered in policy making. For that, the use institutional tools in handling environmental problems is preferred, which includes setting standards and government policies. The reformist approach tends to see a more decentralized governance structure, in which actors share the responsibility and are involved in decision making. In other words, the reformist approach relies on the formation of a civil society where they are more supportive to advocacy and concerned groups, and believes that environmental protection is a collaborated effort that needs the involvement of all social actors. The reformist approach adopts the reformist discourse in Wardell-Johnson's model seeing the government as networked governance, with the involvement of environmental group and stakeholders. Networked governance here points to a social structure organized as a relatively stable horizontal articulation of interdependent but operationally autonomous actors, who interact through negotiations, which contribute to the production of public purpose within or across particular policy areas (Sorensen and Torfing, 2005). Decisions on environmental issues are made with consensus of stakeholders and aligned to ecological sustainability. The



progressive approach believes the power lies in the hands of people and power should be decentralized to the people and social actors. Decentralized power means abandoning the bureaucratic structure and makes involvement in governance easier for actors and community groups, and the administration only serves as a coordinator that brings social actors to a consensus. It is in accordance with the idea that governance should be organized along bio-regional lines to better cope with the nature of environmental issues being cross boundary and eco-regional sensitive.

#### **4.1.3 Human—Nature Relationship**

The human—nature relationship describes how nature is to be perceived by human society and the power relations between humans and nature. For status quo and conservative approaches, the perceived human—nature relationship is always anthropocentric, with humans overpowering nature. The anthropocentric view assumes nature as a resource provider which is only recognized for its economic value. The status quo approach assumes that nature exists to serve humans, and humans have total control of nature and can harvest resources as freely as they see fit. As for the conservative approach, environmental problems are perceived as a resource management problem, where humans act as managers to avoid over-exploitation of certain resources. The difference between status quo and conservative approach is that the first perceives they have the power to control nature while the conservative approach intends to manage nature. Although the status quo, conservative, and reformist approaches are all anthropocentric, the power relations vary among the three approaches, ranging from total control in the status quo to a balanced relation in the reformist approach. The reformist approach believes that humans and nature are interconnected and acknowledges the fact that humans cannot thrive without the service provided by nature. For that, humans must acknowledge the limit of nature and manage it carefully to ensure sustainable use of resources. The progressive approach takes on an ecocentric perspective that humans and nature are in one cohesive unit in which humans have no right to overpower nature and must respect the wellbeing of the ecosystem. The progressive approach also looks beyond the materialistic aspect of nature, and looks into the aesthetic value of the ecosystem, appreciating the intrinsic value of all living things and their environment.

#### 4.1.4 Social Power Structure

Social power structure is concerned with the power structure in the political structure of the society and the power distribution between the institution and the social actors. It resembles the binary axis of societal change, with retaining the political status quo or revolutionizing the political structure. The power structure indicates who holds the knowledge about the environment and who should have the power in the discussion of environmental issues. One end is the status quo approach maintaining the capitalist-democratic political structure where the society revolves around capitalist economic activities, and the state acts on behalf of the people. The status quo approach places the power on the administration but acknowledges and tolerates the development of advocacy and concern groups by the scientific community or environmental groups. These groups depend on their ecological orientations, and sometimes share information and exchange knowledge with the administration. The other end is the radical approach, which intends to revolutionize the social-economic system, overthrowing the social structure given by a capitalist democratic society. The re-engineered society can go in two directions, an eco-authoritarianism and a thorough decentralization in power to local communities or bio-regional communities. A common ground in both radical discourses is that business conglomerates no longer have the power and influence over the people.

#### 4.1.5 Stance on the Economic System

The stance on economic system refers to the extent to which the capitalist system remains and how society is steered away from growth and consumption. The status quo approach clings to the capitalist industrial society that focuses on material wealth, with the economy steered toward promoting growth and consumption. The status quo approach believes that environmental problems should give way to economic growth. The conservative approach is also growth-oriented and embraces the capitalist system but is concerned about the environment, as environmental conditions that are not favourable to economic growth should be addressed and solved. The reformist approach also maintains the capitalist system, but tries to balance the need of humans and nature by taking environmental cost into the economic system and accounting for the services and resources provided by nature. The progressive approach acknowledges the limit of ecosystem and continual economic growth is

not a sustainable social direction. For that, the progressive approach takes on an alternative perception of economic activities and intends to constrain or control economic growth. The progressive approach also supports the idea of sustainable materialism, where they encourage “practices and institutions that embody not only principles of environmental or climate justice, but a broader sense of sustainability” (Schlosberg, 2013). The concept overturns all environmentally destructive practices in the system.

#### **4.1.6 The Code of Analysis**

The code of analysis is based on the attributes listed in the above section. The table below summarizes all the attributes with respect to progressiveness discourse.

Discourse Attributes	Status Quo	Conservative	Reformist	Progressive
<b>Orientation on Global Resource</b>	Growth oriented, global limit is ignored	Continual path to growth, seek technical solutions	Acknowledge limit of nature, use of resources can be stretched through creativity and innovation	Global limits, preservation of resource/ecosystem is the priority
<b>Governance</b>	Scientific community and institutional body, command and control	Administration-led negotiations, institutional tools	Power to local/regional level, civil society, government as networked governance	Governance organized along bio-regional lines, decentralized institutions
<b>Human—Nature Relations</b>	Humans have absolute control over nature, nature as resource provider	Nature is subordinate to human management, humans manage resources	Nature as a complex system, humans as part of the system but have right to the sustainable use of resource	Nature and humanity are one entity, need to take care of the wellbeing of the ecosystem
<b>Social Power Structure</b>	<b>Status Quo</b>		<b>Progressive</b>	
			<b>Eco-authoritarian</b>	<b>Decentralized Power</b>
	Capitalist-democratic society, state acts on behalf of people		Revolutionize the social-economic system, eco-authoritarian rule, centralized power in administrative body	Revolutionize the social-economic system, decentralized power to the people and local communities.
<b>Stance on the Economic System</b>	Business as usual model, growth oriented, environmental problems should give way to economic growth	Market-based liberal capitalism maintained, address and resolve environmental conditions that are not favorable to economic growth	Capitalist economy with a focus on natural capital, environmental cost	Limits to growth, sustainable materialism, self-sufficiency

**Table 3: Discourse model on the social, economic, and environmental attributes in relation to approach in progressiveness**

Table 2 presents a basic idea of how the progressiveness of the different approaches to environment affects the direction in which the society should move toward. This idea is the foundation for the codification system in the discourse analysis of the annual reports and interview scripts. With inspiration from Dryzek and Wardell-Johnson's discourse model, a survey question to confirm the progressiveness of each approach on the social, economic and environmental attributes on the selected organization is constructed.

Questions	Attribute Indicators	Discourse Approach
<b>Global Resource Orientation</b>		
The ecosystem is capable of regenerating itself and people will not exhaust the environmental supply	GRe1	Status Quo
The planet's resources are plentiful but must be carefully managed with science and technological tools	GRe2	Conservative
People and businesses must acknowledge the limitations of natural resources and manage these resources to ensure they can be used sustainably	GRe3	Reformist
Humans exist as an integral part of nature and resources are not to be exploited beyond basic needs	GRe4	Progressive
<b>Governance</b>		
Scientists and experts working with the government to come up with solutions for environmental issues	Gvn1	Status Quo
Scientists and experts provide the best management option within the democratic system of government	Gvn2	Conservative
Local people and business must acknowledge their impact on the environment and create joint partnership with environmental agency to handle environmental issues	Gvn3	Reformist
Focus on action of local people with consideration to global issues, to develop relationship with nature that integrates human traditions, local and regional approaches and with respect to bio-regions	Gvn4	Progressive
<b>Human—Nature Relations</b>		
Humans are in control of nature and can use it for whatever purpose they please	HNR1	Status Quo
Human creativity and innovation are the key in solving environmental problems	HNR2	Conservative

<b>Humans need to develop partnerships that re-align use of resources along environmentally sound lines</b>	HNR3	Reformist
<b>Humans are one integral part of nature within the limits of ecological principles and humans should not try to control nature</b>	HNR4	Progressive
<b>Social Power Structure</b>		
<b>Environmental management within democratic system of government</b>	ScP1	Status Quo
<b>Government operates according to information from scientists and experts to provide solutions to environmental issues and avoid environmental disaster at all cost</b>	ScP2	Progressive – Eco-authoritarian
<b>People must develop social structures to make decisions collectively with accordance to ecological principles</b>	ScP3	Progressive – decentralization
<b>Stance on Economic System</b>		
<b>Economic growth is the priority and outweighs adverse impact on nature</b>	EcS1	Status Quo
<b>The market with help of science and a responsible government can prevent over-exploitation of resources</b>	EcS2	Conservative
<b>Cautious use of resources and the restructuring of the market economy will ensure ecological sustainability</b>	EcS3	Reformist
<b>The economy can no longer growth oriented, bounded within the limit of ecological principle</b>	EcS4	Progressive

**Table 4: Description on global resource, governance, human—nature relations, power structure and economic system in respect to the discourse approach in progressiveness**

To look into the discourse articulated in major regional environmental organizations, the David Suzuki Foundation and the Conservancy Association have been selected as subjects for an in-depth discourse analysis. Both selected organizations are regional based with no branch office outside of their respective founding country. The discourse study will be conducted in a longitudinal setting, tracing the organizational discourse in a decade from 2004 to 2014. It dates back to a year before the United Nation Climate Change Conference took place in 2005, when the Kyoto Protocol officially came into force. The discourse analysis will be conducted on the annual report published by both selected organizations. The David Suzuki Foundation and the Conservancy Association both publish annual reports to show their donors how their money is used, what projects are underway and what work has been done in the previous year. The purpose of the report is to convince donors that their money

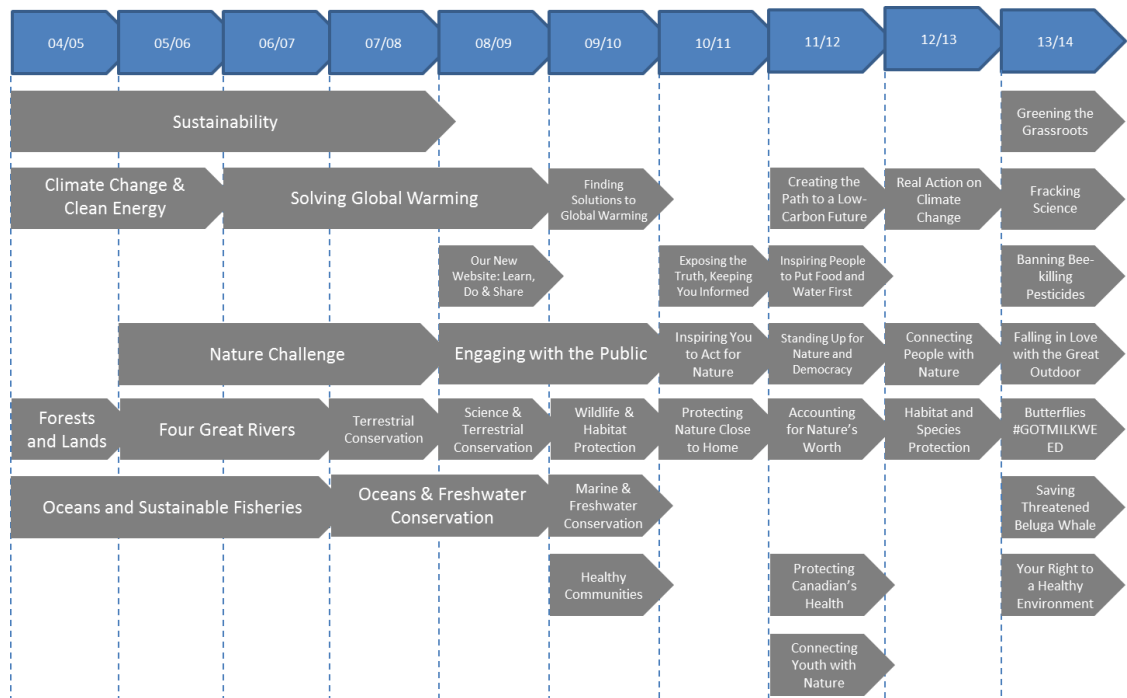
is being put to what they believe is the right use. For that, the organizations have to clearly show their stance in the report and reinforce the image that appeals to their target audience. Therefore, annual reports are an ideal interface to reflect the organizations' discourse as they carry all the essential messages that provide the rationale behind their action and shape their organizational image to the public. To look into the discourse embraced by the selected organizations, a discourse analysis will be conducted on annual reports published during 2004-2014. The analysis will be done based on the social, economic and environmental perspective embraced by the organizations which points to their stance on global resource orientation, governance, human—nature relations, social power structure, and economic system.

## **4.2 Discourse Articulated by David Suzuki Foundation from 2004 to 2014**

The David Suzuki Foundation (DSF) is a renowned environmental organization in Canada, the message arising from the annual report suggests the organization has taken on a campaigning approach which has taken on a progressive approach toward a greener future. Their stance on the environment is focused on an economy that is built on a healthy environment, social equity and justice, which are needed for overall wellbeing, as stated in their mission and vision:

Our mission is to protect the diversity of nature and our quality of life, now and for the future. Our vision is that within a generation, Canadians act on the understanding that we are all interconnected and interdependent with nature. (David Suzuki Foundation – About Us, <http://www.davidsuzuki.org/about>)

A preliminary analysis has been conducted on the topic subheadings in the annual reports and the result shows a change in topics included in the annual report. Change in topic subheadings in annual reports often signify a shift in focus for the organization. The following shows the changes in topic subheadings in the annual report during the period of time.



**Figure 2: Topics progression in the annual report for David Suzuki Foundation from 2004 to 2014**

From figure 2, we can observe that the topics subheadings used in the annual reports have gone through a vast restructuring after 2009-2010. Before 2010, subheadings in the annual report were structured largely based on the physical nature of their work or campaign. The subheadings were largely divided into five major topics: Sustainability, Climate Change, Engaging the Public, Terrestrial Conservation, and Marine and Freshwater Conservation. After 2010, subheadings revolve around public health, engaging the public and programs in focus. From here, we can observe that the topic subheadings used have changed from a traditional approach with the organization dividing their work by physical realm, to a more people-oriented approach where they typify their campaign by how it is related to the targeted audience. As the topics subheadings give a first impression to their target audience on their progress and achievement on their work, change in issue topics hints that the organization is taking on a different approach on viewing the same issues. The change in topics also signifies that the David Suzuki Foundation is going through a transition which they wanted to present to their supporters and to be perceived by the public differently. And the discourse analysis on the content will give a better picture of the change that is going on inside the David Suzuki Foundation.



#### 4.2.1 Discourse Analysis on Messages from the Chair and CEO from 2004-2014

The annual reports from the David Suzuki Foundation contain a section including a message from the Chair and a message from the CEO which briefly talk about the focus, directions, and challenges of the year in the organization. They give a glimpse of the thoughts and ideas circulating at the upper management level which drives the overall discourse and image of the organization. The key aspect in the messages from the Chair and CEO is listed in the following table:

Year	Message from the Chair/ Founder	Message from the CEO
2004-2005	<ul style="list-style-type: none"> <li>- Canadians didn't just want to hear about environmental problems, they were hungry for solutions.</li> <li>- ...a dream to find science-based solution to the world's environmental problems.</li> <li>- The Foundation has <b>worked with governments and industry</b> so that all levels of society can <b>be more sustainable</b>.</li> </ul>	<ul style="list-style-type: none"> <li>- ...our Oceans and Sustainable Fisheries program works with organizations and industry to <b>conserve</b> Canada's marine life <b>for the future</b>.</li> <li>- ...sustainability team continues to make policy <b>recommendations</b> to various levels of <b>government</b> to ensure a cleaner and healthier Canada...</li> <li>- ...nature Challenge project shows individuals how they can make decisions in their daily lives that protect nature.</li> </ul>
2005-2006	<ul style="list-style-type: none"> <li>- <b>Sustainability</b> is like a big jigsaw puzzle...and these different pieces represent everyone on the planet.</li> <li>- <b>Sustainability</b> means improving our quality of life without sacrificing the environment.</li> <li>- Our elected leaders often talk of the environment and the economy as two separate entities. But they just aren't thinking big enough.</li> </ul>	<ul style="list-style-type: none"> <li>- The Foundation's sustainability program has developed several important <b>policy recommendations</b> to make Canada an environmental leader by the year 2030.</li> <li>- ...our Oceans and Sustainable Fisheries program is hard at work promoting practices that will <b>protect</b> and restore our marine ecosystems <b>for the future</b>.</li> <li>- ...our Nature Challenge helps Canadians make <b>sustainable choices</b> right here at home.</li> </ul>
2006-2007	<ul style="list-style-type: none"> <li>- Canadians are ready to foster innovative, green solutions...</li> <li>- More and more people are starting to appreciate that <b>sustainability</b> is not a practice of doing without – it's simply a way of living in <b>harmony with the Earth's</b> natural systems.</li> </ul>	<ul style="list-style-type: none"> <li>- Our program teams continue to deliver cutting-edge research and policy on issues that affect all Canadians.</li> <li>- ...solutions come in different forms – through <b>policy recommendations</b>, scientific research, <b>public engagement</b> and education.</li> <li>- ...we consider it a responsibility and privilege to work alongside some of</li> </ul>

Year	Message from the Chair/ Founder	Message from the CEO
		the country's top scientists, policy thinkers and business leaders
2007-2008	<ul style="list-style-type: none"> <li>- We are consuming resources faster than the planet can replenish them</li> <li>- Scientists recognize that we are facing a number of tipping points in terms of our ability to live on a <b>healthy planet...</b></li> </ul>	<ul style="list-style-type: none"> <li>- We are working to expand our outreach to <b>public engagement</b> capabilities, with an emphasis on reaching youth.</li> <li>- We are <b>working with governments</b>, business, <b>communities</b>, and <b>individual</b> Canadians to bring about the kinds of changes needed for a <b>sustainable</b> country and a sustainable world, and to bring them about in a way that benefits all of us.</li> <li>- We believe environmental protection is compatible with a strong economy and a robust <b>health-care system.</b></li> </ul>
2008-2009	<ul style="list-style-type: none"> <li>- People are also starting to recognize that the environment and the economy are inextricably linked. We can no longer think of a choice between the environment and the economy, because we can't have a <b>healthy</b> and <b>sustainable economy</b> without a healthy and sustainable environment – and vice versa.</li> </ul>	<ul style="list-style-type: none"> <li>- ...we will complement our strong traditional work in conservation and climate change with a new focus on <b>public engagement</b>, the economy, and how people live in their community.</li> <li>- We continue to treat our wastes and pollution as externalities that are not factored in our economic system. This ultimately means that there is no incentive to reduce or eliminate the harmful outputs we create.</li> <li>- ...we can begin to reach people much closer to how and where they live...it is much easier to talk about the environment as it relates to a person's day to day life...</li> </ul>
2009-2010	<ul style="list-style-type: none"> <li>- ...we've managed to give the environment priority of place among many business people who realize that doing what's right for the Earth is also good for business.</li> <li>- We also thank the Canadian public, who support our efforts by taking action, signing letters to politicians, and adding their voices to our campaigns to protect the environment.</li> </ul>	<ul style="list-style-type: none"> <li>- The urgency of finding solutions to some of our most challenging environmental problems requires all of us to do our part – individuals, households, businesses, government, and politicians. That's why much of our long-term planning includes <b>engaging with Canadians</b> from every sector of society.</li> <li>- In our efforts to encourage Canadians from all walks of life to become involved we find we</li> </ul>

Year	Message from the Chair/ Founder	Message from the CEO
		ourselves are changing. We've become much more comfortable engaging in difficult conversations and collaborations with those we wouldn't have talked to before.
2010-2011	<ul style="list-style-type: none"> <li>- ...we realized that getting the facts and science out into the public discourse is not enough. Unexpected but powerful forces propel society to discount science and make decisions that promise short-term gains for a few and long-term pain for many.</li> <li>- As the planet industrializes and the climate begins to change irrevocably, Canada's great natural beauty becomes ever more precious to the world, slowing the changes and maintaining the life-support systems every human needs to live and breathe. And our work to protect it becomes more vital every day.</li> <li>- We've learned that you can't protect nature without <b>working with the people</b> in that ecosystem.</li> <li>- You can't put a price on carbon without making it fair for those it penalizes. You can't practice environmentalism without practicing <b>social justice</b>, equality, fairness, and tolerance...</li> </ul>	<ul style="list-style-type: none"> <li>- We are focused on galvanizing Canadians to think and <b>act with nature in mind</b>.</li> </ul>
2011-2012	<ul style="list-style-type: none"> <li>- The federal government called us and other environmental organizations "radical" and "un-Canadian" for standing up for nature.</li> <li>- ...we pushed back, and showed that we would not be deterred from our mission to <b>protect nature</b> in Canada.</li> </ul>	<ul style="list-style-type: none"> <li>- In addition to many other achievements, you helped...promote the concept of "<b>natural capital</b>" and create a path to low-carbon future.</li> </ul>
2012-2013	N/A	<ul style="list-style-type: none"> <li>- We've launched the movement to legally recognize your right to a <b>healthy environment</b>.</li> <li>- Encouraged local action on climate change.</li> <li>- Inspired thousands of people to reap the benefits of getting outside.</li> <li>- Protected natural spaces and the</li> </ul>

Year	Message from the Chair/ Founder	Message from the CEO
		numerous benefits they provide.
2013-2014	N/A	<ul style="list-style-type: none"> <li>- We've bring thousands together...to start a national movement to give Canadians the constitutional right to live in a <b>healthy environment</b>.</li> <li>- Protect threatened beluga whales from industrial development.</li> <li>- <b>Connect</b> the Canadians <b>with nature</b> for the benefit of body, mind and spirit.</li> <li>- Produced evidence-based research on fracking.</li> <li>- Create a network of volunteer coaches to help families to <b>lower</b> their <b>impact on the planet</b>.</li> </ul>

**Table 5: Key aspect in message from the Chair and CEO of David Suzuki Foundation from 2004-2014**

The messages from the Chair and CEO often show their approach in relations to the government. The keywords in the messages are highlighted to show the organization's approach in the particular year. From 2004 to 2007, the messages contain keywords like make policy recommendations, and work with governments. It shows that the organization had taken the approach to engage with the government to push for environment-friendly policies. From 2007 to 2009, the organization experienced a transition period where they were shifting their focus from the government to public engagement. In the messages from the chair and CEO, it was mentioned that the organization needed to expand their public engagement capabilities. From 2009 to 2011, the David Suzuki Foundation took the public engagement concept further to encourage the public to take action and do their part in protecting the environment. The messages from the Chair and CEO mentioned public action, with government along with the general public taking action. In 2011-2012, the organization faced a challenge from the government where the federal government openly criticized the David Suzuki Foundation and other environmental groups in Canada, which was detrimental to the relationship between the David Suzuki Foundation and the government. From that onward, the organization focused on encouraging local action on protecting the environment. The messages from the Chair and CEO also show that the theme of their work had changed throughout the years. From 2004 to 2008, the theme taken by the organization was sustainability and to promote the idea that humans can live with nature in harmony. From 2007 onward, the organization started to emphasize the relations between environment and

health. In 2010-2011, the messages from the Chair had taken on a different emphasis where they mentioned lobbying groups that push for short-term gains and go against the work of environmental groups. After 2010, the organization placed more emphasis on building the connection between people and nature. The messages from the Chair and CEO have tracked the evolution of discourse that was articulated by the David Suzuki foundation. The section showed the transition of approach that took place in the organization. From the analysis of the messages from the Chair and CEO, the organization has changed their approach from engaging the government to advocate local action and from promoting sustainability and quality of life to strengthen the connection between humans and nature. To better look into the transition of discourse in the organization, a detailed analysis on the content of the annual report has been conducted.

#### **4.2.2 Discourse Analysis of the Annual Report from 2004-2014**

The content in the annual report published by the David Suzuki Foundation signifies the orientation of the organization toward different environmental attributes, which constitutes their environmental discourse. The analysis will be conducted based on the five attributes: orientation on global resource, governance, human—nature relationship, social power structure, and stance on economic system.

##### ***4.2.2.1 Orientation on Global Resource***

The following section shows the discourse articulated by David Suzuki Foundation regarding their orientation on global resource from 2004 to 2014 on an annual basis.

2004-2005: Reformist

Beginning from 2004, the organization's stance on global resource distribution acknowledged the limit to natural resources, but with careful management, it is possible to put social needs,

environmental needs and economic needs in harmony. The organization's ocean policy served as a perfect example of their stance:

This team commissions leading scientific research into marine and freshwater issues and promotes ecosystem-based management and environmental stewardship to industries that are currently harming our oceans. We also promote the establishment of effective marine use planning processes that will help stakeholders use Canada's marine resources in a sustainable manner. (2005 David Suzuki Foundation Annual Report p. 6)

The organization's ecosystem based management and environmental stewardship intended to put environmental protection and economic needs in balance. The concept of sustainable use of ocean resources hints that the carrying capacity of the ecosystem is not stringent and with appropriate management, use of resource can be stretched.

#### 2005-2006: Reformist

The ocean policy for the organization was consistent from 2004; the campaign approach continues to show the organization's stance on bringing stakeholders to collaboration and to stretch the limit of the sustainable use of marine resources. The following quotes from the organization's ocean policy use the exact wording from the 2004 annual report:

We undertake groundbreaking research and promote EBM [Ecosystem-Based Management] to governments and environmental stewardship to industries that are currently harming our oceans. We also work toward effective planning processes that will help different stakeholders use Canada's marine resources in a sustainable manner. (2006 David Suzuki Foundation Annual Report p. 11)

These statements show that the organization's stance on global resource distribution and human—nature relationship has remained constant and stayed on the reformist side.

#### 2006-2007: Reformist

The ocean policy for the organization was consistent from 2005-2006, with the focus on stretching the resource use limit by careful management. The description on their ocean policy is much similar with the one in the 2005-2006 annual report:

Beneath the surface, however, lies a mesmerizing array and abundance of life. And while we continue to reap benefits from oceans, all is not well. Industrial fishing, aquaculture, pollution, and global warming all pose serious threats to marine environments and wildlife. The David Suzuki Foundation works with communities, conservation groups, First Nations, industry, and governments to stop the degradation of ocean ecosystems and protect Canada's marine species and their habitat. (2007 David Suzuki Foundation Annual Report p. 10)

#### 2007-2008: Reformist

The organization also had a consistent stance on global resource distribution with the previous year except with the emphasis of a global limit:

The current economic troubles are a good example of the principle that we can't borrow more than we can afford to repay. But the issue is even more serious when it comes to the environment. We are consuming resources faster than the planet can replenish them. (2008 David Suzuki Foundation Annual Report p. 1)

However, it is shown in their oceans and global warming campaign that the limit can be stretched by green technology and management of resource use.

Continuing to rely on diminishing non-renewable resources such as oil and gas and nuclear power for economic prosperity is a recipe for disaster. But we are seeing more and more that countries that invest in renewable energy, such as wind and solar, are creating stronger economies and more

employment while addressing the serious problems caused by waste and emissions. (2008 David Suzuki Foundation Annual Report p. 8)

Their energy policy points out that economic growth is possible with the new energy initiatives, which shows that the limit is not stringent to the point where growth should not be permitted. They continued to believe that social, environmental and economic needs can be addressed in harmony:

We're optimistic. We believe environmental protection is compatible with a strong economy and a robust health-care system. (2008 David Suzuki Foundation Annual Report p. 2)

#### 2008-2009: Reformist

The organization carried on their ocean policy from 2007-2008 and before and continued to hold on to the stance that the global resource limit can be stretchable through careful management of resource:

Our ocean and freshwater areas face many challenges – from climate change to overfishing – and the works to promote integrated and sustainable solutions at the societal, economic, and ecosystem levels. We work directly with industry and government partners and also believe that long-term change will occur with the help of individual Canadians who, with a deep understanding of their connection to water, begin to change how they interact with the marine and freshwater ecosystems that sustain them. (2009 David Suzuki Foundation Annual Report p. 8)

#### 2009-2010: Reformist

The organization also continued to embrace the idea that the global limit is stretchable and economic growth can be achieved along with environmental conservation:



The analysis, Climate leadership, economic prosperity, by economist Mark Jaccard, showed that Canada's GDP can continue to grow while Canada works to meet science based greenhouse gas reduction targets. (2010 David Suzuki Foundation Annual Report p. 11)

The passage also shows that the organization embraces the idea that growth and environmental protection are not mutually exclusive.

#### 2010-2011: Reformist

One of the rearranged subheadings in the annual report is called *exposing the truth, keeping you informed* and it shows the organization's research work on the environment and hints at the organization's stance on a stretchable global resource limit:

Finding solutions that enable us to live within the limits of nature begins with sound scientific research. When environmental issues arise, we investigate them thoroughly, driven by a sense of responsibility to bring concerned Canadians the truth about the state of their environment. (2011 David Suzuki Foundation Annual Report p. 4)

#### 2011-2012: Reformist

The organization continued to acknowledge that there is a global resource limit but with careful resource management, the limit is stretchable:

We both know that people can't keep burning through finite resources faster than the Earth's ability to replenish them without suffering consequences. If our recently devised economic system endangers the air, water, land and biodiversity that we rely on for our health and survival, we must come up with something better. (2012 Fall Seasonal Report p. 8)

Finite resources and ability to replenish in the passage signifies that the organization believes in a global limit to resources; however, the use of resources can be stretched if we can restructure our economy to cope with the replenishing rate of nature. It suggests that the economy and environment can be in harmony but just not at our current rate of consumption.

#### 2012-2013: Reformist

The organization continued to acknowledge the global carrying capacity but it can be stretched with careful management:

We have helped shine a light on Canada's shrinking grizzly bear population, including how governments allow too much hunting. (2013 David Suzuki Foundation Annual Report p. 4)

Here, although the grizzly bears are not necessarily treated as a resource but as an integral part of the ecosystem. The organization sees the decreasing number of bears as an indication of the limit of nature and jumps in to protect the wholeness of nature. The organization also turned its focus to climate change and carbon reduction and acknowledges that there is a limit to the amount of carbon that the atmosphere can take in. The climate change program pushes for a low carbon economy which signifies with careful management, economic activities could continue with a lower impact on the environment:

We kept Canadians up to date on the work of the UN's Intergovernmental Panel on Climate Change (IPCC), including the latest confirmation that scientists are more certain than ever that human activity is a major contributor to climate change...A future that shifts away from fossil fuel pollution and puts us on a path to a cleaner, low-carbon energy future. (2013 David Suzuki Foundation Annual Report p. 2)

#### 2013-2014: Reformist

The organization continued to acknowledge the limit of nature and that human activities were not to place stress on it to a point beyond its repairable rate. The conservation program of the year showed the organization's concern on maintaining the wholeness of the ecosystem by creative and innovative means.

Those living in southern Ontario planted milkweed — where monarchs lay their eggs and their caterpillars' first food — in hundreds of yards, gardens, balconies, alleys and parks in and around Toronto as part of our #GotMilkweed campaign...This fall, Canadians spotted monarchs in numbers that haven't been seen in years... Together, we made a big difference to a tiny creature. (2014 David Suzuki Foundation Annual Report p. 3)

The campaign alleviated human impact on the butterflies with another mean of human effort to increase man-made habitat and food source to the butterflies.

#### *4.2.2.2 Governance*

The following section shows the discourse articulated by David Suzuki Foundation regarding governance from 2004 to 2014 on an annual basis.

#### 2004-2005: Conservative

Beginning from 2004, the organization approached the government by recommending the institutional tools that should be used for the environmental purpose. Their action acknowledges that the government should take the lead in tackling environmental issues by using institutional tools, and the role of the organization is to give policy recommendations and enhance the government's decision. In their campaigns in 2004, the organization drafted reports to suggest what policy tools to use:

Our team regularly participates in international conferences to share legislative recommendations with governments and work with other

environmental organizations around the world. (2005 David Suzuki Foundation Annual Report p. 4)

In October 2004, the Foundation released Smart Generation: Powering Ontario with Renewable Energy in Toronto. The report assessed several low-impact renewable energy technologies... Following the report's release, the Ontario government signaled its willingness to consider several key policy recommendations that have the potential to transform Ontario's electricity market. (2005 David Suzuki Foundation Annual Report p. 4)

The Foundation gave expert testimony on budgetary and financial measures to aid the implementation of the international agreement and discussed Canada's efforts to reduce greenhouse gas emissions. (2005 David Suzuki Foundation Annual Report p. 5)

The report, An Assessment of Fisheries and Oceans Canada Pacific Region's Effectiveness in Meeting its Mandate, provides an in-depth analysis of DFO's Pacific operations. It also identifies key problems and proposes solutions to improve DFO's effectiveness in protecting Canada's fish stocks. (2005 David Suzuki Foundation Annual Report p. 7)

In the Ontario power and Pacific fisheries reports published in 2004, the organization's role was to support government's work and to supplement the government with scientific facts and best policy options.

#### 2005-2006: Conservative-Reformist

In 2005-2006 also saw the shift of their stance toward giving more power to the local level of governments. The organization has ranked the climate change plans commissioned by different provinces and in turn suggested the provincial responsibilities regarding greenhouse gas emissions:

Our report, All Over The Map: A Comparison of Provincial Climate Change Plans helped spark national dialogue about provincial responsibilities to reduce greenhouse gas emissions. (2006 David Suzuki Foundation Annual Report p. 8)

The organization's climate change policy continued to stress the state's responsibility for environmental protection but has given out an alternative idea that the local government can take up more responsibilities. The organization also starts to hint at a societal wide behavioral change in looking at environmental issues. They start to see the limitation of the institutional system and seek alternatives to overcome that limitation. The organization starts to engage with different stakeholders and form networked governance on managing resources, and their oceans program can be serve as an example of their effort:

Our Oceans and Sustainable Fisheries team works with communities, ocean-based industries, First Nations, other conservation groups, and governments to protect Canada's marine environments and species for the future. (2006 David Suzuki Foundation Annual Report p. 11)

The organization has taken sustainability not only to the public but also beyond the national border. The organization has put their Four Great Rivers project as a separate topic, which showed the organization has taken on a more global vision on their quest to sustainability.

It's one way we're partnering with the global community for a more sustainable world. (2006 David Suzuki Foundation Annual Report p. 13)

Not only had the Four Rivers project, the Nature Challenge campaign has also become a separate topic in the annual report in 2005. The change in issue topics showed that the organization has intended to bring changes to the community.

#### 2006-2007: Reformist

The organization emphasized collective action to achieve a common goal. It is shown in the message from the president in the annual report:

As one of Canada's leading science and environmental organizations, we consider it a responsibility and privilege to work alongside some of the country's top scientists, policy thinkers and business leaders. (2007 David Suzuki Foundation Annual Report p. 2)

Aligned with policy thinkers and business leaders, the organization have sided with powerful influencers in the society in an effort to bring changes in the society. However, the David Suzuki Foundation not only sided with powerful actors, but also intended to induce changes from the bottom up. Their approach was shown in their wildlife campaign in B.C.:

In the summer of 2007, the David Suzuki Foundation's B.C. biodiversity campaign took to the road to educate and engage urban and rural residents about the province's endangered wildlife and the absolute need to protect them. (2007 David Suzuki Foundation Annual Report p. 9)

The organization's approach to environmental issues was consistent with the transition taking place that they no longer focus solely on lobbying the government and start to make the locals aware of environmental issues. It is consistent with the trend from 2006-2007 when they leaned toward engaging with the public. Other than placing more focus on the public, they also inclined toward giving more power to the local level government on handling environmental issue. In 2005-2006, the organization brought up the discussion on the provincial responsibilities for reducing greenhouse gas emissions, and in 2006-2007, the organization continued to bring discussion on the matter and followed up on the issue:

All Over The Map, The David Suzuki Foundation's provincial report card, assessed each province's climate change plan and analyzed each one's commitment to meet the challenge of global warming. "There are real leaders and true momentum at the provincial level in addressing climate change, but the lack of federal leadership means increasing greenhouse gas emissions and missed opportunities," (2007 David Suzuki Foundation Annual Report p. 13)

By bringing provincial government to the scene, it hints that the organization sees there should be more power given to the lower level government in handling environmental issues.

2007-2008: Reformist

The organization had a consistent stance on governance where they believed in collective effort between different actors in the society:

We share a fundamental belief that addressing environmental issues takes effort at all levels of society. We're working with governments, business, communities, and individual Canadians to bring about the kinds of changes needed for a sustainable country and a sustainable world, and to bring them about in a way that benefits all of us. (2008 David Suzuki Foundation Annual Report p. 2)

They intended to involve all parties to work for the same goal, and they even took the idea further by engaging different stakeholders in cooperation to form networked governance:

The David Suzuki Foundation has advocated for such protection and is a member of the province's Far North Advisory Council, which will work with government, First Nations, and local communities to provide advice and input to the Minister of Natural Resources on the content of the legislation to govern land-use planning in the Far North. (2008 David Suzuki Foundation Annual Report p. 10)

As a follow-up from 2006-2007, the organization continued to assess the work done by each provincial government to reduce greenhouse gas emissions. It signifies the organization looks for more power given to and more responsibilities to be taken up by the local governments:

The Foundation's report, Provincial Power Play, highlighted the actions of each of Canada's provinces and territories on its efforts (or lack thereof) to combat global warming. (2008 David Suzuki Foundation Annual Report p. 9)

## 2008-2009: Reformist

The organization continued in its effort to empower the people to act for the environment and pushed the society to be more environment-friendly. At the same time, collaboration between all the other actors in the society is essential in achieving the common goal of protecting the environment. The organization's climate change campaign showed their stance on believing in giving power to the civil society:

In 2008–2009, the David Suzuki Foundation focused on solutions to address climate change. This approach was central to our policy research and efforts in engaging the public, stakeholders, business, and all levels of government. (2009 David Suzuki Foundation Annual Report p. 6)

The David Suzuki Foundation also carried on with their public engagement campaign from 2007-2008, and created a website to mobilize the general public to care about the environment, and continued to promote individual consciousness on the environment in the civil society:

The organization has spent much of the last year developing its new, interactive site, which aims to help promote a new environmental narrative through education, action, and dialogue with our community. (2009 David Suzuki Foundation Annual Report p. 3)

Their ocean policy also shows that the organization continues to believe in network governance and getting every stakeholder in the decisions-making process:

Our work with the Coastal Alliance for Aquaculture Reform prompted the first-ever recommendation from British Columbia's finance committee for the government to fund closed-tank salmon farming. We are also on a steering committee with international industry and conservation partners trying to develop science based standards for sustainable salmon farming. (2009 David Suzuki Foundation Annual Report p. 9)



2009-2010: Reformist

The organization's ocean policy also continued to show their support on networked governance in handling environmental issues:

The Foundation continued its efforts to promote a marine planning process on the North and Central Coasts of B.C., a region called the Pacific North Coast Integrated Management Area (PNCIMA). As a new member of the Integrated Oceans Advisory Committee, the Foundation provides guidance on the planning process and advises government agencies and First Nations. (2010 David Suzuki Foundation Annual Report p. 9)

The organization also carried on with their public engagement campaign which empowered the civil society to act on the environment by bringing enlightenment to people to be more conscious on the environment:

The Foundation works to increase public awareness and remove barriers that prevent people from keeping our planet healthy. By developing resources that enable individuals to make sustainable changes in their lives, workplaces, and communities, we are helping create a "new normal" for Canada — where sustainability is the way we live rather than an issue just for industry or government. These tools are designed for varying levels of engagement, from simple daily lifestyle tips to leadership opportunities in communities across Canada. (2010 David Suzuki Foundation Annual Report p. 14)

2010-2011: Reformist

Another rearranged subheading on the annual report was called *Protecting nature closer to home* and it emphasized empowering the people to act for the environment:

This year, you helped us protect natural areas close to Canadians' hearts and homes. By signing petitions, writing letters, and raising your voices on behalf of the places you love, you helped ensure that future generations will be

able to explore nature in their own backyards. (2011 David Suzuki Foundation Annual Report p. 3)

Their approach empowered and encouraged the civil society to act upon the wellbeing of the environment as well as the wellbeing of themselves.

#### 2011-2012: Reformist

The organization has always encouraged people to stand up for their own rights which in an effort to empower the civil society to act upon environmental issues. In addition, the democratic element in governments was emphasized by the organization:

What happens when government, industry front groups, and media propagandists team up to smear and silence those who question their fossil-fueled agenda?...Black Out Speak Out – a campaign launched by a dozen major environmental organizations including the Foundation and joined by charitable groups, First Nations, and others – garnered support from 45,000 Canadians who signed a petition, and many individuals and organizations that blacked out their websites in support on June 4. (2012 August Seasonal Report p. 4)

The foundation portrayed themselves as being antagonized by the government at the time, and in turn they tried to strengthen their stance by joining force with other groups and to mobilize a stronger voice in the civil society.

#### 2012-2013: Reformist

The organization's habitat and species protection program continued to show their approach on involving stakeholders in their campaigns and forms networked governance on environmental protection:

Along with community stakeholders and First Nations, we are pressuring provincial and federal governments to increase protections for grizzly bears and the habitats on which they depend. (2013 David Suzuki Foundation Annual Report p. 4)

The organization also continued to empower the local communities to act upon environmental issues:

DSF partnered with over 20 other organizations to launch the first St. Lawrence Week to get people outside, on and around the river, reminding them of all it provides, educating them about the threats to its health and mobilizing them to protect it. (2013 David Suzuki Foundation Annual Report p. 4)

#### 2013-2014: Reformist

The organization continued their effort to empower the public to act for the environment by hosting activities with the local communities and to acknowledge their power and rights in pushing for environmental protection:

Our Blue Dot Tour visited 21 cities this fall and now our community organizers are helping Canadians work with municipal leaders to pass local-level environmental rights declarations. More than 12,000 people have stepped forward to volunteer in their communities! (2014 David Suzuki Foundation Annual Report p. 2)

The organization also continued to take up a bottom-up approach in empowering the civil society to act upon environmental issues and to press for change in the local, then provincial, then national level:

...with your help, we'll bring communities together to encourage provincial leaders to pass environmental bills of rights, and then bring provinces

together to show the entire country that recognizing environmental rights is possible... (2014 David Suzuki Foundation Annual Report p. 2)

#### *4.2.2.3 Human—Nature Relationship*

The following section shows the discourse articulated by David Suzuki Foundation regarding human—nature relationship from 2004 to 2014 on an annual basis.

2004-2005: Reformist

As for their stance on the human—nature relationship, they have taken on an anthropocentric point of view. It is shown in the organization's statements on their sustainability and forest projects:

...Our Sustainability team is working to ensure Canada develops a plan that protects our country's natural riches and the quality of life we enjoy. (2005 David Suzuki Foundation Annual Report p. 3)

We want future generations to be able to enjoy the forests and earn a livelihood from them just as we have. (2005 David Suzuki Foundation Annual Report p. 9)

From these statements, the David Suzuki foundation saw that nature is essential to the wellbeing of human society and has valued nature as a resource provider to humans. This stance shows the anthropocentric point of view of the organization that nature is of service to humans. However, the organization does not treat nature as solely a resource provider that humans can manipulate with at free will. The organization acknowledged the interconnectedness between humans and nature. The organization's forest policy hints that human society is dependent on nature:

We are working to ensure that when the moratorium is lifted, a conservation plan will be in place that conserves both local human communities and the

ecosystems upon which they depend. (2005 David Suzuki Foundation Annual Report p. 10)

The interconnectedness between humans and nature is further emphasized in the statements on their climate change and forests policy:

The result is a warmer planet, where natural systems that have been in place for thousands of years are disrupted. This results in extreme weather events, increased air pollution and the rapid extinction of plants and animals. (2005 David Suzuki Foundation Annual Report p. 4)

The West Coast of Canada contains a quarter of the Earth's remaining coastal temperate rainforests, which are home to more than 300 of the world's largest wild pacific salmon runs, many threatened and endangered species, and one of the world's most biologically rich ecosystems. (2005 David Suzuki Foundation Annual Report p. 9)

The statement reaffirms the connection between humans and nature and bringing both humans and nature into one holistic system. When one part of the system is in stress so are the other parts and ultimately when the environment is in stress, it will come back to harm the wellbeing of humans. Conserving nature becomes the integral part of ensuring the wellbeing of human society.

2005-2006: Reformist

The organization's stance on the human—nature relationship is still focusing on putting the social wellbeing, economy and environment in harmony:

Using our document, Sustainability Within a Generation, as a roadmap for Canada, the Sustainability team focuses on three key policy areas: making the markets reward sustainability, reducing pollution and thereby improving human health, and protecting biodiversity. These practical policy solutions

will help all Canadians live healthier without sacrificing our quality of life.  
(2006 David Suzuki Foundation Annual Report p. 4)

The organization has taken an anthropocentric approach by building the connection between people and nature through linking human wellbeing with wellbeing of nature.

#### 2006-2007: Reformist

As of 2005-2006, the message from the Chair also mentions the organization's stance on the human—nature relationship:

More and more people are starting to appreciate that sustainability is not a practice of doing without – it's simply a way of living in harmony with the earth's natural systems. (2007 David Suzuki Foundation Annual Report p. 1)

It is consistent with the statement from 2005-2006 that suggests humans and nature are interconnected as one entity. Also, the organization continues to hold on to an anthropocentric point of view on the human—nature relationship with the focus on the health benefit from protecting the environment, which links human health with environmental protection:

What we do to our environment affects our health. In just more than a year, the David Suzuki Foundation released five major reports documenting how our environment affects human health in Canada. (2007 David Suzuki Foundation Annual Report p. 8)

#### 2007-2008: Reformist

The organization's stance on human—nature relations remained the same as the previous year, taking on an anthropocentric point of view:

Healthy citizens depend on a healthy environment. We have developed a proposal for a national environmental health strategy, Prescription for a

Healthy Canada, which we released publicly last September at the annual general assembly of the Canadian Public Health Association. (2008 David Suzuki Foundation Annual Report p. 4)

The organization continues to link the wellbeing of the environment to the wellbeing of humans, evoking the connotation that protecting the environment is beneficial to the human society. This links the humans with nature and places them within one complex system. The organization also continued with its nature challenge campaign and continues to mobilize the public to care about the environment and foster individual consciousness of the environment.

David Suzuki's Nature Challenge is much more than just 10 things you can do right now. It is about being involved in a conversation with all Canadians about living in balance with the natural world that sustains us. (2008 David Suzuki Foundation Annual Report p. 12)

The campaign, in an effort to bring Canadians to live in balance with the natural world, shows the organization's respect for the natural environment by putting human wellbeing on the same level as the wellbeing of the ecosystem.

#### 2008-2009: Reformist

The organization also continued to embrace the idea that social, economic, and environmental needs in society can be addressed in harmony and that human society is interwoven with the ecosystem:

People are also starting to recognize that the environment and the economy are inextricably linked. We can no longer think of a choice between the environment and the economy, because we can't have a healthy and sustainable economy without a healthy and sustainable environment – and vice versa. (2009 David Suzuki Foundation Annual Report p. 1)

The idea that human society is interconnected with the ecosystem means the wellbeing of human society depends on the wellbeing of the natural environment. This connotation portrays an anthropocentric point of view.

2009-2010: Reformist

The organization continued to take on an anthropocentric point of view on the human—nature relationship and perceives that human society is interconnected with nature in a holistic system.

Nature isn't something that exists just in far-off parklands. We are part of nature and it surrounds us, even in our busy urban lives. The Foundation uses science-based advocacy to protect and restore wilderness landscapes and nature in our backyards. We work to reconnect Canadians with nature in their neighbourhoods and ensure that decision-makers adequately value the essential benefits nature provides. (2010 David Suzuki Foundation Annual Report p. 6)

At the end of the passage, the organization mentions the benefit nature provides, which acknowledges that the wellbeing of human society depends on the wellbeing of the ecosystem. The same concept is brought up in their climate change policy where social, environmental and social needs should be addressed in harmony:

With our work on clean energy, advocacy, and communications, the David Suzuki Foundation is committed to finding climate solutions that can improve the health of our citizens, our environment, and our economy. (2010 David Suzuki Foundation Annual Report p. 10)



2010-2011: Reformist

The organization continued to take on an anthropocentric point of view to connect the public with nature, and promote the idea of building a sentimental connection with the environment:

Our Montreal office launched the Our Living River campaign to build watershed stewardship and reconnect the millions of people who rely on the St. Lawrence River for drinking water with this iconic resource. We trained 30 St. Lawrence Ambassadors to communicate the importance of the river and held a St. Lawrence Action Day, motivating Quebecers to participate in community events in its honour. (2011 David Suzuki Foundation Annual Report p. 3)

The campaign points out the importance of the ecosystem in our daily lives and attempts to strengthen the people's emotional attachment to their environment.

2011-2012: Reformist

Another focus of the organization on the environment is ecojustice and equality which is suggested as below:

Like many of us, they recognize that the biosphere is our home and that we must protect it and work for greater justice and equality. (2012 August Seasonal Report p. 8)

The statement acknowledges the importance the biosphere has for human survival, and that people need to protect it for the sake of both human wellbeing as well as environmental wellbeing. The statement signifies the organization acknowledges the connection between humans and nature.

#### 2012-2013: Reformist

The organization continued to stress the connection between humans and nature and promotes the idea of sentimental connection with the environment:

Connecting to nature doesn't have to be difficult. To prove it we held our 30x30 Nature Challenge in May, supporting more than 10,000 Canadians from over 250 workplaces as they committed to spending 30 minutes in nature every day for 30 consecutive days. Participants reported more vitality and job productivity while developing a stronger connection with nature. (2013 David Suzuki Foundation Annual Report p. 3)

The connection is further strengthened by linking our identity to the environment, building the sentimental attachment between people and the environment and considering people as part of the diverse nature environment:

Our country has unbelievable natural beauty, vast landscapes and diverse wildlife. As Canadians, we are in love with all of it. But it's more than just love. It's a deep part of who we are; it is our identity. (2013 David Suzuki Foundation Annual Report p. 4)

#### 2013-2014: Reformist

The organization continued to take on an anthropocentric approach and place stress on the health benefit from having a healthy environment:

Numerous studies tell us spending time in nature makes people feel better — helping with depression, attention deficit disorder, memory, problem-solving, creativity, and physical health and well-being. (2014 David Suzuki Foundation Annual Report p. 6)

The organization is also keen on building a mutual relationship between humans and nature by educating the public:

People power also helped us build tailored tool kits for schools and workplaces, conduct research and encourage people to make nature part of their daily living year-round. (2014 David Suzuki Foundation Annual Report p. 6)

#### *4.2.2.4 Social Power Structure*

The following section shows the discourse articulated by David Suzuki Foundation regarding social power structure from 2004 to 2014 on an annual basis.

##### 2004-2005: Status Quo

Back in 2004 to 2005, the David Suzuki Foundation's approach on environmental issue was to lobby the government and raised their awareness on environmental issues. As the organization's approach relies on their relationship with the government, the organization works well with the current political structure and for that their stance on the political structure would be to maintain the status quo. Such stance is shown in their campaigns:

Our Climate Change program is working on projects to put clean and renewable energy at the top of the agenda for governments and corporations, while our Oceans and Sustainable Fisheries program works with organizations and industry to conserve Canada's marine life for the future. The Foundation's Sustainability team continues to make policy recommendations to various levels of government to ensure a cleaner and healthier Canada... (2005 David Suzuki Foundation Annual Report p. 2)

Their policy at that time was to provide scientific data to the government and give out policy recommendations according to the scientific data collected. Their way of approach signifies that they believed the government is the key mobilizer in the society and acknowledged that the government, in comparison with the general public, is in a higher position in the power

structure. This stance places the power in the hand on the government, which then bears the major responsibility in handling environmental issues. The organization also believes in the democratic element in government where different stakeholders should be involved in the consultation process. Their oceans policy back then shows the involvement of different parties along with a different level of government which shows their trust in a responsible democratic government:

Our Oceans and Sustainable Fisheries program works with communities, First Nations, conservation groups and all levels of government to protect Canada's marine environments and species for the future. (2005 David Suzuki Foundation Annual Report p. 6)

#### 2005-2006: Status Quo

In 2005-2006, the organization has leaned toward a more collaborative approach, bringing every stakeholder to the table. In the annual report, many of campaigns helped the Canadian government to make policy choices more sustainable and many of these campaigns are carried forward from 2004-2005. These campaigns include: ranking Canada's environmental performance, The Carbon Offset Program for the 2010 Winter Olympics, the Sustainable Seafood campaign, and their Wild Salmon policy. However, they began to have more campaigns that are directly engaging the public or the business sector. The organization's ocean policy has shown changes that other than drafting policy recommendations for the government, they also start to promote sustainability in the public and business sector. SeaChoice is a new campaign that the David Suzuki Foundation has organized to promote sustainable seafood in the business sector:

We joined forces with other environmental groups to create SeaChoice, a project that combines our efforts on sustainable seafood issues. SeaChoice encourages the seafood industry and consumers to catch sell, and purchase sustainably harvested seafood. This work resulted in two major seafood distributors and many restaurants contacting us for more information on

what types of fish they should carry. (2006 David Suzuki Foundation Annual Report p. 12)

There are more campaigns on promoting the concept of sustainability directly to the general public, such as educating Canadians about hidden dangers in their homes. However, the organization still perceives that the democratic government is the one that bears most of the environmental responsibilities:

Individuals make personal choices in their daily lives that reflect their environmental values, while scientists study the best ways to protect critical wildlife habitat. Passionate activists volunteer their precious time to educate the public about curbing greenhouse gas emissions. And policy experts examine legislative options and issue recommendations to our elected leaders. (2006 David Suzuki Foundation Annual Report p. 1)

This statement portrays a social structure that maintains the status quo by stating the function of the actors in the society and how they can assist the government in taking up their environmental responsibilities.

#### 2006-2007: Status Quo

The organization continued its approach in engaging the government to act on environmental issues. The species at risk campaign serves as an example of how the organization pushes for change in the institutional structure by identifying problems and offering recommendations:

...a legal submission by the David Suzuki Foundation challenged the federal environment ministry when it failed to identify and protect the critical habitat of the Piping Plover, a tiny, sandy-coloured shorebird found in Eastern Canada. This precedent-setting challenge led to the re-release of the Piping Plover strategy that identified much of the bird's current habitat. (2007 David Suzuki Foundation Annual Report p. 8)

Later in May, the Ontario government passed the toughest endangered species legislation in Canada – tougher than the Federal Species At Risk Act. The David Suzuki Foundation was once again involved as part of a coalition of environmental groups engaging Ontario to legally protect the province's most at risk plants and animals. (2007 David Suzuki Foundation Annual Report p. 8)

Consistent with previous years, the oceans and fisheries program also helped local government to make environmentally-sound decisions and more sustainable policies:

The Foundation released Zoned RS-1. This lighthearted handbook with serious intent encourages local governments to use zoning bylaws to protect fish habitat from threats, including: municipal development, water extraction, logging, and mining. (2007 David Suzuki Foundation Annual Report p. 11)

#### 2007-2008: Status Quo

The organization's sustainability program continued to help local government to protect the environment and public health:

Our work in Ontario with leading health organizations...has led to a provincial ban on cosmetic lawn and garden pesticides, as well as a move by several large retail stores to stop selling toxic pesticides. (2008 David Suzuki Foundation Annual Report p. 5)

The organization also continued to work in collaborated effort with the government to protect the marine environment:

The David Suzuki Foundation has worked with a number of partners to promote integrated management in this area. We released a technical report and a user-friendly public report to prod the government into joining First Nations, whale watchers, fishers, tourism operators, local governments, and the shipping industry and conservation organizations in ensuring this and

other marine ecosystems remain healthy long into the future. (2008 David Suzuki Foundation Annual Report p. 5)

#### 2008-2009: Status Quo

The organization has continued its effort in engaging the government to act upon environmental issues and act to protect the environment on behalf of its citizens. The marine conservation program serves as an example of the organization's effort in providing the government with recommendations and solutions:

The federal government has made recent commitments to pursue some of these integrated solutions, and the David Suzuki Foundation works to ensure these promises are kept. The Foundation has been working with other organizations and governments to get a marine planning process on the North and Central Coast of B.C. (2009 David Suzuki Foundation Annual Report p. 9)

#### 2009-2010: Status Quo

The organization continued their work on engaging the government to act on environmental issues, and the marine conservation program serves as an example of their effort:

This year, we worked to strengthen international efforts to conserve and rebuild salmon through the renegotiation of the Pacific Salmon Treaty. In late 2009, the federal government announced a judicial inquiry into the decline of Fraser sockeye salmon. The inquiry follows many years of our work to raise awareness of wild salmon issues, as well as the solutions. (2010 David Suzuki Foundation Annual Report p. 8)

## 2010-2011: Progressive-Decentralized Power

The organization has changed their approach to dealing with the government and started to connect with local pressure groups in their campaigns to place pressure on the government. Their change in approach is shown in their St. Lawrence River campaign:

The Gulf of St. Lawrence is under threat of oil and gas exploitation, and we aim to protect it. We played a pivotal role in the creation of the St. Lawrence Coalition, which unites organizations and local communities in the fight for a moratorium on oil and gas exploitation in the Gulf. (2011 David Suzuki Foundation Annual Report p. 3)

Their St. Lawrence River campaign intended to shuffle the power in the social system and to build a stronger community to act upon the environment, instead of relying on the government structure to act on behalf of the people. This is also consistent with a change in attitude of the organization toward the government. The organization for the first time mentioned forces in the current social structure that are going against the environmental movement:

Today, we realize that getting the facts and science out into the public discourse is not enough. Unexpected but powerful forces propel society to discount science (and common sense) and make decisions that promise short-term gains for a few and long-term pain for many. And a lot of money is involved. (2011 David Suzuki Foundation Annual Report p. 8)

The organization is not satisfied with the current social structure that powerful actors in the society are working against the will and wellbeing of the majority. The distrust in the institution structure fueled the organization to lean toward a more progressive approach in restructuring the society to better incorporate a new set of ecojustice values in society:

As we've worked with you throughout these 21 years, we've learned so much. We've learned that you can't protect nature without working with the people in that ecosystem. You can't put a price on carbon without making it fair for those it penalizes. You can't practise environmentalism without



practising social justice, equality, fairness, and tolerance—all Canadian values. (2011 David Suzuki Foundation Annual Report p. 5)

#### 2011-2012: Progressive-Decentralized Power

The David Suzuki Foundation has questioned the role of government in environmental protection:

Many of the politicians and bureaucrats from 150 nations appeared to be representing the interests of corporations rather than people. That may be a sad commentary on the state of the world, but it helps to serve notice to all of us that we can't leave our future to the politicians. That's why your voices are so important and why the work that so many organizations devoted to the environment, to social justice, to health, and to other critical issues is so necessary. (2012 August Seasonal Report p. 8)

It brings to the fore the general distrust of the organization toward the political system and emphasizes that the current system is tilted toward the benefits of the corporations. The passage stresses the importance of people's voices and suggests a bottom-up approach in decision making. It is when the public have a say in decision making then the balance of power will shift from the corporations to people. In other words, the organization sees the de-centralizing power in government as a way to stop the government from inclining toward the corporations and shift the balance back to the people where their wellbeing is being taken care of. They wish to see a government that sides with the people while having an environmental awareness:

The most important function of a government, and the laws that define it, is to protect the basic needs of its citizens. Our most basic needs... depend on a healthy environment. (2012 Spring Seasonal Report p. 1)

The statement shows the vision of the organization of what a responsible government is expected to be.

## 2012-2013: Progressive-Decentralized Power

The organization's distrust in the role of government in environmental issue continues:

And thanks to comprehensive polling by DSF and the Environics Institute, we know that Canadians want climate action but are increasingly skeptical about our government's willingness to act. (2013 David Suzuki Foundation Annual Report p. 2)

The organization has taken the approach to engage and empower the public to act upon environmental issues. The approach takes on a bottom-up approach and places the power in local communities for mobilizing changes:

Dr. Suzuki and other Canadian icons will embark on a national tour, stopping in 25 communities to empower local individuals and organizations to stand up for Canadian values and build momentum to secure our legal rights to a healthy environment. (2013 David Suzuki Foundation Annual Report p. 6)

The approach challenges the power of the government and pushes for changes bottom-up in effort to incorporate ecojustice and social justice in the social structure:

...unlike the citizens of more than 100 other nations, we don't have legal rights to clean air, safe water and healthy food. With your support, the Foundation will work with Ecojustice and environmental lawyer David Boyd to embed the right to a healthy environment in Canada's Constitution. (2013 David Suzuki Foundation Annual Report p. 6)

## 2013-2014: Progressive-Decentralized Power

The organization has become more proactive in negotiating environmental issues and this year the organization has engaged a direct campaign in fighting off industrial development in an eco-sensitive zone:

Oil and gas giant TransCanada wants to build an oil port for its Energy East pipeline in Cacouna, Quebec — right in the heart of the threatened whale's critical habitat. But thanks to the support of our partners and the thousands of you who signed our petition, the company agreed to halt their activities, at least for the time being. (2014 David Suzuki Foundation Annual Report p. 4)

The campaign by-passes the government and mobilizes the public and gives power to the civil society in fending off unwanted development. The action indicates that the organization has taken a campaign-approach in involving the public and less of a lobbying approach in engaging the government.

#### *4.2.2.5 Stance on Economic System*

The following section shows the discourse articulated by David Suzuki Foundation regarding their stance on economic system from 2004 to 2014 on an annual basis.

2004-2005: Reformist

Along with the anthropocentric point of view on environmental issues, the organization's stance on economic system was also anthropocentric in 2005. The organization intends to keep the capitalist system but with the emphasis on environmental cost and nature's value. The organization's campaign on fish farming illustrates that they do look to the market for solutions:

We released a report examining the economics of closed tank aquaculture illustrating the economic viability of closed tanks and outlining the next stages towards an effective transition from open-net pen farming. (2005 David Suzuki Foundation Annual Report p. 8)

The organization conducts research on aquaculture solutions and looks into the economic viability of such options. They hope to show the economic opportunity of their alternatives and provide incentives for the business sector for a change that is also environment-friendly. The intent is to change the business sector with market and consumer pressure:

To help chefs, restaurateurs and food wholesalers choose sustainable ingredients, the Foundation participated in a sustainable seafood event...The event helped build relationships and renewed public and industry interest about the need to ensure seafood is supplied from sustainably harvested sources. (2005 David Suzuki Foundation Annual Report p. 7)

The newsletter addresses a range of decisions that people concerned about nature have to make as consumers and provides common sense solutions and advice. Topics such as eco-friendly vacations, urban sprawl, and the importance of buying locally produced food have all been featured in our Nature Challenge newsletter. (2005 David Suzuki Foundation Annual Report p. 3)

Their action on promoting sustainable choices shows that they work within the capitalist system and continue to use market tools to push for change with no intention of overturning the system. The campaign is an effort to turn consumers to environment-friendly choices with no intention of stopping consumer from consuming.

#### 2005-2006: Reformist

The organization stressed the stance that capitalist economy should be retained with environmental costs put into consideration. Such idea is brought up again in their clean air campaign:

Reducing pollution is related to health and the economy. To raise awareness about these important connections, the Foundation produced The Air We Breathe, which compared Canadian air quality guidelines to those of other industrialized countries. We found that the federal government could do much more to prevent premature deaths from air pollution. (2006 David Suzuki Foundation Annual Report p. 5)

## 2006-2007: Reformist

The organization also continued to embrace the capitalist system and optimize it by including environmental cost into the system and promoting the idea of sustainability in consumer behavior:

Ecological Fiscal Reform (EFR) encourages the use of taxation and spending programs to create incentives to support the shift toward sustainable practices. You may remember in 2006 the David Suzuki Foundation made a comprehensive fee and rebate policy proposal to the federal government called Drive Green, which reduces vehicle greenhouse gas emissions. (2007 David Suzuki Foundation Annual Report p. 9)

Choosing sustainable seafood is a simple and effective action that you can take every time you eat at a restaurant or buy seafood at your local grocer. Voting with your wallet sends strong signals to government and industry that consumers support responsible stewardship of our fisheries and marine environments. (2007 David Suzuki Foundation Annual Report p. 10)

## 2007-2008: Reformist

In the organization's terrestrial conservation campaign, the organization not only tries to put a price on the value of services provided by nature, it also hints that the organization values nature's natural capital:

Dollars and Sense: The Economic Rationale to Protect Spotted Owl Habitat in British Columbia uses computer modelling to assess three different conservation scenarios in old growth forests near Vancouver that are home to highly endangered northern spotted owls. The study concludes that when a conventional, narrowly focused method of assessing the value of forests is broadened to take into account the value of forests as carbon storehouses, recreation sites, and sources of products other than timber – such as wild

mushrooms – increased conservation usually wins out over logging. (2008 David Suzuki Foundation Annual Report p. 11)

This shows that the organization intends to incorporate the value of nature into the economic system and give credit to the service provided by nature.

2008-2009: Reformist

The organization has promoted the idea of living in harmony with the nature, and the economic system must take environmental cost into account:

The economy work is based on the assumption that many economic models and practices contribute to deterioration in the quality of the environment and our quality of life. We continue to treat our wastes and pollution as externalities that are not factored into our economic system. This ultimately means that there is no incentive to reduce or eliminate the harmful outputs we create. (2009 David Suzuki Foundation Annual Report p. 2)

2009-2010: Reformist

Their marine policy as carried on from previous years has continued to use market tools to induce behavioral change in the market:

The Foundation continues to work with SeaChoice to harness demand for sustainable seafood to promote reforms in fisheries and aquaculture. This year, we supported our partners at the Overwaitea Food Group in making some of the first closed containment farmed salmon available to customers in their stores. (2010 David Suzuki Foundation Annual Report p. 9)

## 2010-2011: Reformist

The organization also brought up the concept of natural capital and intended to popularize it in their discussion with government institutions:

In June, we selected a dozen city planning professionals from B.C.'s Lower Mainland to help us embed the concepts of natural capital — valuing nature's benefits and services in monetary terms — within municipal politics. After an intense day of training on communicating the concepts of natural capital, the enthusiastic ambassadors returned to their offices and boardrooms to spread the word. (2011 David Suzuki Foundation Annual Report p. 5)

## 2011-2012: Reformist-Progressive

As for their stance on the economic system, the concept of natural capital is employed by the organization. The organization pushes for incorporating the environmental costs into the capitalist system, and accounts for the service provided by nature. One example would be the organization promotes the establishment of urban greenbelts in major Canadian cities by provide their support in measuring the economic value of nature's service provided by the greenbelts:

This fall, we received widespread attention for measuring the economic value of the hundreds of millions of tonnes of carbon absorbed by and stored in the Ontario Greenbelt. By our estimates, it's worth more than \$2.4 billion (Canadian Dollars). (2012 Fall Seasonal Report p. 5)

The organization also has taken on a more progressive approach and mentioned that the current economic system is incompatible with our environment. The organization further suggested that there is a need to restructure the economic system for the sake of the wellbeing of the public:

We need a development paradigm that takes into account wellbeing and happiness, and that accounts for nature's services. After all, what good are a growing economy and increasing consumption – and their environmental and social consequences – when people are not healthy and happy and when we destroy the things that keep us alive and well? (2012 Fall Seasonal Report p. 8)

The passage shows that the organization presses for a change in the current economic system and questions the pursuit of material wealth. Here, the organization has taken a more progressive approach in an effort to push for a change in mentality that our wellbeing is not tied to consumption.

#### 2012-2013: Reformist

The organization's clean energy program aims to incorporate environmental cost into the economy:

We will conduct clean energy and climate policy research to encourage national and provincial carbon prices to drive innovation and clean energy uptake; investment in sustainable transportation, transit and clean energy infrastructure; and adaptation solutions, green urban planning and sustainable transportation options for municipalities. (2013 David Suzuki Foundation Annual Report p. 6)

#### 2013-2014: Reformist-Progressive

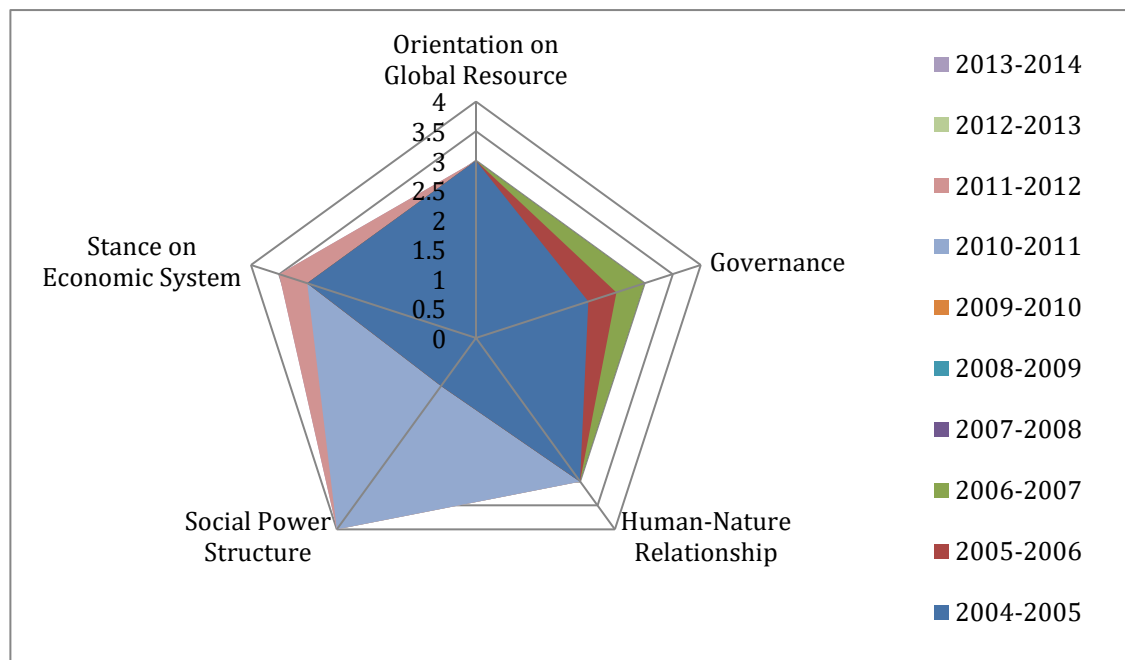
The organization continued their effort in making economic activities more sustainable by introducing greener choices for consumption. They started to push for behavioral change in consumer behavior in an effort to lower the impact of human consumption:



Thanks to our supporters, this fall 14 new volunteer Queen of Green coaches joined...Coaches meet with their charges one-on-one over a twelve-week period to share ideas, research resources and brainstorm about the everyday struggles and triumphs of greener living. The result: people empowered to help themselves and others live more gently on the Earth. (2014 David Suzuki Foundation Annual Report p. 6)

#### 4.2.2.6 Discourse Progression in David Suzuki Foundation from 2004 to 2014

Based on the analysis from the previous section, a figure has been created to show the discourse progression in the David Suzuki Foundation according to the five main attributes.



Discourse Progression		Social Power Structure
Status Quo	1	Status Quo
Conservative	2	
Reformist	3	Progressive-Eco-Authoritarian
Progressive	4	Progressive-Decentralized Power

**Figure 3: Discourse Progression in David Suzuki Foundation from 2004 to 2014**

As shown in figure 3, the organization's stance on global resources, human—nature relations, and economic system is rather consistent, with no or little changes throughout the decade.

However, the organization's perception of governance and power relations in the society has gone through a gradual change toward the progressive side. It signifies that the technical-ecological aspect of the discourse articulated by the David Suzuki Foundation has been consistent, whereas most of the discourse change took place on the societal aspect. To further confirm the findings, interviews were conducted, which also give insight into the change and reason behind the change.

#### **4.2.3 Interview Findings and Change Articulated in David Suzuki Foundation**

Two interviews have been conducted with the David Suzuki Foundation to track the discourse of the organization and its relations with other major actors. Both interviews were conducted at different times but at the same location in their head office in Vancouver. The first one was conducted in June 2011 with the organization's director of communications and public engagement at the time. The first interview is part of a pilot study on gathering information on discourse and policy network. The aim of the first interview is to gather preliminary data on the organization's relations between the organization and the government. As a part of a pilot study, the information gathered was hand written notes in point form, recording the key information needed for the latter study. A second interview was conducted in September 2013 with the manager of public engagement along with a public engagement specialist at the time. The second interview was intended to gather further information on discourse change and the discourse articulated by the organization. The first interview indicates there is a tendency that the organization is going through a transition in engagement approach and discourse articulated. The second interview acts as a follow up and focused on changes going on inside the organization. Since more detailed information is needed to analyze the changes that has happened in the organization, the content in the second interview is recorded and transcribed.

##### ***4.2.3.1 First Interview of David Suzuki Foundation in 2011***

According to the data from the 2011 interview, the conservation objective of the David Suzuki Foundation at the time was to promote the interconnectedness and interdependence

of humans with nature and facilitate interaction between people and nature. The organization's relations with the government was still on the cooperative side as they made policy recommendations to the government, but they also sought to influence the government through public opinion along with lobbying the government for change. From the interview, we see signs that the organization was going through a transit in engagement style as they explicitly stated that they used to solely engage with the government, providing them with scientific data and policy recommendations but now they advocate change in policy to include the general public in the dialogue and facilitate changes at the community level in order to get the public involved. The organization's position with the general public in the environmental movement also changed accordingly. In the interview, the organization's position changed from acting as an expert advocate on behalf of the people to empowering the people to get them involved in the decision-making process. Another sign that the organization is shifting away from engaging with the government is that the organization mentioned in the interview that sometimes policy does the work, but not all the time, hinting that they no longer rely on policy and institutional tools to bring changes in the society. The organization explained in the interview that the transition comes from a gradual learning from their experience. One example they gave is that a former liberal mayor in Toronto pushed for changes in conservation and sustainable development, then after the election, a new conservative mayor was elected and most of the policy changes were reverted and the effort spent was wasted.

In the interview, the staff from the David Suzuki Foundation stated that they maintained a policy of integrity comes first. The organization values integrity and they only choose to work with those who are willing to work together. For that, they describe themselves as somewhat isolated as a non-governmental organization. To a certain degree, the David Suzuki Foundation cooperates with the business sector to work together in certain issues, and partner with other academic societies to collaborate on research projects at an arm's length level. According to their staff, the organization's partnership with other non-governmental organizations is mainly project specific, with no broad partnership with other parties at the time of the interview.

#### *4.2.3.2 Second Interview of David Suzuki Foundation in 2013*

As of 2013, the David Suzuki Foundation continues to embrace the same conservation objective of connecting people with nature. In the interview, the interviewee stresses the connectedness of humans and nature, and also the interdependence of the economic system on the services and resources that the natural environment has provided. To illustrate the concept, the interviewee stated that “the environment is an input in the economy...the fact is we don’t have an economy without a healthy environment.” This statement acknowledged that the environment is a part of the economic system and a healthy environment is essential for the economic system. It shows the anthropocentric side in the David Suzuki Foundation, though they also have a strong empathy toward nature. The organization has gone through a transition of being science-based to showing more sentiment toward the environment. During the interview, the public engagement specialist addressed such transition:

Increasingly, it is pushing all of us to understand that we can have a message say [to] go out and be in nature. Connect with it and you will start to be a different person. Then we hope and trust that you will also start to love this thing and reconnect with it, and when you do, you start to understand how you can delegate this and still behold. It is a really big shift, it is out of a scientific rational framing of if we can limit pollution to the x parts per million, we will be alright. Because on air pollutants we need to know what the x parts per million is, so that is [what] the environmental movement is really all about, and we had good successes but it didn’t bring us back around from our own voice of nature. We have been on a learning curve around this, the more that we [have] gone down this path of it, the more that we will have our own epiphany. But it doesn’t mean science has become unimportant. This organization particularly struggles that we can’t go all the way to just that [science], our strong credibility comes from strong science, from a figurehead who is a scientist, from the ability to understand and connect with the science based message. (Personal communication, September 5, 2013)

She has stated that they embrace science but also strive to build emotional connection with nature, hoping to maintain a delicate balance between the two. The emotional connect grew stronger as the organization has come to the realization that the environmental movement is not just about providing a technical fix but also to address the spiritual needs and emotional bonding in the human—nature relationship. This fuels the approach change in the organization to change from government oriented to people oriented as the organization is no longer just providing technical fixes to environmental problems but to reconnect people and nature.

Comparing the interview data from 2011, the 2013 interview data shows a drastic change in perception toward the government and cooperation with other groups. In the interview, Public Engagement Specialist from the organization has brought up the change in engagement approach toward the government.

Realization of direct engagement with government does not give a solid ground for policy change to sustain. Engaging with the public helps to advocate a mentality change in people and they voice out or even further push for change in the government. (Personal communication, September 5, 2013)

The organization's approach changed from directly giving policy recommendation to mobilizing the people to voice their concern with the environment and engage the government with those concerns. The relations between the organizations and the government shifted from provide scientific recommendations to advocate sustainable changes. The public engagement specialist used the carbon tax in British Columbia as an example that engaging the public to push for policy change is more effective than solely giving policy recommendations to the government:

The B.C. provincial government in the last two elections adopted the carbon tax because environmental groups pushed really hard and they really adopted what we think are the good things to do. But the same level of provincial government or government later could decide maybe carbon tax is not such a good thing, but [the] David Suzuki Foundation thinks they actually succeed in the last election by engaging the public... What [the] David Suzuki

Foundation were able to do is to get the people be excited about the carbon tax again. The framing we use is that you need economy but you also need environment and in B.C. they are actually interconnected. You can only have good economy if only you have good environment. That message went through, in the most recent provincial election, the B.C. voters did not attack the carbon tax to the extent that gave a license to provincial government to say that we don't need it anymore. (Personal communication, September 5, 2013)

They used carbon tax as an example to illustrate that government decision changes from time to time. The staff from the David Suzuki Foundation believed that it is more effective to making sure the government is sticking to the path of becoming more environment-friendly by mobilizing the public and facilitating them to voice out that they want their government to care about the environment. They believe that a bottom-up approach safeguards the environment-friendly policies will persist even after change of party in the government. It is the same situation that the organization had addressed in the 2011 interview. The statement also shows that the organization acknowledged that they have gone through a change in approach.

The change in approach originates from their change in perception of how the environmental movement should proceed. It mirrors the change of thoughts of the core members in the organization, especially the influence of the founder: David Suzuki. The staff admits that the organization is led in part by their founder's thinking which has assumed multiple roles in the environmental movement, from becoming an environmentalist at the beginning, and then a humanist and a holistic thinker about environmental health. Part of the change of role is triggered by past experience in dealing with the government; another part is through the realization that solely providing facts would not induce behavioral change in the society. The public engagement specialist has further elaborated on the transition of their approach toward dealing with environmental issues:

I think there are two things, one is the failure of traditional approaches, and we can see that policy alone, it can accomplish so much but it also can be so quickly undone. So there is another driver about even understanding what it

is we are trying to articulate to ourselves, from there, I think what we've learned is, this has been proven, not just us, is people don't necessarily change behavior based on information. Like they don't stop smoking because they know it's bad for them. They need something else, so often that something else is an experience of a different way or an experience that can't be articulated. All of that is pushing the organization to reach into homes, into homely framing, and we [are] just learning it with people lately. (Personal communication, September 5, 2013)

The change in perception also leads to a change in action. In the interview, the staff mentioned the realization that instead of just generating conservation goals, it is the experience of getting involved in nature and understanding where human society should head. The organization is still anthropocentric in this sense, but the focus no longer stays at keeping the human society within the carrying capacity of the Earth but the re-engineering of the society to achieve social and environmental wellbeing. The public engagement specialist has explicitly described the change of focus in the interview:

So the rise of social justice in the environmental movement and the understanding is taking many people questing to get there, the interconnectedness of all issues giving rise to much more understanding that we need to transform society in a whole, even though transformation is really hard to know what it is aiming at, we will probably not be around to see the ending. But it isn't all about fixing the pollutants we're creating in this one policy, it is much more on the understanding that the human enterprise on this planet is coming to a point [that it] really has to figure itself out because we're up against the wall now. (Personal communication, September 5, 2013)

The progressive thinking of re-engineering the society to cater for a better social and environmental wellbeing will inevitably rock the foundation of the current power system. The change in perception causes the organization to no longer have a common goal with the government, which makes the organization steer away from working with government.

When further investigation into the change in approach and perception, the public engagement specialist mentioned that the change is multi-directional, and pointed out that the change comes in both bottom-up and top-down direction. Here she has described the direction of change:

I think the top-down and bottom-up question, it would probably kind of both, but partly lead by David Suzuki and the board, of the long term solutions project. It started as a big thinking that frame up the statement about interconnectedness and interdependence. But meanwhile everybody works in the organization have the epiphany of what he's talking about. So we're all people within the system and I don't want to waste my time on stuff that doesn't work. And this is not an organization only live up to what David has to say, he gets challenged all the time, but when we actually talk about this is because we actually believe in it, because the people who work here is not that of a robotic type, which will take in anything. I think there still people in here still think this engagement is a waste of time, it's fluffy and not clear how it has impact and it's a leap of faith, they prefer to seek policy maker and have a discussion and plan out policy approach, which is good, because we need that too. But I've been surprised how much the people have been perceived might think that way, have realized a lot of what they have been doing is engagement, people are policy makers. (Personal communication, September 5, 2013)

The change does originate from the founder of the organization but the staff within the organization realizes that their previous approach is not working anymore and the founder just happened to point a way out for the organization. The interaction is both top down and bottom up in a way that the founder has observed that engaging with the government is not as effective anymore while the staff dealing with government policy has hit a brick wall and their effort is not reflected in the policy change that was expected. For that, the change in approach is a general response to the situation that the organization has faced in its effort to make a bigger impact in the society. The change in approach also changed their way of cooperation with other actors and non-governmental organizations. In the interview, the staff acknowledged that they are working with other groups that they have never worked



with before. They still hold on to their integrity, but instead of being isolated, they start to make conversation with groups that might share a different view but also work for the good of the society. Here is the example that the public engagement specialist gave during the interview:

We might see more potential in partnership with unlikely alliances than [what] traditional[ly] we did. Early environmental movement was running in with First Nations then they came around to understand in developing relationships. Up the coast the David Suzuki Foundation was part of the big project where years ago, they created the great barrier forest agreement with the First Nation government, provincial government, federal government, industry and environmental groups. These has been very formative experiences in understanding that there can be common ground, and the more we found out on common ground, the more we realized there's probably more common ground out there until we ask the question or open the door that we don't find it. (Personal communication, September 5, 2013)

Instead of holding on to their integrity and keeping other groups out, they change their attitude on the other groups and start to see the benefit of collaboration with others. Engaging with the public opens a new horizon for the organization: as they start to come across dealing with different groups, they see the possibility of uniting everyone who cares under one big umbrella and working toward a better society in their own way. The staff further reinforced the idea in the interview and described their change in mentality. Here is the public engagement specialist's description on the organizational change in discourse:

I think it has changed our approach, the discourse early on with unlikely group has informed approach and has created an organization that's increasingly open to a tangential discourse, and the more tangential discourse there are, the more we realize it is actually our discourse. This is part of where we need to be but other groups targeting social justice or city poverty, can all work together, groups that complement each other. (Personal communication, September 5, 2013)

What she has mentioned is a discourse change instead of a directional change. The change is not only limited to their approach as the organization but also changes their perception of nature and people. The change also affected their acceptability on other discourse and their willingness to seek commonality instead of rejecting differences.

The interview finding is consistent with the discourse progression shown in the annual report, which shows the gradual transition from engaging with government to engaging with the public along with a shift in mentality in appreciating the aesthetic and spiritual value of nature. In general, changes that took place in the David Suzuki Foundation during the study period include a move from engaging with the government to engaging with the public, from self-contained to open to collaboration, and from pure-science to a more spiritual and sentimental meaning of nature. The more obvious change is their relationship with the federal government. At the time when the organization became progressively more public-oriented in their campaigns, their relationship with the federal government deteriorated. At the beginning of the study period, the organization worked with the federal government and gave policy recommendations on tackling climate change. By the end of the study period, the organization still worked with other local level government entities in regional conservation projects, but also they showed distrust of the federal government. The federal government has named the organization 'radicals' and the organization criticized the national government as puppets of the multi-national corporations. At the same time, the organization has become more willing to expand its collaborative network and work together with other groups. These changes happened concurrently and are inter-related. The interview data shows that the powerlessness in inducing change in the government is the main cause of change in action approach which has fueled the subsequent changes in relationship with the government and other actors.

The intrinsic ideology of the organization remains the same over time. As shown in the discourse progression chart, the way they perceive global resources, the capitalist system and the human—nature relationship remain the same. The change is in response to the general situation of the environmental movement when the government failed to take up a more progressive thinking toward environmental conservation. The inconsistency in thinking between the organization and the government has built up and remain unresolved causing the organization to seek alternatives in achieving their conservation objectives. The change is

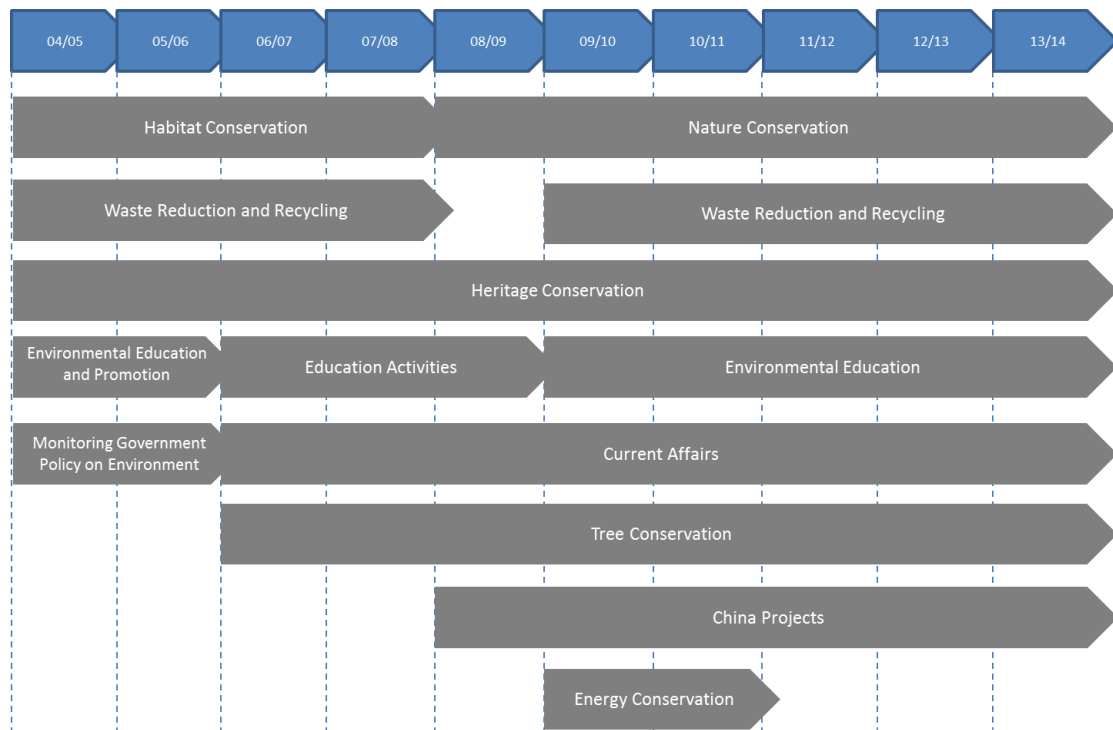
part of the organizational learning that deals with the general circumstances in the political scene.

### **4.3 Discourse Articulated by the Conservancy Association from 2004 to 2014**

The Conservancy Association is one of the oldest and most influential environmental organizations in Hong Kong and it is the first locally organized green group incorporated in Hong Kong. Their stance on the environment is to preserve natural resources by advocating institutional tools, which was stated in the mission of the organization:

Safeguard the environmental resources in Hong Kong, China and the World by advocating policies. (Conservancy Association – Our Mission  
<http://www.cahk.org.hk/about.php?u=6&lang=en>)

From the mission statement, the organization has taken on a more reformist approach to environmental protection and the issue topics raised by the Conservancy Association are pretty consistent over the period of 2004 to 2014 and often show a very consistent discourse on environmental issues. The following figure shows the topic headings used in the annual report during the period of time.



**Figure 4: Topics progression in the annual report for Conservancy Association from 2004 to 2014**

From the **figure 4**, we can observe that the organization stayed consistent in their topic headings in the annual report, with the addition of tree conservation and China projects to show the new development of the organization. Energy conservation as a topic heading appeared shortly from 2009 to 2011, and later merged into another topic heading. Upon observation, the topic headings in the annual reports experienced very few changes and the structure of the topic headings is consistent throughout the period of time from 2004 to 2014.

#### **4.3.1 Discourse Analysis of Message from the Chairperson and Chief Executive from 2004-2014**

The annual reports from the Conservancy Association also contain a section called Message from the Chairperson and Message from the Chief Executive, which briefly talks about work progress, challenges and the way forward of that year in the organization. It portrays the mentality and ideas articulated by the decision makers which drive the overall discourse and

image of the organization. The key aspect in the messages from the Chairperson and Chief Executive is listed in the following table:

Year	Message from the Chairperson	Message from the Chief Executive
2004-2005	<ul style="list-style-type: none"> <li>- CA has played either a leading or proactive role to protect the environment and advocate for <b>sustainable development</b>.</li> <li>- There is no lack of knowledge on what is the right path to follow, but a lack of political will to break the shackle of entrenched interests.</li> </ul>	<ul style="list-style-type: none"> <li>- CA has played a <b>catalytic role</b> and liaised with various stakeholders such as the <b>government</b>, the private sector, community leaders and the <b>general public</b> in the hope of reaching a win-win solution.</li> <li>- CA is <b>not anti-development</b>, but we are definitely against developments that are unsustainable or issues that block us from attaining sustainability.</li> </ul>
2005-2006	<ul style="list-style-type: none"> <li>- The Conservancy Association proactively facilitated as well as participated in various types of <b>public engagement</b> exercises, in the hope of building a <b>sustainable community</b> with the people of Hong Kong.</li> <li>- Through various education and promotion activities, we hope that the <b>general public</b> will know more and care more about their community and environment, as well as participate more in their very own community, thus creating synergy, enhancing social capital and living standard.</li> </ul>	<ul style="list-style-type: none"> <li>- Last year the world saw various cases of the lost of <b>ecological equilibrium</b>...Many people thought they were natural disasters. But in fact these were man-made tragedies, the consequence that must be borne by neglecting the <b>natural harmony</b>.</li> </ul>
2006-2007	<ul style="list-style-type: none"> <li>- Achieving <b>sustainable development</b> in Hong Kong is no easy task. It requires all of us to play our parts: formulation of appropriate <b>government policies</b>; and for each of us, we need to change our mindset, attitudes and lifestyle.</li> </ul>	<ul style="list-style-type: none"> <li>- In the face of worldwide environmental problem, we cannot rely on legislation alone to solve our problems; every one of us must take action. Regrettably not everyone is convinced; more effort is needed to raise <b>public awareness</b> and induce behavioral change.</li> </ul>
2007-2008	<ul style="list-style-type: none"> <li>- In order to achieve a <b>sustainable environment</b>, we cannot wait to propose remedial actions when the environment and heritages are destroyed but have to take proactive action in the conservation.</li> <li>- If Hong Kong wants to have a sustainable development, we need</li> </ul>	<ul style="list-style-type: none"> <li>- Being one of the first green groups advocating sustainability, CA has entered the harvesting stage of <b>sustainable development</b>.</li> </ul>

Year	Message from the Chairperson	Message from the Chief Executive
	a concerted effort from the Government and different sectors of our community working hand in hand.	
2008-2009	- At present, we can see that there is an imbalance in development and conservation. Economic development is important, but if we do not protect our environment, it will become irreversible for remedy. Therefore we should work hard and strive for sustainable development.	- With the increasing appeal for environmental protection while having little behavioral adjustments and inadequate policies and regulations, we are having bigger challenges.
2009-2010	- The Government must face these problems and sincerely listen to the appeals and constructive suggestions of the public. Otherwise, the nature and the economic development of Hong Kong will have to pay its unbearable price.	- Hong Kong has put increasing emphasis on conservation, and environmental protection gradually becomes one of the main appeals from the community instead of a job that only concerns green groups. - Indeed some landowners and stakeholders have deep understanding of and support for conservation works, just that the Government cannot respond positively and appropriately under the absence of long-term policies. That is why local conservation works still lag behind.
2010-2011	- Apart from the excellent works of our staff, the support and recognition from the public are the key factors for us to continue our works and enable us to move forward.	- Rural devastation is expanding gradually, even the private land within country parks cannot escape from such devastation. The rural devastation in Tai Long Sai Wan has highlighted the deficiencies of existing legislations and policies. - Real success depends on every one of you to put green lifestyle into practice, which is crucial to create a better environment. - Colleagues of CA did their best for environmental protection last year.
2011-2012	- ...environmental education is no longer about sitting and listening to lecturing but a process of self-experience and reflection, leading	- Environmental protection connects with our lives and cannot be separated. - Since many kinds of damage are

Year	Message from the Chairperson	Message from the Chief Executive
	to answers to all your open questions. - We will continue to be a gatekeeper by actively <b>monitoring and proposing solutions</b> for the environment.	permanent, environmental protection has to be proactive. However, protection work should not only focus on short-term damage or effects but also the <b>conservation for our future</b> .
2012-2013	- As a green group, CA is <b>not against every development</b> plan. However, it is our obligation to stress the <b>environmental, ecological and social concerns</b> from the community as well as the accumulative effects that individual development projects and possible alternatives may induce to allow the <b>general public</b> to make a fair judgment based upon comprehensive information from various perspectives.	- The Lung Mei incident was an important indicator for future <b>nature conservation</b> works and it also revealed the flaws of the existing Environmental Impact Assessment <b>Ordinance</b> .
2013-2014	- We paid close attention to the <b>Government's decisions</b> as every single strategy or policy can induce huge impact towards the environment!	- With increasing challenges, environmental NGOs and other concern groups joined hands to strive for a <b>sustainable future</b> . - Therefore, <b>public education</b> on biodiversity in Hong Kong will be one of CA's key works in the coming years.

**Table 6: Key aspect in messages from the Chairperson and Chief Executive of the Conservancy Association from 2004-2014**

With the keywords highlighted, the messages from the chairperson and the chief executive portray the conservation approach taken by the Conservancy Association. Throughout the study period, the messages often contain keywords such as government, sustainability, and environmental protection. Except 2011-2012, the messages from the chairperson and chief executive mentioned government, policies, legislations or ordinance, which are keywords associated with the institutional structure. It reflects the organization's deep affiliations with the institutional structure as the Conservancy Association has placed a significant focus on monitoring the government. The Conservancy Association not only engages with the government, but also engages with the public. The messages from the chairperson and chief executive often contain the keyword public or community, which shows that the organization also places their focus on advocating the public to act for the environment. In 2008-2009 and 2011-2012, the organization has explicitly mentioned behavioral change and

environmental education in the community which points to the organization's objective in getting the public to think about nature in their daily lives. It shows that the organization has always taken a concerted effort approach in advocating both the government and the public to get involved in environmental protection. Their approach on engaging with both the government and the general public has been consistent throughout the period from 2004 to 2014. The keyword that the Conservancy Association used on their approach on the environment has been sustainable development and environmental protection and throughout the study period the two have been used interchangeably. Although the priority in their conservation works might change in the period of the time, the main theme of their work has remained consistent, with sustainability and nature conservation being their main focus. The analysis of the messages from the chairperson and chief executive in the Conservancy Association indicated that the discourse articulated in the organization is relatively stable and to further look into the discourse articulated by the Conservancy Association, a detailed analysis of the content of the annual report will be conducted in the next section.



### 4.3.2 Discourse Analysis of the Annual Report from 2004-2014

Following the discourse analysis of the David Suzuki Foundation, analysis will be conducted on the content in the annual report published by the Conservancy Association. The analysis will look for signs of their orientation toward the five attributes constituting their environmental discourse which are: orientation on global resources, governance, human—nature relationship, social power structure, and stance on economic system.

#### 4.3.2.1 Orientation on Global Resource

The following section shows the discourse articulated by Conservancy Association regarding their orientation on global resource from 2004 to 2014 on an annual basis.

2004-2005: Reformist

Since the Conservancy Association is a regional based organization and their campaigns mostly focus on local issues, they are less likely to comment directly on the Earth's carrying capacity and global limits. However, their conservation policy does show the organization's stance on growth and development. From the message from the chief executive, we see the organization also has portrayed their perception of development:

I would like to clear up a misunderstanding about The Conservancy Association: CA is not anti-development, but we are definitely against developments that are unsustainable or issues that block us from attaining sustainability. (2005 Conservancy Association Annual Report p. 3)

In the statement, the organization claimed that they are not anti-development, which suggests that the organization does agree that development is necessary in some aspects. They do not go against every development project as they are not against economic growth and instead, they believe development can be achieved in a more sustainable way. Through careful management and creativity, development is not necessarily evil.

#### 2005-2006: Reformist

The organization remained consistent on their stance toward development. In their tree conservation program, the organization reinforced their stance that they are not anti-development, but only try to stop unsustainable development projects.

What threatened trees most are public and development works. CA is not against development, but tree-felling in almost all the projects can at best be avoided, and at worst the number of trees being felled can be minimized.  
(2006 Conservancy Association Annual Report p. 12)

The statement portrays the organization's stance that they acknowledge development is needed in human society, but the impact on the environment has to be minimized, so that development and nature can peacefully coexist.

#### 2006-2007: Reformist

The organization continued to maintain their stance that development is not the root of all problems, assuming that the projects are done sustainably and strike a balance between development needs and protecting the environment:

Infrastructure is not just bricks and mortar. A truly visionary plan should benefit environment, society and economy at the same time: a conservation trust could be set up to ease the so-called conflict between development and conservation; a sustainable transport system and overhaul of the present urban renewal mechanism could all achieve the same goal. (2007 Conservancy Association Annual Report p. 17)

#### 2007-2008: Reformist

The organization was persistent in their stance that conservation and development can co-exist and they continue to place their focus on monitoring sustainable developments projects:

Living up to our namesake, The Conservancy Association has been concerning ourselves with conserving the rural and natural landscape ever since our inception...With increasing cases of destroying sites of high ecological value in the hope of seeking development in recent years, we have put even more effort on conservation...Besides preventing environmental damage, CA also starts work on ecological enhancement. Among these projects are "Action Model on Sustainable Development in Long Valley" and "Green Lamma Green." (2008 Conservancy Association Annual Report p. 12)

The organization pushes on with the concept of sustainable development in hopes of advocating the idea that protecting the environment and development are not mutually exclusive.

#### 2008-2009: Reformist

The organization carried on with their stance on balancing development and conservation needs. Their effort in bringing conservation principles to development is shown in their Long Valley conservation project:

The government should ensure that future development in the area is mainly of low density. Human activities easily cause disturbance to birds, so the ecological threats brought by future development in Long Valley cannot be neglected. Careful and thoughtful planning, like whether the buildings would obstruct flight path of birds, is a must...

CA also requested the Government to seize this opportunity to solve the issue of land ownership in Long Valley through, for example, public-private

partnership or land resumption. The Government should strike a balance between protection of land development rights and conservation of the environment. (2009 Conservancy Association Annual Report p. 9)

#### 2009-2010: Reformist

The organization continued to take on the perspective that development and conservation are not mutually exclusive. The Long Valley conservation project serves as an example that development in an eco-sensitive zone can be done with innovation and careful management to minimize the impact on the environment while serving the local community:

Since 2005, CA has been promoting community-based eco-tourism development in Long Valley. Benefiting the community is the first priority of the ecotourism development here. The income of the tours is utilized to profit the Long Valley community and they are encouraged to participate in ecotourism. (2010 Conservancy Association Annual Report p. 14)

#### 2010-2011: Reformist

The organization continued to stress the importance of balancing development and conservation needs. The organization acknowledges that development is inevitable, but can be done in a way that comes in harmony with conservation needs:

Tsim Sha Tsui (TST) and Kam Tin were the origins of development for Kowloon and the New Territories. Sixty eco-enthusiasts were trained to become eco-guides to present the ecological and cultural characteristics of TST and Kam Tin as well as to examine [present] the intricacy between development and conservation to the general public. (2011 Conservancy Association Annual Report p. 28)

#### 2011-2012: Reformist

The organization continued to stress the fact that they are not anti-development, but only to push for development that minimizes the impact on the environment. They believe that development does not necessarily come with sacrificing the ecological value of the site.

Environmental Impact Assessment (EIA) regime has been operating for over 10 years since 1998. The Administration should keep abreast with the current development by conducting a review. EIA reform does not aim at delaying development progress, but strengthening environmental monitoring and protection in response to the public demand. (2012 Conservancy Association Annual Report p. 12)

#### 2012-2013: Reformist

Consistent with previous years, the organization asserted itself on the standpoint that they are not against development but that the ecological impact on the environment must be considered.

CA met Lam [Andrew Lam Siu-lo, chairperson of Antiquities and Monuments Office] in November 2012 to express our grave concern on ecological impact caused by farm rehabilitation. We have no objections against farming. However, all works should be suspended until an ecological assessment is conducted. (2013 Conservancy Association Annual Report p. 19)

#### 2013-2014: Reformist

The organization continued to believe that, with proper management, development and conservation are not in conflict. Using the example of rural development, the organization is not against small house projects but maintains that developments should be controlled by regulations and do not come in conflict with nature conservation:

CA emphasizes that the proposal never harmed any right of indigenous villagers, especially the right to build small houses. There are fixed procedures for small house application which are subjected to detailed assessment by various departments. This arrangement would not be changed after Country Park designation while Agriculture, Fisheries and Conservation Department (AFCD) would still study each development case according to potential impact brought by a small house on nature conservation, landscape, and so on. (2014 Conservancy Association Annual Report p. 13)

#### *4.3.2.2 Governance*

The following section shows the discourse articulated by Conservancy Association regarding governance from 2004 to 2014 on an annual basis.

##### 2004-2005: Conservative

In 2004-2005, the Conservancy Association's approach on environmental issues was to lobby the government, to give advice on institutional tools and to induce change on the administrative level. As the organization's approach is to advocate policy change, government ultimately has the control and their stance on governance is more on the conservative side. One example would be their tree conservation policy:

In 2002, CA [Conservancy Association] had already suggested in our policy submission that Hong Kong was badly in need of a tree ordinance. In early 2005, when one of the main branches of the Lam Tsuen Wishing Tree snapped off and made big news, CA seized the opportunity and urged the Administration to enact a tree ordinance. (2005 Conservancy Association Annual Report p. 8)

The organization's tree conservation policy shows that they place the power with the government, pushing for an administration-led approach in conservation issues and incline

toward using institutional tools to handle environmental issues. It shows that the organization believes the government will be more environmentally friendly through an optimization of the internal structure of the institutional body. In the annual report there is a section called *monitoring government policy on environment* which clearly states their perception of the role of government in environmental protection:

The Conservancy Association believes that appropriate policies can facilitate conservation works, thus both the administration and legislation play an indispensable role in environmental protection. But we have to stress the importance of civil society in this regard, as sustainable development requires social engagement and capacity building of the community. (2005 Conservancy Association Annual Report p. 17)

#### 2005-2006: Conservative

The organization continued to focus on lobbying the government and cooperating with the institutional structure and offering policy recommendations:

We have also participated in the public-private partnership projects as outlined in the Government's New Nature Conservation Policy. (2006 Conservancy Association Annual Report p. 2)

The Conservancy Association's approach in working with the government shows that they acknowledge the state's responsibility and power in environmental issues. As the organization's focus is on working with the government, they incline toward using institutional tools to impose environmental protection:

As outlined in the previous annual report, The Conservancy Association launched a campaign to urge the Administration [body in Hong Kong] to enact a dedicated tree law on Earth Day 2005. (2006 Conservancy Association Annual Report p. 12)

2006-2007: Conservative

The organization continued to focus on pushing for change in the government while working with the institutional structure:

Achieving sustainable development in Hong Kong is no easy task. It requires all of us to play our parts: formulation of appropriate government policies; and for each of us, we need to change our mindset, attitudes and lifestyle. The fate of our future generations is in our hands. (2007 Conservancy Association Annual Report p. 2)

As shown in the passage, pushing for policy change is still the focus of the organization's work and they still see mobilizing administration-led negotiations and institutional tools as a major force of change.

2007-2008: Conservative

The organization's tree conservation policy portrays their approach in placing administrative tools at the priority and focusing on using institutional tools:

One of the main concerns we encountered from time to time is the improper management of trees throughout the city. It is our goal to encourage the Administration to establish policies and regulations regarding nature conservation, and be more conscious about the importance of tree conservation in the society. (2008 Conservancy Association Annual Report p. 3)

The passage shows the organization's approach is still on mobilizing policy change. The organization continues to place more attention on stakeholders. It shows that the organization is trying to channel people's opinion into the government:



If Hong Kong wants to have a sustainable development, we need a concerted effort from the Government and different sectors of our community working hand in hand. (2008 Conservancy Association Annual Report p. 2)

The keyword, concerted effort, is different from collective effort where decision making is diversified to the local actors. Concerted effort points to a collaborated action where government holds the control and other actors work with the government in achieving the same goal. It is consistent with the organization's focus on working with the government, and takes on the stance in placing the power in the hands of the government and holding the belief that they are the main force that can make a change.

#### 2008-2009: Conservative

The organization continued to work with the government in its effort to push for administration-led changes and mobilize policy change in waste management. The same goes for the organization's tree conservation policy. The organization gives support and empowers the government to take on better management on urban trees:

We welcome the formation of the Government's Tree Management Task Force, and are pleased to give professional suggestions and support. Not only the authority concerned needs expertise, the general public should also improve their knowledge of trees and the awareness of tree protection, as those who stay closest to trees in daily life are the public. (2009 Conservancy Association Annual Report p. 2)

#### 2009-2010: Conservative

The organization continued to place the responsibility of protecting the environment on the government:

Indeed some landowners and stakeholders have deep understanding of and support for conservation works, just that the Government cannot respond positively and appropriately under the absence of long-term policies. That is why local conservation works still lag behind. (2010 Conservancy Association Annual Report p. 3)

In the passage, the organization takes on a stance that the institutional structure is the key actor and should take the lead in pushing for conservation. The approach of the organization hints that the government is the one to take on a majority of the responsibility in conservation and empowers the state as capable of facilitating change. The organization's tree conservation policy shows that they place the responsibility on the government:

Although the Government commenced a comprehensive review on the entire tree management, it was not its insights to proactively enhance the tree management quality—it was merely a follow-up action of a tragic tree collapse. Does it have to be a crisis that shocks the entire society every time before the enforcement of any conservation projects, so that the Administration will be awakened for compensation? (2010 Conservancy Association Annual Report p. 3)

#### 2010-2011: Conservative

This year, the Conservancy Association included a section on their mission and it outlines their perspective on governance:

Our mission is to enhance the quality of life of both this and future generations, and to ensure that Hong Kong shoulders her regional and global environmental responsibilities. We achieve this by advocating appropriate policies, monitoring government action, promoting environmental education and taking a lead in community participation. (2011 Conservancy Association Annual Report p. 3)

The latter part of the mission statement shows that the organization has continued to engage with the government and has placed the focus on monitoring and enhancing

government policies. The approach of engaging with the government showed that the organization believed the government can make a difference in inducing changes. Their approach also portrayed the organization's perception that the power and responsibilities of creating a better environment lay in the hands of the government as they have the tools and power to truly make a difference.

#### 2011-2012: Conservative

The annual report starts off with a mission statement which is the same as the previous year and continues to outline their approach of engaging with the government, entrusting the power to states, believing in administration-led negotiations, and institutional tools. The mission statement from 2011-2012 uses the exact wording as of 2010-2011:

Our mission is to enhance the quality of life of both this and future generations, and to ensure that Hong Kong shoulders her regional and global environmental responsibilities. We achieve this by advocating appropriate policies, monitoring government action, promoting environmental education and taking a lead in community participation. (2012 Conservancy Association Annual Report p. 3)

#### 2012-2013: Conservative

The organization continued to conduct their work on nature conservation within the institutional structure and continues to acknowledge the power lies in the hand of the government. The work on reviewing planning applications shows that the organization works within the framework of existing planning ordinance and tries to protect the environment with existing institutional tools:

As we assumed that there was maladministration, CA planned to lodge a complaint to the Ombudsman regarding the case. While the planning intention in Nam Sang Wai emphasizes principles such as "to conserve the ecological value of fish pond" and "to protect the ecological integrity of the

wetland ecosystem”, zoning fishpond as “Village Type Development” would convey a wrong message to the locals that development on wetlands would be legitimized, thus weakening wetland conservation. (2013 Conservancy Association Annual Report p. 17)

#### 2013-2014: Conservative

Same as the previous years, the organization continued with their work on reviewing planning procedures in the government to push the government to do more about protecting the environment. The organization’s approach signifies that the organization conducts their work within the institutional structure and pushes for change with the use of institutional tools:

CA would keep following the illegal land filling issue. We would urge the Planning Department to step up their enforcement action. And in order to tackle the problem from its source, we would press for the amendment of the Waste Disposal Ordinance, so that construction waste disposal on private land would need authorization from related government departments. (2014 Conservancy Association Annual Report p. 18)

#### *4.3.2.3 Human—Nature Relationship*

The following section shows the discourse articulated by Conservancy Association regarding human—nature relationship from 2004 to 2014 on an annual basis.

#### 2004-2005: Reformist

The Conservancy Association took on a stance to bring people closer to nature and encouraged their care for their surroundings. Such a position can be observed in the organization’s environmental education program:

The Conservancy Association believes that programmes introducing our natural heritage can enhance the community's conservation awareness of wetland and birds, as well as cultivating the care for our environment. (2005 Conservancy Association Annual Report p. 19)

The organization places their focus on wetlands and birds suggests they value biodiversity and protect nature not solely for resource preservation but also for maintaining the integrality of the ecosystem.

#### 2005-2006: Reformist

The organization also continued to hold on to an anthropocentric view on human—nature relationship by linking environmental protection to human wellbeing:

Through various education and promotion activities, we hope that the general public will know more and care more about their community and environment, as well as participate more in their very own community, thus creating synergy, enhancing social capital and living standard. It is our hope that together we can create a sustainable future. (2006 Conservancy Association Annual Report p. 12)

In the statement, the organization placed the focus of environment protection on the community level and makes it a part of community building. They were attempting to make the public aware of the environmental issues and encourage them to take part in environmental protection. In the same sense, they connect nature with human society by using the connotation that negligence of nature will lead to degradation of human wellbeing:

Last year the world saw various cases of the loss of ecological equilibrium: climate change, the spread of bird flu and the threat to food safety. Many people thought they were natural disasters. But in fact these were man-made tragedies, the consequence that must be borne by neglecting the natural harmony. (2006 Conservancy Association Annual Report p. 3)

The connotation suggests that humans are part of the complex nature system and if one fails to function, the other one will inevitably be affected and the whole system will fall like dominos.

2006-2007: Reformist

The organization also continued to take on an anthropocentric point of view by drawing on the connotation that humans are part of nature and human wellbeing is linked to the wellbeing of nature:

All these showed that the Administration did not understand what sustainable development really meant; it wrongly believed that economic development could override everything and could not see the importance of a good living environment and harmonious society. (2007 Conservancy Association Annual Report p. 16)

Such connotation relating health with nature has implied that humans are part of nature and the wellbeing of humans relies on the wellbeing of nature:

Food safety problem was a public concern last year; we hope that prices of organic produce could be lowered once it is widely available, so that the health of Hong Kong people could be safeguarded. The importance of food safety became clearer when I [Lister Cheung, Chief Executive of CA] was diagnosed with cancer in 2007; though food safety may not cause cancer directly, it surely has a great impact on our health. (2007 Conservancy Association Annual Report p. 3)

2007-2008: Reformist

As for the human—nature relationship, the organization continues to take on an anthropocentric point of view where human wellbeing is interconnected to the wellbeing of the natural environment:

The general citizens begin to realize the importance of living environment and [are] concerned about our urban development and design, and realize the [citizens'] environmental and social responsibility. (2008 Conservancy Association Annual Report p. 2)

The notion of placing human wellbeing in relation to the integrity of the natural environment suggests that humans and nature is interconnected.

2008-2009: Reformist

The organization's belief of linking the wellbeing of the environment with human wellbeing hints at the connection between human and nature. The organization also continues to take on an anthropocentric view of the human—nature relationship where environmental protection is largely done on the basis of human wellbeing. Such stance is once again stated in their tree conservation policy:

Our conservation team and current affairs team kept taking part in different discussions and task forces, wishing that could facilitate the enforcement of a tree conservation bill from the concerned authority and protect the life and property of the citizens, as well as the natural resources of Hong Kong. (2009 Conservancy Association Annual Report p. 3)

#### 2009-2010: Reformist

The organization continues to embrace an anthropocentric point of view on the human—nature relationship by linking nature with human wellbeing. It is shown in their waste reduction policy where such connotation is made:

Co-organized by the Housing Authority and CA since 2006, “Green Delight in Estates” enters its 4th phase of a territory-wide environmental education programme. Highlighted by a series of events such as the "BYOB Game Booth", "Flower Bed Design Competition", "Used Goods Exchange Squares" and "Green Ambassador Training", the programme aims to promote waste reduction, resources recycling, and energy saving as well as to improve the quality of life and the living environment within all public housing estates in Hong Kong. (2010 Conservancy Association Annual Report p. 23)

#### 2010-2011: Reformist

The organization continues to host activities and helped to build the relationship between humans and nature as it makes them feel that they are part of nature. The Long Valley conservation project shows as an example that the organization intended to bring people closer to the environment and strengthen their connection with nature:

Meanwhile, the project also provided many opportunities for the public to learn and enjoy the nature and farming in Long Valley thru various activities, such as rice thresher design competition, Harvest Fest and eco-tours. (2011 Conservancy Association Annual Report p. 20)

The same approach can be found in the organization’s waste reduction program, and the organization continued to suggest the connotation of human wellbeing in relation with the environment:

Highlighted by a series of events such as the “Anti - Global Warming” game booth, “Flower Bed Design Competition”, “Used Goods Exchange Squares”



and “Green Ambassador Training”, the program aims to promote waste reduction, resources recycling, energy saving as well as to improve the quality of life and the living environment within all public housing estates in Hong Kong. (2011 Conservancy Association Annual Report p. 32)

It draws on the connotation that improving the quality of life is in concordance with protecting the environment. The correlation hints at the connection between humans and nature as the wellbeing of both is interconnected.

#### 2011-2012: Reformist

The organization continues to stress the connotation that human wellbeing is dependent on the wellbeing of nature:

Environmental protection derives from all kinds of pollution and devastation brought by development. Environmental damage causes problems that would directly affect the lives of human beings; many kinds of damage are even irreversible and may last forever! Thus, environmental protection connects with our lives and cannot be separated. (2012 Conservancy Association Annual Report p. 5)

In addition, the organization took the Long Valley conservation project as their flagship conservation project. The organization continued to promote ideas on sustainability and pushed for a connection between people and nature.

“Long Valley Ecopaddy” is dedicated to connecting nature, farmers and the city. Urban dwellers can directly participate in the process of rice paddy revitalization by assisting the farmers to rebuild the paddy habitat in Long Valley and to produce and purchase the eco-rice grown. (2012 Conservancy Association Annual Report p. 17)

#### 2012-2013: Reformist

The organization continued with their effort in bringing people closer to nature. The organization hopes that Eco-tours will serve the educational purpose of making people appreciate the aesthetic value of the nature:

The successful launch of eight eco-heritage routes with 30 kilometers in total on Lamma and Hong Kong Island showed the joint effort of CA with HK Electric in the past eight years. To enhance local citizens' conservation knowledge and environmental attitude during eco-tours, regular eco-heritage tours are being held on various routes for the public. (2013 Conservancy Association Annual Report p. 26)

These campaigns bring people away from cities and into the natural environment. Eco-tours help the organization to promote the public's interest in the natural environment and enhance their knowledge of the local ecosystem. The campaigns connect people with nature and encourage people to live with nature and be a part of nature.

A series of education programs will be launched in the future such as Little Farmers, Night Safari in Long Valley, Farming Tools Design Competition, etc. to provide opportunities for the younger generation to learn and treasure our natural resources. (2013 Conservancy Association Annual Report p. 20)

The later part of the passage showed the anthropocentric perspective of the organization toward the environment that humans have the right to use resources but still appreciate the natural environment.

#### 2013-2014: Reformist

Consistent with previous years, the organization continued with their eco-tour program which tries to reconnect people with nature by bringing them closer to nature and being inside the natural environment.

We have led students and the public to observe wintering birds in Long Valley through regular eco-tours, to educate them about the importance of biodiversity. While in summer nights, we hosted Night Safaris to visit nocturnal animals and their habitats in farmland. In addition, eco-heritage tours were held with the help of our local eco-guides to introduce Long Valley's villages, ancestral temples and walled village culture to visitors, for them to understand more about the changes of Long Valley in the past decades. (2014 Conservancy Association Annual Report p. 19)

#### *4.3.2.4 Social Power Structure*

The following section shows the discourse articulated by Conservancy Association regarding social power structure from 2004 to 2014 on an annual basis.

##### 2004-2005: Status Quo

The Conservancy Association acknowledged that power lies in the government but citizens can enact their power through the civil society. Civil society in here ensured that the citizens' rights are not overridden and are respected by a responsible government. The organization's recommendation on community empowerment policy signifies the organization believes that the government should act on behalf of the people:

This is the sixth year in a row that CA put forward its policy address submission to the Government. In this year's submission, the Association recommended that the Government should undertake a "community empowerment policy" at three levels, which we named the 3E: Engaging, Enabling and Entitling. (2005 Conservancy Association Annual Report p. 17)

Although the organization's recommendation did not fully give power to the people to take part in the decision-making process and recognizes that the ultimate power is still in the hands of the government, the scheme gives a channel to collect the voice of the public. The

policy is an effort to make sure people's voices are heard and stakeholders are involved in the decision-making process.

#### 2005-2006: Status Quo

The organization continued to take on the stance that power lies in the hands of the government and they should act on behalf of the people in environmental protection:

Eco and Heritage Tour is not simply building the hardware; close liaison between the government and the people is essential. This incident revealed the fact that the current mechanism of relying solely on the District Council to communicate with the villagers is simply inadequate. To prevent similar cases in the future, the Administration should strengthen communication with the local people; conservation strategies should be tailored to the situation of each site...(2006 Conservancy Association Annual Report p. 10)

The passage indicates that the organization believes that the government should take on a more proactive role in reaching out to stakeholders and in protecting the environment.

#### 2006-2007: Status Quo

The organization continued to push for environmental protection in the institutional framework, acknowledging the legitimacy of the current social power structure that places the power in the hands of the government in protecting the environment:

Sham Chung is an important freshwater habitat... A properly drawn DPA Plan can put a stop to development that harms the environment, but there is still room for improving the plan. CA proposed to zone the stream course of high ecological value to "Site of Special Scientific Interest"; protect the built heritage on site; rezone "Agriculture" to "Green Belt"; expand the "Coast

Protection Area” as well as reduce the area of “Village” zone. (2007 Conservancy Association Annual Report p. 9)

The organization works on habitat conservation through the government’s planning and zoning policies, which signifies that the organization acknowledges the power that the government exercises on the usage of land.

#### 2007-2008: Status Quo

The organization continued to conduct conservation projects under the institutional framework and recognizes the power of the government. Their tree conservation program is an example that the organization lobbies the government in an effort to push for a change:

We deeply felt that the victimized Wishing Tree and King Banyan signified the insufficient legislative protection of trees, mismanagement among some government departments and lack of specialized knowledge of the contractors. Because of that, CA has played an even more active role in urging for a tree law, changing government department's attitudes in tree conservation and improving related guidelines. (2008 Conservancy Association Annual Report p. 6)

#### 2008-2009: Status Quo

Consistent with the previous year, the organization continued to work under the current institutional framework. The tree conservation program shows that the organization places the responsibility on the government and urges the government to act on the issue.

In an open letter, CA expressed our deep regret to the accident and indicated that the tragedy in Stanley brought to light not only the problems in OVT [Old and Valuable Trees] caring, but the whole mechanism of urban tree caring. We strongly requested the government to review in earnest and

make improvements—a total transparency of tree caring work that avoids shirking of responsibility, communication breakdown between frontline and senior staff and keeping the public in the dark. Further casualties from similar accidents should be forestalled. (2009 Conservancy Association Annual Report p. 6)

#### 2009-2010: Status Quo

The organization continued with their tree conservation program and places the power of monitoring and protecting trees on the government.

The Task Force on Tree Management led by the Chief Secretary of the Administration announced the review report on 29th June 2009. CA was satisfied with its overall direction, but we felt disappointed that the long-advocated tree protection ordinance still did not receive great consideration by the Administration. We reiterated the importance of the ordinance, particularly in protecting trees on private land and regulating appropriate tree planting and management works. The two new Offices, namely Tree Management Office and Greening and Landscape Office, should contain enough manpower for better communication and co-ordination works. (2010 Conservancy Association Annual Report p. 7)

#### 2010-2011: Status Quo

The organization continued to push for environmental protection under the existing institutional framework. Their work on development plans shows their inclination toward placing the power with the government and pushes them to protect the environment:

...current ordinance and policy could hardly secure private land adjacent to country park...The Administration should implement DPA on all private land surrounded by or adjacent to country park but [not] without any planning

control to safeguard land by or adjacent to means of planning, and [should] prevent private owners and developers from accomplishing fait accompli. (2011 Conservancy Association Annual Report p. 14)

#### 2011-2012: Status Quo

The organization continued to work within the institutional framework and maintained the government holds the biggest power and is the biggest driver of change in the society. Their work on development plans emphasize the organization's effort in pushing the government to exercise their power to protect the environment:

Statutory plans and planning application often controlled the destiny of rural ecological resources. CA has submitted letters to Town Planning Board (TPB) and Planning Department (PlanD) to express our concerns over the impact of development on the environment. (2012 Conservancy Association Annual Report p. 13)

#### 2012-2013: Status Quo

The organization continued to hold on to the stance that the government holds the power and should act on behalf of the people in environmental protection. Their work on farmland conservation shows as an example of their lobbying work in the institutional framework.

CA and various environmental and agricultural groups urged that the Administration should recognize the integrated social values of agriculture, formulate a holistic agricultural policy, and ensure a zero loss of farmland. (2013 Conservancy Association Annual Report p. 15)

2013-2014: Status Quo

The tree conservation program continued to show that the organization acknowledges the power hold by the government and urges the government to take action in protecting the environment.

Is the potential increase in workload and management resource with more OVTs a concern for various governmental departments? If the Government retains its conventional mindset towards tree management, our future generations may not be able to see local OVTs anymore. (2014 Conservancy Association Annual Report p. 8)

#### *4.3.2.5 Stance on Economic System*

The following section shows the discourse articulated by Conservancy Association regarding their stance on economic system from 2004 to 2014 on an annual basis.

2004-2005: Reformist

The Conservancy Association's habitat conservation policy shows their stance that economic development and environmental protection are not mutually exclusive:

Is conservation a zero sum game? The Conservation Association spared no effort on habitat conservation in the year 04 to 05, especially on tree protection. Our works last year proved what we have always believed, i.e. environmental protection and development are not mutually exclusive: quality development projects could not disregard the element of environmental protection; and conservation is by no means identical to depriving the legitimate rights of developers. (2005 Conservancy Association Annual Report p. 6)



The organization's Long Valley conservation project complements this stance by placing social, environmental and economy need of the community in harmony, stating that economic sustainability can be achieved while protecting the environment:

The project aims at contributing to the social, economic and environmental improvement of Long Valley. In the environmental aspect, the Association would like to maintain the biodiversity and raise the ecological value of the area. In the social aspect, the project aims at building up mutual support within the local people as well as the concern for their own local community; while in the economic perspective, we hope to develop eco-tourism and green market to enhance the livelihood of the local people. (2005 Conservancy Association Annual Report p. 10)

The Long Valley conservation project serves as an example of the organization's stance on preserving the natural capital for human use, that the economy benefits through better management of the ecosystem.

#### 2005-2006: Reformist

The organization pushed for a producer responsibility scheme for waste management which intends to impose the polluter pays principle on those who causes pollution. The scheme is an example of the organization's stance on accounting for the environmental cost in the economy system:

For years CA has been concerning about the problem of shopping bags and newspaper plastic bags, but the policies proposed by the Government in 1998, say Producer Responsibility Schemes has not been implemented to this day. The Administration published another document in 2005; CA will make sure that the policies be implemented. (2006 Conservancy Association Annual Report p. 3)

#### 2006-2007: Reformist

The organization continued the pursuit of incorporating environmental cost in the economic system. The organization continues to push for its Producer Responsibility Scheme and Waste Charging which places a price on pollution:

“Policy Framework for the Management of Municipal Solid Waste (2005-2014)” was published in 2005. Despite setting direction for waste reduction, the Framework outlines the issues of the Producer Responsibility Scheme, Waste Charging, Reuse and Recycling. However, until March 2007, the Government only completed research on a plastic shopping bags charging scheme, which is unacceptably slow and inefficient. (2007 Conservancy Association Annual Report p. 21)

#### 2007-2008: Reformist

The organization continued to stick with their polluter pays principle in the waste policy which shows the organization insists on incorporating environmental cost into the economic system:

On 25 April 2008, CA together with Friends of the Earth, Green Power and Greeners Action issued a joint letter, urging the Legislative Council to pass the Product Eco-responsibility Bill in the form of umbrella legislation as soon as possible. (2008 Conservancy Association Annual Report p. 26)

#### 2008-2009: Reformist

The organization continued to believe in the polluter pays principle and accounts for the environmental cost in the economic system. This can be seen in the waste management campaign of the organization where they push for a plastic bag levy scheme, placing the environmental cost of plastic usage back on the users:

The green groups call on all political parties for catching the moment to put forward the social responsibility for the environment and implement the first stage of Plastic Bag Levy scheme by July 1, 2009 as scheduled. (2009 Conservancy Association Annual Report p. 18)

#### 2009-2010: Reformist

The organization has continued with the Long Valley conservation project, and in the project, the organization has shown their appreciation of the natural capital and how it was used to benefit the local community:

Since 2005, CA has been promoting community-based eco-tourism development in Long Valley. Benefiting the community is the first priority of the ecotourism development here. The income of the tours is utilized to profit the Long Valley community and they are encouraged to participate in ecotourism. (2010 Conservancy Association Annual Report p. 14)

#### 2010-2011: Reformist

The organization believed that environmental protection can be achieved in the current capitalist system through putting a price on nature. One example would be their nature conservation policy:

CA suggested, in the long term, resuming lands for conservation based on ecological value. The arrangement on finance involved could be settled under the establishment of a conservation trust. The trust could buy lands worthwhile for conservation and provide fair compensation for private land owners. (2011 Conservancy Association Annual Report p. 14)

The suggestion made by the organization is to put a price on the ecological value of the land. By doing so, environmental groups and the government can buy off ecologically sensitive sites and keep them out from development.

#### 2011-2012: Reformist

The organization's position on environmental impact assessment shows that they have taken on the stance of making the economic system more compatible with the environment by imposing environmental cost on developments.

During the consultation period, CA and other green groups issued joint statements twice, emphasizing the need to face and admit the huge environmental impacts brought by the 3rd Runway option. AA [The Airport Authority Hong Kong] should also provide a series of information covering environmental, social and economic impacts and cost before launching a real public consultation exercise. EIA [Environmental Impact Assessment] work should not be commenced in a hurry. (2012 Conservancy Association Annual Report p. 22)

#### 2012-2013: Reformist

The Long Valley conservation program has made use of the natural capital from the ecosystem and created value from the conservation project they initiated. The program tries to bring the economy and environment in harmony:

We continue to work closely with our community partners (i.e. farmers and villagers) in different aspects such as eco-agriculture, eco-tourism, eco-education, etc. Recently we are keen on establishing an interactive Long Valley rural-urban community relationship with participation from the business sector, organizations, schools and the public to carry out various

ecology, farming and enhancement works, working together in harmony to conserve Long Valley (2013 Conservancy Association Annual Report p. 20)

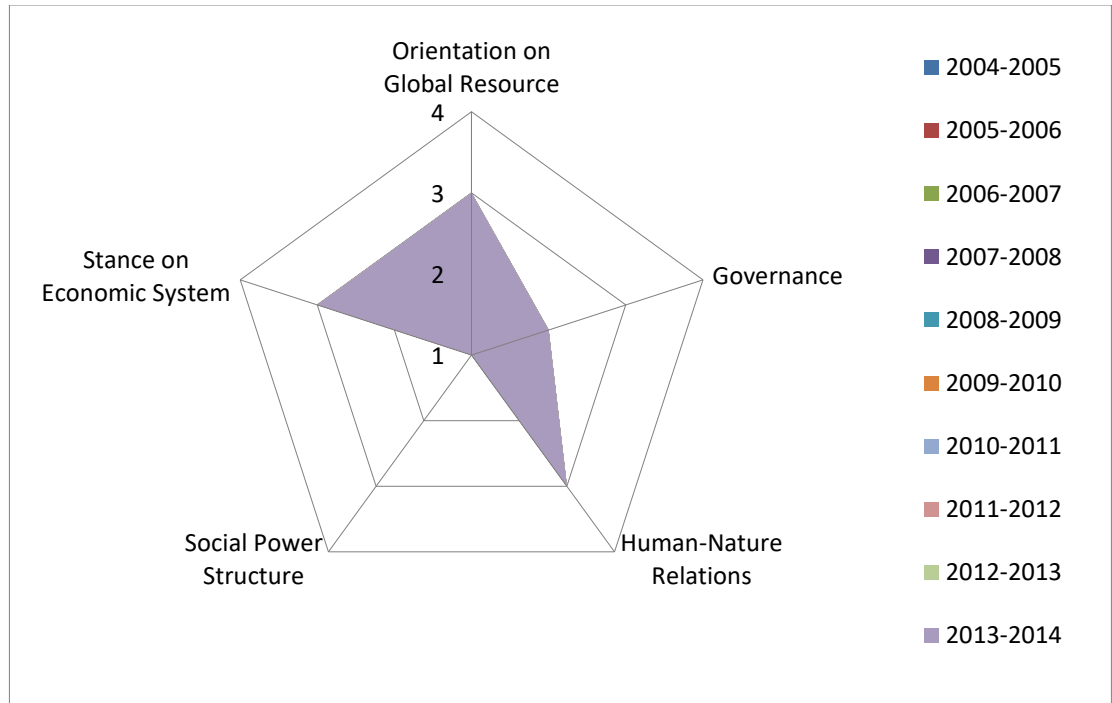
#### 2013-2014: Reformist

Consistent with previous years, the organization pushed for the polluter pays scheme which in turn incorporates environmental cost into production and optimizes the economic system to better cope with the environment.

In March 2014, CA, Friends of the Earth (HK), Greeners Action and Green Power issued a joint statement urging carrying out six measures prior to the landfill extension and incinerator construction to show the Administration's determination to reduce waste at source. The six measures included the implementation of municipal solid waste charging, extending Product Responsibility Scheme to various products no later than 2018, a review of construction and demolition waste charging scheme, landfill ban on food waste and other recyclables in steps, announcement on details of recycling fund and policy to support recycling business, landfill extension in phases to let public monitor the progress of waste reduction. (2014 Conservancy Association Annual Report p. 22)

#### *4.3.2.6 Discourse Progression in Conservancy Association from 2004 to 2014*

From the findings of the discourse analysis on annual reports from the Conservancy Association in the previous section, a figure of the discourse progressiveness has been produced based on the five attributes.



Discourse Progression		Social Power Structure	
Status Quo	1	Status Quo	
Conservative	2		
Reformist	3	Progressive-Eco-Authoritarian	
Progressive	4	Progressive-Decentralized Power	

**Figure 5: Discourse Progression in Conservancy Association from 2004 to 2014**

Figure 5 shows the Conservancy Association has experienced no change in their perception on global resource, governance, social power structure and, economic system. The finding points to the fact that the Conservancy Association has articulated a very consistent discourse throughout the decade. To confirm the findings from the annual report analysis, an interview was conducted with the Conservancy Association to track the discourse of the organization and their perceptions of various aspects like relations with the government, other green groups and the general public.

#### 4.3.3 Interview Findings and Change Articulated in the Conservancy Association

An interview was conducted at the Conservancy Association inside the Hong Kong Polytechnic University on April 2014 with one of the ex-chairpersons of the organization. The interview also helps to crosscheck the discourse collected in the annual reports and the content in the interview is also recorded and transcribed.

#### *4.3.3.1 Interview on the Conservancy Association in 2014*

In the interview, the ex-chairperson briefly talked about the guiding principle of the Conservancy Association which governs their approach on handling environmental issues. The goal of the organization is to pursue and promote sustainable development which places environmental protection and development in balance. In the interview, the interviewee pointed out that humans are part of nature and the resources we are using are borrowed from nature. The organization rejects the notion that the natural environment is there to serve human society. On the contrary, human society relies on nature for life support. For that, the use of resources should abide to the principle that it meets our needs while minimizing the impact on nature. The organization believes environmental impact assessment comes closest to the concept of minimizing and mitigating the impact of human activities. The guiding principles pointed out by the ex-chairperson correspond with the discourse articulated in the annual reports from the organization.

The ex-chairperson further emphasized that the organization preferred a cooperative and moderate approach in achieving their goals, that they will try to discuss and negotiate with different parties first and protest to the government as a last resort. The ex-chairperson mentioned that they can be seen as a lobbying group which mainly lobbies the government and publishes position papers to influence policy decisions. As a lobbying group, they also gather and divert public opinion by hosting forums to get support and put pressure on the government on certain policy issues. The interview findings are consistent with the annual report, in that they mostly engage with the government and focus on giving policy recommendations. The Conservancy Association takes on a cooperative approach with other groups and the interviewee gave a more concrete example on that in the interview. The Conservancy Association maintains friendly relations with other green groups and inclines to cooperate with other green groups on various campaigns. One particular example the interviewee mentioned is the Long Yuen wetland where the Conservancy Association has taken up the lead but works with other groups to save the wetland from the Lok Ma Chau spur line project. The ex-chairperson of the organization further explained that the ways they cooperate with other groups are mostly issue based. Although there is no official alliance between the other groups, interest groups with the same vision can always hop on the wagon. The organization perceives conservation work as a collective work, and no one can

dominate on a certain issue. They respect the different voices in a specific issue and they do listen to what others have to say. For that, cooperation is organic and they are open to other groups to hop on the wagon if they can advocate on a common goal. They also acknowledge that different groups have different expertise and the organizations are most likely to dominate a campaign that lands in their expertise. The Conservancy Association's expertise is on urban trees and other organizations are likely to support Conservancy Association on their tree conservation campaigns. Another example raised by the ex-chairperson during the interview is the organization's marine policy. Since Conservancy Association's expertise is not on marine conservation and World Wild Fund for Nature (WWF) focused more on marine environment, if WWF initiated a marine conservation campaign and the Conservancy Association was being invited, they would likely support the campaign for the better good of the environment and society. They perceived that cooperation is based on resource sharing and getting more actors to act on a common goal. They believe that the cooperative approach will get more actors together on a common ground and strengthens the whole environmental movement by dragging more people onto the same boat.

When asked about discourse change in the interview, the ex-chairperson stated that the discourse of the organization has remained pretty much static throughout the years. However, she did mention that change in the chief executive might bring a new focus on a certain conservation issue, but the organization will still work on several major issues. The interviewee has taken their new chief executive as an example, pointing out that the current chief executive is a tree expert who has brought the organization to prioritize tree conservation in their conservation policy though they continue to place focus on other conservation aspects as well. The structure of the organization has maintained the stability of the discourse articulated in the organization as the strategic direction is given by the board of directors. The chief executive and the board of directors communicate regularly and host meetings to discuss current events on a weekly basis, which ensures the organization sticks to a coherent direction and behaves as a collective. The board of directors is stable yet multi-disciplinary to ensure they can oversee a clear and holistic view on development and the environmental movement in Hong Kong. However, the structure of the organization is not wholly top-down; the organization has a division of labor and their staff can have their own initiatives and ideas as long as they abide to the strategic direction of the organization. The interviewee has clearly stated that the board of directors communicates with the front-line



staff and has brainstorming activities to map out the future plan together. The front-line staffs' expertise is valued by the organization and they have maintained the freedom on handling issues falling under their expertise. It affects the way the organization advocates on certain issues. For that, the organization has a different approach and it depends on which approach is best suited to that particular issue. However, all these approaches still abide to the overarching guiding principle of the organization. As stated by the interviewee, the ideology embraced by the organization has been relatively static and most changes take place on the focus of issues. The interviewee has specifically pointed out that ideology as the overarching framework is not to be changed. The interview findings have been consistent with the annual report analysis findings that the discourse has been stable for the Conservancy Association during the research period.

## 5 Analysis of Inter-organizational Interaction

This chapter looks into the inter-organizational interaction maintained by the David Suzuki Foundation and the Conservancy Association. An analysis will be performed to investigate the relationship maintained between the two organizations and environmental organizations that have affiliations with them. The findings will be compared to note similarities in discourse articulated by the selected organizations in an effort to explore the relations between discourse and organizational interaction on the macro level.

### 5.1 Codification for Inter-organization Interaction Analysis

The rationale for inter-organization interaction analysis in this study is to measure the magnitude and type of interaction occurring between the selected organization and its affiliated organizations. Therefore, the code for inter-organization interaction analysis in the study will measure the traits of connectedness between the selected organizations and their affiliates and be followed by questionnaire to typify the relationship based on the traits and characteristics shown in the relationship maintained by the interviewed organization and its affiliates. The traits and characteristics are partially based on trust, commitment and resource invested by both parties.

Based on Golicic and Mentzer's (2006) model, trust, commitment and dependence are the main factors that affect relationship magnitude, and from that it defined the relationship types taken, which can be classified into arm's length, cooperative and integrated. Golicic and Mentzer's model of relationship type draws on a continuum between two parties spanning from discrete transactions to integrated relationship where the two parties function and behave as one. Since Golicic and Mentzer's model of relationship type emphasizes resource sharing and market behavior, there is a need for the model to separate the relationship magnitude from the network behavior that the relationship type model intends to describe. The hypothesis Golicic and Mentzer have made that relationship magnitude is the precursor of relationship type leads to Thornton's model in which relationship type comes with embedded elements of relationship magnitude in it. The questionnaire in Golicic and Mentzer's literature has suggested the correlation between the trust and commitment level and the organization's network behavior. The hypothesis points

to the direction that without trust and commitment, an organization will not engage in integrated or cooperative relationships.

As for Thornton's (2013) model, network behavior can be typified into Information Acquisition, Opportunity Enabling, Weak Ties and Strong Ties. Thornton's model shows similarity with Golicic and Mentzer's model but with specific description of the transaction that took place between the two connected parties. Thornton's model typifies organizational relationships based on the attribute that connects the two parties which includes: customer and market information, network and market influence, new market access and full-fledged resource sharing.

Golicic and Mentzer's model of relationship type shares similarity with Thornton's model in the typology of inter-organizational relationship. Information acquisition and opportunity enabling in Thornton's model shows similarities with an arm's length relationship in Golicic and Mentzer's model where they both point to a relationship between two parties that are built by discrete transactions. However the two models deviate in their typology on weak tie, strong tie, cooperative and integrated. Weak tie and strong tie in Thornton's model emphasize the market access and resource sharing between the two parties whereas cooperative and integrated in Golicic and Mentzer's model focus on common goals and level of sharing investments between the two parties. However, Golicic and Mentzer's and Thornton's model are developed to measure supply chain and business relations where flow of service and goods, profit making and market cap are first priority. In non-business oriented relations, the rationale behind relationship building comes with a different focus where organizations look for resource sharing and bigger power from getting more groups involved. For that reason, the constructs have been modified to fit the characteristic of non-business oriented relations, where market behavior is replaced by basic attributes that are similar to those in interpersonal relationships. Here, the basic attributes that constitute the relationship type become information and intelligence, connection and influence, resource sharing and collaboration, and strategic partnership and integration. From the four basic attributes come the four modified typologies that signify the connectedness between two organizations: information acquisition, opportunity enabling, cooperative, and integrated.

Borrowing from Golicic and Mentzer's (2006) questionnaire on measuring relationship type, several aspects have been modified to better assess non-governmental organizations. The questionnaire borrowed from Golicic and Mentzer aims to typify the connectedness between the two parties into arm's length, cooperative and integrated. The following are the selected questions from Golicic and Mentzer's questionnaire:

Construct	Questions
<b>Golicic and Mentzer's Relationship Type</b>	Our relationship with the other party could better be described as cooperative than at arm's length
	Our relationship with the other party could better be described as integrated than cooperative
	Our organization coordinates some of our campaigns with the other party as if we were one organization
	Our relationship with the other party is more than just resource sharing
	Our relationship with the other party could better be described as strategic than opportunistic

**Table 7: Questions measuring relationship intensity**

Golicic and Mentzer's questionnaire offers several key terms that indicate relationship types and they are arm's length, cooperative, integrated, opportunistic, and strategic. According to Golicic, Foggin and Mentzer (2003), the definitions are listed as follows:

**Arm's length:** This refers to relations that revolve around discrete transactions. Here, discrete transaction refers to discrete exchange where the two parties remain autonomous, pursue their interests vigorously, and rely to a large extent on economic and legal sanctions for the purpose of enforcing contractual obligations (Heide, 1994). It refers to a type of relationship for exchange and transactional use with minimal interference from each other.

**Cooperative:** Cooperative refers to a relationship formed by two parties who are working together toward common goals and sharing investments, and it represents a continuum that sits between arm's length and integrated (Golicic, Foggin and Mentzer, 2003).

**Integrated:** Integrated, according to Golicic, Foggin and Mentzer's (2003) definition originally refers to firms with vertical integration or unified supply chain management. Here, it refers to organizations that are structured under one big umbrella organization or several organizations acting as one in resource or joint campaign management.

Opportunistic: This is used to describe a relationship that is driven by self-interest seeking (Wathne and Heide, 2000), often is more sporadic, ad-hoc, or connected by chance.

Strategic: According to the business dictionary, a strategic relationship is an agreement between two or more organizations to conduct specified activities or processes, to achieve specified objectives.

The answers from the questionnaire will indicate the connectedness between the two parties. To further differentiate the relationship type based on tie intensity and behavior, another set of modified typologies borrowed from Thornton's (2014) model will give a more detailed insight into the relationship type between two organizations. Information Acquisition in this model points to organizations that utilize other organizations as a source of information and connections. Opportunity Enabling points to organizations that attempt to expand exposure, to find opportunities and to build reputation through interacting with other organizations. Strong-tie and weak-tie resource mobilization in Thornton's model refers to business firms that aim to gain access or aim to reinforce their position in a market through different levels of production and resource sharing in the supply chain. However, strong-tie and weak-tie resource mobilization are not applicable to non-government organizations, and here I have modified the questions in reference to strong-tie and weak-tie relationship in Ruef's model. Strong-tie relationship shows a closely knitted relationship that based on high level of trust and commitment. Without sufficient trust and commitment from both parties, the two can hardly maintain a relationship that enables them to synchronize in action and strategies. For that, the questions on trust and commitment were merged into the strong tie's set of questions. With strong-tie and weak-tie relationships re-orientated toward the level of integration, the model of relationship type is largely modified. Here is the modified model of relationship type based on the interaction between non-government organizations:

Golicic and Mentzer's typology of Relationship Type	Thornton's typology of Relationship Type		Expected Behavior
Arm's Length	Information Acquisition	Islands (based on Reuf's model)	Relationship formed to acquire information
	Opportunity Enabling		Relationship formed to expand influence and seek opportunities
Cooperative	Weak Ties (modified based on Reuf's model)		Relationship formed by cooperation for bigger strength and pooling resource purposes
Integrated	Strong Ties (modified based on Reuf's model)		Relationship formed by building a strategic, conformed and integrated relationship

**Table 8: Expected behavior associated with each relationship type and strength**

Based on the expected behavior from the modified typology, a new set of questions is created to measure relationship type. The questions are borrowed from Thornton's (2014) questionnaire and are vastly modified to fit the modified typology in the new relationship type model. Questions on information acquisition and opportunity enabling are largely the same from the original set with changing the focus from business-based to campaign- and reputation-based. Questions for weak ties and strong ties are drafted based on the modified typology to correspond with the expected behavior associated with the two relationship types. The following are the selected questions from Thornton's questionnaire with modifications on weak ties and strong ties:

Construct	Questions
<b>Golicic and Mentzer's Relationship Type</b>	Our relationship with the other party could better be described as cooperative than at arm's length
	Our relationship with the other party could better be described as integrated than cooperative
	Our organization coordinates some of our campaigns with the other party as if we were one organization
	Our relationship with the other party is more than just resource sharing
	Our relationship with the other party could better be described as strategic than opportunistic
<b>Information Acquisition</b>	Information provided by the other party is helpful for our organization to make an informed decision
	Our organization works with the other party for information or intelligence gathering
<b>Opportunity Enabling</b>	Our organization builds connection with the other party that would otherwise be disconnected from the network
	Connection built is to expand our influence and spread our ideology
	We build connection with them to seek potential partner for program collaboration
<b>Weak Ties</b>	Being able to utilize the collective effort with the other party is crucial for our success
	Our organization collaborates with the other party but are allowed to have different approach on the same issue
	Our organization initiates relationship with the other party so to have a stronger voice in the field
	Our organization shares resource with the other parties to have a better resource allocation on similar campaigns
<b>Strong Ties</b>	Our organization engages in partnership with the other party where we synchronize our approach on most of the issues
	Our organization makes strategic plan with the other party
	When necessary, our organization coordinates with the other party to resolve a particular issue or improve the performance of a campaign
<b>Trust</b>	The other party has high integrity
	The other party handles the relationship fairly and justly

**Table 9: Questions constructed based on the modified relationship typology**

The questions on Table 8 are structured into a questionnaire to be sent to the David Suzuki Foundation and the Conservancy Association. The questions constructed provide an insight into the relationship type that the David Suzuki Foundation and the Conservancy Association have maintained with their affiliated organizations. Results from the questionnaire will show the network behavior and inter-organizational interaction approach adopted by the two selected organizations. The questionnaire also correlates Golicic and Mentzer's hypothesis on relationship magnitude and type, and looks into whether arm's length relationship is

corresponding with information acquisition and opportunity enabling, cooperative relationship is corresponding with weak ties, and integrated relationship is corresponding with strong ties. Following Reuf's model, information acquisition and opportunity enabling can be considered as islands in terms of tie strength.

## **5.2 Inter-organizational Interaction Maintained by David Suzuki Foundation**

The analysis on the inter-organizational interaction of the David Suzuki Foundation with other environmental groups will be done by looking at the organization's terrestrial and marine conservation programs. The first step will be looking at the campaigns initiated by the David Suzuki Foundation from 2004-2014 to track the consistency of the organization's focus on issues and approach on handling environmental issues.

### **5.2.1 Documentary Research on Affiliations maintained by David Suzuki Foundation**

The documentary research on the David Suzuki Foundation's affiliations is conducted by tracking the names of other environmental organizations mentioned in the annual report in the period 2004 to 2014. The scope of the documentary research is on the terrestrial and marine conservation program of the David Suzuki Foundation. From that, a list of campaigns from the terrestrial and marine conservation program has been listed for further investigation:



<b>Terrestrial Conservation</b>		
<b>Year</b>	<b>Topic</b>	<b>Campaigns</b>
<b>2004-2005</b>	Forest and Wild Lands	<ul style="list-style-type: none"> <li>- Protecting endangered species</li> <li>- Reporting on the status of B.C.'s forests</li> <li>- Working to create good forest policy</li> <li>- Four Great Rivers project in Tibet</li> </ul>
<b>2005-2006</b>	Four Great Rivers	
<b>2006-2007</b>	Four Great Rivers	
<b>2007-2008</b>	Terrestrial Conservation	<ul style="list-style-type: none"> <li>- North of 50 victory in Ontario</li> <li>- DSF helps Ontario adopt an endangered species act</li> <li>- Species at Risk Program Advisory Committee</li> <li>- It pays to protect old-growth forests</li> </ul>
<b>2008-2009</b>	Science and Terrestrial Conservation	<ul style="list-style-type: none"> <li>- Habitat protection moving at snail's pace</li> <li>- Little fish, big impact</li> <li>- The value of nature in our neighbourhoods</li> </ul>
<b>2009-2010</b>	Wildlife and Habitat Protection	<ul style="list-style-type: none"> <li>- Foundation helps establish world's largest-ever conservation agreement</li> <li>- Canadians call for end to grizzly hunt</li> <li>- Getting rid of lawn and garden pesticides</li> <li>- Research highlights patchy protection of species at risk</li> </ul>
<b>2010-2011</b>	Protecting Nature Close to Home	<ul style="list-style-type: none"> <li>- Celebrating the St. Lawrence</li> <li>- Saving Fish Lake</li> <li>- Green light for the Rouge</li> </ul>
<b>2011-2012</b>	Accounting for Nature's Worth	<ul style="list-style-type: none"> <li>- Protection of the Ontario Greenbelt</li> <li>- Creation of the Montreal Greenbelt</li> </ul>
<b>2012-2013</b>	Habitat and Species Protection	<ul style="list-style-type: none"> <li>- Grizzly Bear Protection</li> <li>- St. Lawrence Week</li> </ul>
<b>2013-2014</b>	Butterflies #GOTMILKWEED	
	Banning Bee-Killing Pesticides	
	Saving Threatened Beluga Whales	

**Table 10: Terrestrial conservation campaigns initiated by David Suzuki Foundation**

<b>Marine Conservation</b>		
<b>Year</b>	<b>Topic</b>	<b>Campaigns</b>
<b>2004-2005</b>	Oceans and Sustainable Fishing	<ul style="list-style-type: none"> <li>- An oil-free coast</li> <li>- Sustainable seafood</li> <li>- Critical analysis of Fisheries and Oceans Canada</li> <li>- Marine conservation areas</li> <li>- Wild salmon policy</li> <li>- Wild Salmon Stewardship</li> <li>- Monitoring salmon habitat</li> <li>- Sea lice research</li> <li>- Linking salmon farms to declines in wild salmon</li> <li>- Closed tank aquaculture</li> <li>- Responsible shellfish farming</li> </ul>
<b>2005-2006</b>	Oceans and Sustainable Fisheries	<ul style="list-style-type: none"> <li>- Ending bottom trawling</li> <li>- Protecting fish forever</li> <li>- Helping food professionals make sustainable choices</li> <li>- Freedom of SeaChoice</li> <li>- Investigating damage to fish habitat</li> </ul>
<b>2006-2007</b>	Oceans and Sustainable Fisheries	<ul style="list-style-type: none"> <li>- Sustainable seafood</li> <li>- Aquaculture</li> <li>- Wild salmon</li> <li>- Protecting marine ecosystems</li> </ul>
<b>2007-2008</b>	Oceans and Freshwater Conservation	<ul style="list-style-type: none"> <li>- Sustainable seafood</li> <li>- Protecting marine ecosystems</li> <li>- Pacific North Coast Integrated Management Area</li> </ul>
<b>2008-2009</b>	Oceans and Freshwater Conservation	<ul style="list-style-type: none"> <li>- Serving up sustainable seafood</li> <li>- SeaChoice</li> <li>- Taking action for healthy oceans</li> <li>- Moving toward sustainable fish-farming and fisheries</li> <li>- Steering Committee on Sustainable Salmon Farming</li> <li>- Atlantic Fisheries Reform</li> </ul>
<b>2009-2010</b>	Marine and Freshwater Conservation	<ul style="list-style-type: none"> <li>- Foundation advises salmon inquiry</li> <li>- Partnerships increase demand for sustainable seafood</li> <li>- Foundation helps plan for marine protected areas</li> <li>- Mines and landfills rejected in freshwater ecosystems</li> </ul>
<b>2010-2011</b>	- Restructured and merged with terrestrial conservation	

**Table 11: Marine conservation campaigns initiated by David Suzuki Foundation**

Throughout the decade, the David Suzuki Foundation had initiated many different conservation campaigns and each year seems to have had different new campaigns with some large scale campaigns that take up several years in the annual report. Although it seems there is no consistency in the campaigns initiated by the organization, the terrestrial conservation campaigns show some changes after 2010. Before 2010, terrestrial conservation programs had their own section in the annual report so that the campaign descriptions were general descriptions that were not context specific or place specific. After

2010, the topic subheadings had a drastic change that they were no longer classified under the physical world and the campaign description had become more context and place specific. The same can be observed in campaigns for marine conservation; after the topic subheading restructuring in 2010, marine conservation was no longer a separate topic subheading and was merged with the terrestrial conservation section. In 2013, campaigns were no longer categorized into topic subheadings and were directly listed on the annual report. The change in the campaign listing might signify that the organization has gone through a transition in campaign approach.

From the terrestrial and marine conservation campaigns initiated by the David Suzuki Foundation, there are other environmental groups and collaborators that are listed in the campaign description in the annual reports. The second step is to pick out the organization names that have been mentioned by the David Suzuki Foundation in the annual reports from 2004 to 2014. From that, a list of affiliated organizations and the respective type of affiliation has been listed for further analysis.

<b>Terrestrial Conservation</b>			
<b>Year</b>	<b>Campaigns</b>	<b>Affiliated Organizations</b>	<b>Affiliation Type</b>
<b>2004-2005</b>	Four Great Rivers project in Tibet	Government of the Tibet Autonomous Region Future Generations China	Joint collaboration on conservation plan
<b>2005-2006</b>	Four Great Rivers	Government of the Tibet Autonomous Region Future Generations China	Joint collaboration on conservation plan
<b>2006-2007</b>	Four Great Rivers	Government of the Tibet Autonomous Region Future Generations China	Joint collaboration on conservation area
<b>2007-2008</b>	North of 50 victory in Ontario	Ontario Minister of Natural Resource	Provide advice
	DSF helps Ontario adopt an endangered species act	Ontario Minister of Natural Resource	Make recommendations
<b>2008-2009</b>	Little fish, big impact	Environmental Defence Canada Georgia Strait Alliance; Wilderness Committee	Joint lawsuit against government
	The value of nature in our neighbourhoods	Friends of Greenbelt Foundation	Provide support in report releasing

<b>Terrestrial Conservation</b>			
<b>Year</b>	<b>Campaigns</b>	<b>Affiliated Organizations</b>	<b>Affiliation Type</b>
<b>2009-2010</b>	Foundation helps establish world's largest-ever conservation agreement	Forest Ethics The Canadian Parks and Wilderness Society The Canadian Boreal Initiative, The Pew Charitable Trusts, The Nature Conservancy, The Ivey Foundation.	Collaborated effort in negotiating with 18 FPAC member companies
<b>2010-2011</b>	Celebrating the St. Lawrence	Attention Fragîles Nature Québec SNAP Québec	Creation of the St. Lawrence Coalition
	Sustainable seafood catches on (SeaChoice)	Canadian Parks and Wilderness Society Ecology Action Centre Living Oceans Society	Co-operated program
<b>2011-2012</b>	Standing up for nature and democracy	12 largest environmental organizations in Canada	Joint effort against Bill C-38
<b>2012-2013</b>	St. Lawrence Week	Stratégies Saint-Laurent	Co-organize the event
<b>2013-2014</b>	Saving Threatened Beluga Whales	The Quebec Centre for Environmental Law Greenpeace Nature Quebec Canadian Wilderness Society WWF-Canada	Joint lawsuit against TransCanada pipeline project

**Table 12: Affiliated parties in David Suzuki Foundation's terrestrial conservation campaigns**

<b>Marine Conservation</b>			
<b>Year</b>	<b>Campaigns</b>	<b>Affiliated Organizations</b>	<b>Affiliation Type</b>
<b>2004-2005</b>	Critical analysis of Fisheries and Oceans Canada	Department of Fisheries and Oceans	Monitoring
	Marine conservation areas	Pacific Marine Analysis and Research Association	Assisted in establishment
	Wild Salmon Stewardship	Sierra Club BC	Launched online resource
	Monitoring salmon habitat	B.C. Ministry of Forests and Department of Fisheries and Oceans	Reported findings
<b>2005-2006</b>	Ending bottom trawling	Deep Sea Conservation Coalition	Joint collaboration to end bottom trawling
	Freedom of SeaChoice	Canadian Parks and Wilderness Society Ecology Action Centre Living Oceans Society	Co-operated program

<b>Marine Conservation</b>			
<b>Year</b>	<b>Campaigns</b>	<b>Affiliated Organizations</b>	<b>Affiliation Type</b>
	Investigating damage to fish habitat	Fisheries and Oceans Canada	Monitoring
<b>2006-2007</b>	Aquaculture	Coastal Alliance for Aquaculture Reform	Partnership
	Wild salmon	City of Surrey	Zoning bylaws recommendations
<b>2007-2008</b>	Sustainable seafood (SeaChoice)	Canadian Parks and Wilderness Society Ecology Action Centre Living Oceans Society	Co-operated program
	Protecting marine ecosystems	Living Oceans Society Sierra Club B.C.	Co-releasing an environmental report
<b>2008-2009</b>	Serving up sustainable seafood (SeaChoice)	Canadian Parks and Wilderness Society Ecology Action Centre Living Oceans Society	Co-operated program
	Moving toward sustainable fish-farming and fisheries	Coastal Alliance for Aquaculture Reform	Co-produce recommendation
<b>2009-2010</b>	Foundation advises salmon inquiry	Department of Fisheries and Oceans	Provide expert testimony
	Partnerships increase demand for sustainable seafood (SeaChoice)	Canadian Parks and Wilderness Society Ecology Action Centre Living Oceans Society	Co-operated program
<b>2010-2011</b>	Restructured and merged with terrestrial conservation		

**Table 13: Affiliated parties in David Suzuki Foundation's marine conservation campaigns**

Among the organizations mentioned by the David Suzuki Foundation in their campaigns, not all engage in a long-term relationship with the David Suzuki Foundation. Joint lawsuits and joint publications in reports are the less connected type of cooperation as the relationship ends right after the lawsuit or the publication of the report, so that this type of relationship is more likely to be one-off and opportunistic. Upon observation, the organizations engaging in a joint lawsuit or publication have no influence on the other parties in terms of strategies formulation and operation, since they only coordinate in resource pooling. For other organizations that engage in collaboration in advocacy campaigns, they usually engage in a

long-term relationship with the David Suzuki Foundation and appear multiple times in their annual reports. Five organizations were identified to have collaboration in conservation campaigns with the David Suzuki Foundation under the context of terrestrial and marine conservation and they are: Future Generations China, Canadian Parks and Wilderness Society, Ecology Action Centre, Living Oceans Society, Sierra Club B.C. and Stratégies Saint-Laurent. Four of the five organizations engaged in long-term collaboration except Stratégies Saint-Laurent which only appeared in recent years. The next stage will conduct a questionnaire survey on the David Suzuki Foundation regarding the relationship type, strength and duration between the two parties.

### **5.2.2 Questionnaire Finding on Affiliations maintained by David Suzuki Foundation**

From the documentary research, a list of the affiliated organizations with the David Suzuki Foundation has been obtained. Based on the list, a questionnaire survey using Q methodology has been sent to the David Suzuki Foundation for more information about the relationship type and strength between the organization and its affiliates.

#### ***5.2.2.1 Future Generations China***

Future Generations China, in partnership with the Chinese government, aims to promote community-led development in Tibet. The mission of the organization is to push for equitable community changes that integrate environmental conservation with development. For that, the community-led development projects initiated by Future Generations China mainly focus on community-based conservation, community development and protected area management. Initially started in Tibet, the organization has now expanded to other parts of rural China. The strategy listed by Future Generations China also sheds a light on the value of the organization. The four strategies listed by the organization include: build from success; a three-way partnership between community, government and outside change agents; evidence based decisions; and an aim to push for behavioral change.

Future Generations China and the David Suzuki Foundation have organized the Four Great Rivers project which ran from 2004 to 2007; however, as mentioned by the staff from the David Suzuki Foundation, they dropped out of the project more than five years ago. The David Suzuki Foundation found it was taking up too many resources to maintain projects overseas, and they decided they can make better use of their resources by focusing on projects in Canada. For that, they ceased their collaboration with Future Generations China and since then the David Suzuki Foundation no longer has any contact with that organization. The staff from the David Suzuki Foundation was unable to provide any information regarding their relations with Future Generations China for the reason that they no longer have any contact.

#### *5.2.2.2 Stratégies Saint-Laurent*

Stratégies Saint-Laurent is a non-government organization located in Quebec, Canada. The mission of the organization is to enhance the protection and rehabilitation of the St. Lawrence River within a sustainable perspective with the focus on the 14 identified areas of prime concern along the river. They aim to achieve their mission through representing the needs and visions of the area in prime concern to governments, by voicing out in multiple working groups and at consultations or special events. The organization also provides the communities in the area in prime concern with information on key issues, training its members in scientific and technical needs of the communities.

Stratégies Saint-Laurent along with the David Suzuki Foundation organized the campaign St. Lawrence Week beginning from 2012. However, the campaign was organized on a local basis by the David Suzuki Foundation Quebec office and the head office in Vancouver was not able provide any information on the collaboration between the Quebec office and Stratégies Saint-Laurent.

#### *5.2.2.3 Canadian Parks and Wilderness Society*

Canadian Parks and Wilderness Society is a nationwide charity group with the primary goal to protect public land and water in the country, and ensure the ecosystem is well protected in

national parks. The organization mainly achieves its goal through educating the public to appreciate nature and encourage people to get into the wilderness and raise their awareness and understanding of the inherent value of nature and ecological principles. The organization also engages in collaborative effort in getting all the stakeholders together and works cooperatively with the government, First Nations, business, other organizations and individuals in a consensus building toward their goal of protecting nature.

Canadian Parks and Wilderness Society and the David Suzuki Foundation have jointly collaborated in the SeaChoice campaign starting in 2006. From the questionnaire findings, the Canadian Parks and Wilderness Society has maintained a long-term project-based relationship and has shown signs of a strategic, strong tie, but not integrated relationship.

Constructs	Characteristic and Traits
<b>Golicic and Mentzer's Relationship Type</b>	Cooperative but not integrated
	Coordinate in campaigns as one
	More than resource sharing
	Strategic
<b>Information Acquisition</b>	Provide helpful information
	Collaborate in information or intelligence gathering
<b>Opportunity Enabling</b>	Not for connecting isolated actors
	Not for expanding influence and spreading ideology
	Do seek potential partner for program collaboration
<b>Weak Ties</b>	Collaboration not crucial for our success
	Allowed to have different approach on the same issue
	Collaborate to have a stronger voice in the field
	Share resources for better resource allocation in campaigns
<b>Strong Ties</b>	Synchronize our approach on most of the issues
	Make strategic plan together
	Joint coordination to resolve a particular issue or improve the performance of a campaign
<b>Trust</b>	Has very high integrity (+)
	In a totally fair and just relationship (+)
<b>Project Based</b>	Yes
<b>Strategic Plans</b>	Yes

**Table 14: Description of the relationship between Canadian Parks and Wilderness Society and David Suzuki Foundation based on the attributes in the modified relationship typology**

Based on the questionnaire findings, the Canadian Parks and Wilderness Society and the David Suzuki Foundation have engaged in a cooperative, strong-tie relationship. The relationship is built on a strategic sense with a strong tie strength that is connected by information and resource sharing and a joint strategic plan. The strong-tie relationship is



consistent with the unified and synchronized approach in joint campaigns. However, the finding does not fully satisfy the expected behavior of a strong-tie relationship where the two parties engage in a cooperative instead of an integrated relationship. The two parties have engaged in a strategic and cooperative relationship with high level of conformity and synchronism. The David Suzuki Foundation also holds the Canadian Parks and Wilderness Society in high regard in that they maintain a very high integrity facing environmental issues and treat the other organizations in a totally fair and just relationship. Although the two parties did not engage in an integrated relationship, they are still engaged in a strong-tie relationship by holding a high trust and commitment level.

#### *5.2.2.4 Ecology Action Centre*

The Ecology Action Centre, originally started in Nova Scotia, has been working at the local, regional, national and more recently, international level to provide environmentally and economically sustainable solutions. The organization aims to push for a healthier and sustainable development in Nova Scotia and build a society that respects and protects nature. To push for their goals, the organization works closely with social and natural scientists and uses science in communicating their message.

Ecology Action Centre is also part of the joint collaboration with the David Suzuki Foundation in the SeaChoice campaign starting from 2006. From the questionnaire findings, we see the Ecology Action Centre has maintained a non-strategic, long-term project-based relationship showing signs of a cooperative tie in all aspect of information and resource sharing, and influence expanding.

Constructs	Characteristic and Traits
<b>Golicic and Mentzer's Relationship Type</b>	Cooperative but not integrated
	Do not coordinate in campaigns as one (-)
	Solely on resource sharing
	Opportunistic
<b>Information Acquisition</b>	Provide helpful information
	Collaborate in information or intelligence gathering
<b>Opportunity Enabling</b>	Network connection for isolated actors
	Connect to expand influence and spread ideology
	Not for seeking potential partner for program collaboration
<b>Weak Ties</b>	Collaboration not crucial for our success (-)
	Allowed to have different approach on the same issue
	Collaborate to have a stronger voice in the field
	Share resource for better resource allocation in campaigns
<b>Strong Ties</b>	Synchronize our approach on most of the issues
	Do not make strategic plan together (-)
	Not for coordination to resolve a particular issue or improve the performance of a campaign
<b>Trust</b>	Has high integrity
	In a fair and just relationship
<b>Project Based</b>	Yes
<b>Strategic Plans</b>	No

**Table 15: Description of the relationship between Ecology Action Center and David Suzuki Foundation based on the attributes in the modified relationship typology**

According to the questionnaire findings, the Ecology Action Center and the David Suzuki Foundation have engaged in an opportunistic yet cooperative relationship. The findings show consistent signs that the two parties hold an opportunistic relationship, as they have no strategic relations, and do not coordinate in most of the issues. The relationship between the two is built solely on information and resource sharing. Although the relationship is opportunistic, the two parties have maintained a certain level of trust so that they are more connected than an arm's length relationship. For that, the relationship is both opportunistic and cooperative, which falls somewhere between information acquisition and weak ties.

#### **5.2.2.5 Living Oceans Society**

Living Oceans Society is a national environmental group that started off in Sointula, British Columbia. The organization aims to protect and reduce adverse human impact on the ocean. The organization's goal not only includes the ocean but also the communities that are lying next to and relying on the ocean. They push for science-based policies that manage the

ocean for the common good and consider the integrity of the marine ecosystem. To achieve their goal, the organization engages in scientific research and involves stakeholders in decision-making procedures to strive for viable and sustainable science-based solutions for protecting the ocean. Living Oceans Society embraces a few core values which include: conservation first, credibility, engagement with public, and accountability.

Living Ocean Society is the third organization in the joint collaboration with the David Suzuki Foundation in the SeaChoice campaign starting from 2006. From the questionnaire findings, Living Ocean Society has maintained a long-term project-based relationship with the David Suzuki Foundation, showing signs of a strong-tie, integrated relationship, and mainly engages in information and resource sharing, but not for expanding influence.

Constructs	Characteristic and Traits
<b>Golicic and Mentzer's Relationship Type</b>	Integrated relationship
	Coordinate in campaigns as one
	More than resource sharing
	Strategic
<b>Information Acquisition</b>	Provide helpful information
	Collaborate in information or intelligence gathering
<b>Opportunity Enabling</b>	Not for connecting isolated actors
	Not for expanding influence and spreading ideology
	Not for seeking potential partner for program collaboration
<b>Weak Ties</b>	Collaboration not crucial for our success
	Allowed to have different approach on the same issue (+)
	Not for having a stronger voice in the field
	Share resource for better resource allocation in campaigns
<b>Strong Ties</b>	Synchronize our approach on most of the issues
	Make strategic plan together
	Joint coordination to resolve a particular issue or improve the performance of a campaign
<b>Trust</b>	Has high integrity
	In a fair and just relationship
<b>Project Based</b>	No before 2007, Yes after 2011
<b>Strategic Plans</b>	No

**Table 16: Description of the relationship between Living Oceans Society and David Suzuki Foundation based on the attributes in the modified relationship typology**

As shown by the questionnaire findings, Living Oceans Society and the David Suzuki Foundation have maintained a classic strong-tie relationship that is both integrated and strategic. The findings are consistent that the two parties act as one in campaigns and are integrated in the relationship. The close relationship also enables information and resource

sharing between the two. However, there is inconsistency in the answers in the strategic plan section of the questionnaire. The two parties engage in a strategic relationship and make strategic plans together, but they had no joint strategic plan in the study period. Another interesting finding is that the two parties only have begun a project-based collaboration after the SeaChoice campaign. The integrated and strategic sense of the relationship along with information and resource sharing between Living Oceans Society and the David Suzuki Foundation indicates that they have maintained a strong-tie relationship.

#### *5.2.2.6 Sierra Club BC*

Sierra Club BC is located in the province of British Columbia in Canada. Unlike other Sierra Club chapters in other provinces, Sierra Club BC is completely independent of Sierra Club US and Sierra Club Canada, however, they share the same objectives to protect wilderness areas, educate people about nature and connect the dots between climate science and government legislation. Sierra Club BC started off with its attention on wilderness, species and ecosystems but recently became more focused on climate change. The organization strives to achieve its goal through science-based research and peaceful, democratic means to advocate for change in the society.

Sierra Club BC worked with the David Suzuki Foundation by co-releasing a report on protecting marine ecosystems in 2007. From the questionnaire findings, Sierra Club BC has maintained a strategic yet at arm's length relationship and engaged in sharing information and expanding influence, but not for resource sharing.

Constructs	Characteristic and Traits
<b>Golicic and Mentzer's Relationship Type</b>	Arm's length relationship
	Do not coordinate in campaigns as one
	Solely for resource sharing
	Opportunistic
<b>Information Acquisition</b>	Connection not for provide helpful information
	Collaborate in information or intelligence gathering
<b>Opportunity Enabling</b>	Not for connecting isolated actors
	Connect to expand influence and spread ideology
	Not for seeking potential partner for program collaboration
<b>Weak Ties</b>	Collaborative effort not applicable
	Collaboration not allowed to have different approach on the same issue
	Connect to have a stronger voice in the field
	No resource sharing in the campaign
<b>Strong Ties</b>	Synchronize our approach on most of the issues
	Strategic plan not applicable
	Coordination in the campaign not applicable
<b>Trust</b>	Has high integrity
	In a fair and just relationship
<b>Project Based</b>	Yes
<b>Strategic Plans</b>	Yes

**Table 17: Description of the relationship between Sierra Club BC and David Suzuki Foundation based on the attributes in the modified relationship typology**

From the questionnaire findings, Sierra Club BC has maintained an arm's length, opportunistic relationship with the David Suzuki Foundation. The two parties collaborate in information gathering but do not rely on each other for critical information and intelligence. They also work together to expand their influence but do not rely on each other for building connections outside of the network. Although the relationship between the two is project-based, there is no resource sharing between the two. The result suggests that Sierra Club BC and the David Suzuki Foundation share a tactical link where they are engaging in a connection that shares a common background as an environmental group but do not engage in information and resource sharing. It fits into the islands category in tie strength where the two organizations reject conformity and mutual influence. However, there is an interesting finding on the questionnaire where the respondent pointed out that making strategic plan together is not applicable to their situation, but at the same time the respondent stated that they do have joint strategic plans together. The finding suggests the possibility that the David Suzuki Foundation did not take part in drafting the strategic plan and the plan might be drafted by a third party and they are merely following the plan. Another interesting finding worth note is that the David Suzuki Foundation admits that their relationship is maintained

solely for project collaborations but the questionnaire finding indicates that they have little coordination in the campaigns, which shows the possibility that the relationship might be linked up by a third party under the same campaign. Additional information provided by the staff from the David Suzuki Foundation states that they currently are not working on any projects together. Previously the two organizations collaborated in the SeaChoice project but Sierra Club BC no longer takes part in the campaign. Since the respondent described their relationship with Sierra Club BC as rather one-off and campaign-based, with Sierra Club BC no longer in the campaign, the David Suzuki Foundation no longer collaborated with them until they had some other joint campaigns.

### 5.2.3 Approach on Inter-organizational Interaction maintained by David Suzuki Foundation

The four organizations that have affiliations with the David Suzuki Foundation each exhibit very different interaction characteristics and therefore fall into different relationship types.

Organizations	Relationship Type	Cooperative Means	Project Based	Info Sharing	Exerting Influence/ Connection	Resource Sharing	Joint Strategic Plans	Tie Strength
Canadian Parks and Wilderness Society	Cooperative	Strategic	Yes	Yes	Connection	Yes	Yes	Strong
Ecology Action Center	Cooperative	Opportunistic	Yes	Yes	Both	Yes	No	Weak
Living Oceans Society	Integrated	Strategic	Yes after 2007	Yes	No	Yes	Yes/No	Strong
Sierra Club BC	Arm's Length	Opportunistic	Yes/No	No	Influence	No	Yes/No	Islands

**Table 18: Characteristics of the relationship type maintained between David Suzuki Foundation and its affiliated organizations**

All of the four affiliated organizations have a long history of collaboration on campaigns with the David Suzuki Foundation beginning from 2004; however, each of the affiliating organizations exhibits a different way of interaction with the David Suzuki Foundation. Canadian Parks and Wilderness Society, Ecology Action Center and Living Oceans Society has

been working with the David Suzuki Foundation on the Seachoice campaign since 2005, but each taking on a different interaction mode and behaving differently in the campaign. Canadian Parks and Wilderness Society and Living Oceans Society have strong tie strength with the David Suzuki Foundation and have other collaborating campaigns other than SeaChoice. As for Sierra Club BC, they usually engage in joint release of online resources or publications with the David Suzuki Foundation, which does not need a strong integration between the two parties. Their collaborating campaign does suggest the tie relationship between the participating organizations. It shows that the David Suzuki Foundation does work with all varieties of organization that are concerned about the environment regardless of the tie strength. In the same sense, the result suggests that it does not require strong tie strength to engage in collaboration on campaigns in this case. Another finding from the questionnaire data is that there is some correlation between cooperative means and tie strength. A strategic relationship often goes with stronger tie strength, whereas opportunistic relationship often ends with weaker tie strength. The David Suzuki Foundation engaged in a strategic relationship with Canadian Parks and Wilderness Society and Living Oceans Society and they hold a strong-tie relationship. On the other hand, Ecology Action Center and Sierra Club BC serve as examples showing the correlations between opportunistic relationship and weak tie strength. The relationship between Ecology Action Center and the David Suzuki Foundation shows high level of information and resource sharing and has maintained a close relation according to the questionnaire findings. However, the opportunistic nature of the relationship has a negative impact on the tie strength between the two. Even though the David Suzuki Foundation's relations with Ecology Action Center are similar to their relations with Canadian Parks and Wilderness Society, the opportunistic nature of the relationship limits the closeness of the relations.

From the questionnaire findings, tie strength and relationship type show some correlation, arm's length relation limits the closeness of the relations making its tie strength relatively weak. As for a cooperative and integrated relationship, the tie strength is usually stronger. However, the questionnaire finding shows that cooperative means comparing with relationship type have a stronger influence on tie strength of a relationship. It comes to the conclusion that relationship type and cooperative means both have correlation with tie strength but cooperative means seem to have a stronger influence.

#### **5.2.4 Relations between Inter-organizational Interaction and Discourse in David Suzuki Foundation and its Affiliated Organizations**

Discourse analysis is to be conducted on the annual reports in 2014 published by Canadian Parks and Wilderness Society, Ecology Action Center, Living Oceans Society, and Sierra Club BC to investigate the environmental discourse articulated by the organizations. Consistent with the analysis conducted on the David Suzuki Foundation, the analysis will also be conducted based on the five attributes: orientation on global resources, governance, human—nature relationship, social power structure, and stance on economic system. The discourse analysis findings will then be compared with the environmental discourse articulated by the David Suzuki Foundation. The comparison is to investigate the relations between the closeness in discourse articulated and the closeness in relationship tie.

##### ***5.2.4.1 Discourse Articulated by Canadian Parks and Wilderness Society in 2014***

Based on the annual report published in 2014, Canadian Parks and Wilderness Society's stance on global resource distribution is on the progressive side as their vision is to keep a large portion of the land mass in Canada protected, intact, and untouched. It is shown in their vision statement:

Our vision is to keep at least half of Canada's public land and water wild — forever. We focus on protecting large, connected areas of Canada's wilderness. (Canadian Parks and Wilderness Society – Who We Are, <http://www.cpaws.org/>)

Their vision signifies that the preservation of nature and the ecosystem is the top priority of the organization. It is also shown in the organization's campaigns to push for the expansion of parks and natural reserves, and protect them at all cost:

CPAWS and other groups launched a public campaign to overturn January 2014 amendments to the B.C. Park Act that will facilitate boundary adjustments for industrial activities, undermining the fundamental principle that parks are to be protected in perpetuity. (2014 Canadian Parks and Wilderness Society Annual Report p. 3)



As for Canadian Parks and Wilderness Society's stance on governance, they take on a reformist view where they rely on local community partners to push for change and in the process empower the local communities.

CPAWS and local community partners in the campaign to protect spectacular Gros Morne National Park from adjacent industrial development rejoiced when the province placed a moratorium on fracking, and the adjacent oil exploration license was not renewed in 2013. Now we're focused on gaining a permanent buffer zone around the park to prevent similar proposals from threatening this World Heritage Site in future. (2014 Canadian Parks and Wilderness Society Annual Report p. 2)

CPAWS, local First Nations and the Yukon Conservation Society launched a legal challenge to force the Yukon Government to implement a land use plan that would protect 54,000 square kilometres of wilderness in northern Yukon's Peel River Watershed from mining and other industrial development. (2014 Canadian Parks and Wilderness Society Annual Report p. 2)

The organization joined forces with community actors and the civil society and it portrays their belief in the power of the people.

Canadian Parks and Wilderness Society's stance on human—nature relationship is on the reformist side, with the belief to take people closer to the nature.

CPAWS chapters introduced Get Outside programs to high school and university-aged youth in New Brunswick and the Greater Toronto Area in 2013, giving them new opportunities to connect and develop nature leadership skills, modeled on the innovative program pioneered by CPAWS and partners in British Columbia. (2014 Canadian Parks and Wilderness Society Annual Report p. 2)

The effort of bringing people closer to nature indicates that people are part of nature and should not alienate ourselves from it.

Canadian Parks and Wilderness Society's stance on social power structure lands on the status quo side where they believe in the democratic society and that the government bears most of the responsibility in protecting the environment. It originates from the goal of the organization where parks are created by governments. Most of their campaigns are parks related, which inevitably rely on government support for creating new parks.

CPAWS was pleased to see its advice reflected in the Manitoba government's 2013 Green Plan, which includes a goal of creating up to 15 new protected areas by 2020. (2014 Canadian Parks and Wilderness Society Annual Report p. 2)

Whereas for economic system, Canadian Parks and Wilderness Society's stance is on the reformist side. They do not intend to overturn the capitalist economy but to turn some of the capital into conservation effort.

If you look at what we've spent to protect that amount of wilderness, it comes to less than a dollar an acre. Your conservation dollars are certainly efficient when you invest them with us—and we use every penny with care. (2014 Canadian Parks and Wilderness Society Annual Report p. 1)

Their work is to conserve the natural environment and in a way they are addressing their work in terms of conservation cost which pushes for conserving natural capital under the capitalist system.

From the discourse analysis of the annual report, Canadian Parks and Wilderness Society is on the progressive side for the orientation on global resource, reformist side on governance, human—nature relationship and stance on the economic system, and maintained on the status quo for social power structure.

#### *5.2.4.2 Discourse Articulated by Ecology Action Center in 2014*

According to the discourse analysis on the annual report published by Ecology Action Center in 2014, the organization's stance on global resource is on the reformist side. Their stance is

shown in the energy policy of the organization where they acknowledge the limit of nature in carbon absorption so they push for a clean energy initiative:

The Energy Action Team inspires Nova Scotians to prosper in a future that is free of fossil fuels, where energy is used as efficiently as possible. Through education, consultation and advocacy with the public and government, we work for a just transition into this future. (2014 Ecology Action Center Annual Report p. 6)

Their clean energy initiative does not reject development but aims to minimize its impact through careful management and innovative uses of energy. The same goes for their marine and forestry policy; they intend to push for careful and innovative management so that the limit of nature can be stretched to meet the needs of the local communities.

We work locally, nationally, and internationally towards conserving and protecting the marine ecosystem and maintaining sustainable fisheries and vibrant coastal communities. (2014 Ecology Action Center Annual Report p. 7)

We work for better forestry, less clearcutting and a network of legally protected wilderness areas to help protect Nova Scotia's wildlife and our naturally diverse Acadian Forest. (2014 Ecology Action Center Annual Report p. 8)

As for governance, Ecology Action Center takes on a reformist stance where they engage with public and push for change at the community level. In their campaigns, Ecology Action Center empowers the civil society by getting them involved in the community and protecting the environment at the household level.

Our work also reflects another of our strategic priorities – engagement. We created and tweeted images of NS under different sea level rise conditions through our #DrownYourTown campaign. We engaged 93 students from 4 different schools in activities around local food and gardening, provided over 2,000 children and youth safety and skills training in cycling, skateboarding

and walking and gave away almost 100 children's bikes through Bike Again! And true to form, as a watchdog and independent voice for the environment, we championed Efficiency Nova Scotia's highly-valued work in energy conservation, supported an audit of the enforcement of the provincial cosmetic pesticide ban and took the huge but necessary step to challenge, in court, the Government of Canada's approval of the mass-manufacture of genetically modified salmon eggs. (2014 Ecology Action Center Annual Report p. 3)

Ecology Action Center's campaign even challenged the government's decision when it came in conflict with the organization's beliefs, showing it takes on a bottom-up approach in pushing for environmental protection.

For human—nature relationship, Ecology Action Center takes on a reformist stance. The organization intends to bring development in harmony with natural environment.

The Built Environment Committee encourages ecologically sustainable, affordable, healthy building design and construction, and promotes urban planning and design in harmony with the natural and social environment. (2014 Ecology Action Center Annual Report p. 5)

The organization considers social and environmental needs together and takes on a stance that they are inseparable.

EAC has a long-standing commitment to becoming a more inclusive organization that makes the links between social justice and environmental work. (2014 Ecology Action Center Annual Report p. 4)

Connecting social justice and environmental work suggests the connotation that humans and nature are both parts of a big system and we have to look at social and environmental issues from the holistic point of view that they are interconnected.

As for social power structure, Ecology Action Center takes on a stance of decentralizing power. The organization explicitly stated that they take on a decentralized leadership.

EAC's organizational structure has long been based on our principles – valuing citizen engagement and input, fostering decentralized-leadership, and promoting a diversity of approaches... (2014 Ecology Action Center Annual Report p. 3)

It suggests that the organization intends to empower to people and local communities to act on the environmental issues. Solutions are not only administration-led but can have different approaches.

For economic system, Ecology Action Center is on the reformist side where the organization works within the capitalist system with the emphasis on environmental cost.

We aim to support our community in developing more environmentally and economically sustainable ways of growing, purchasing, processing and consuming locally produced foods. We do so by fostering food action and activism, re-valuing local food and farmers, food skills training and education, and promoting engagement in food policy. (2014 Ecology Action Center Annual Report p. 6)

The organization's food policy shows that they are pushing for green consumption and to incorporate energy needs to produce and transport food into the environmental cost.

From the results of the discourse analysis, Ecology Action Center takes on a reformist stance on global resource, governance, human—nature relationship, and economic system, and believes in decentralized power for the social power structure.

#### *5.2.4.3 Discourse Articulated by Living Oceans Society in 2014*

As shown in the annual report, Living Oceans Society is on the reformist side on their stance on global resource. The result shows Living Oceans Society does not reject development but intends to manage the resource sustainably.

The new management measures are the first of their kind anywhere in the world in that they provide incentive for each boat to minimize habitat

damage by managing coral and sponge catch with quotas or limits...The bottom trawl measures are part of our work to bring an ecosystem-based approach to managing Canada's oceans. Ecosystem-based management takes into account human activities and our cumulative impacts on ocean biodiversity, habitat, food webs and water quality. (2014 Living Oceans Society Annual Report p. 12)

The organization's sustainable seafood campaign shows that they do not go against commercial fishing but believe the use of resources can be carefully managed through innovative means while stretching the global limit.

For governance, Living Oceans Society takes on a reformist stance and intends to get people and stakeholders into the decision-making process. It shows in their mission statement and the annual report that they intend to empower stakeholders and local communities to come to conservation solutions.

Interprets scientific data for diverse audiences through maps, reports and other publications, so that all stakeholders can be informed and involved in decision-making. Engages with government, industry and the people who live and work on the coast to create viable solutions to conservation issues. (2014 Living Oceans Society Annual Report p. 3)

The bottom-up approach in the decision-making process gives power to the civil society while accepting the government as networked governance to distribute power to the local level and to the stakeholders.

In terms of human—nature relationship, Living Ocean Society takes on a progressive stance as they engage in the conservation first principle.

Our most deeply held value is that conservation concerns come first. We cannot, as a species, achieve anything approaching sustainability while continuing to degrade our natural environment. At the same time, we view people and their communities as a part of the ecosystem and we consider their impact in our solutions. (2014 Living Oceans Society Annual Report p. 3)

Their conservation first principle shows an ecocentric view that humans and nature are one entity and taking care of the wellbeing of the ecosystem is their priority. This view is further reinforced in their introduction statement:

Since 1998 Living Oceans has advocated for oceans that are managed for the common good, according to science-based policies that consider ecosystems in their entirety. (2014 Living Oceans Society Annual Report p. 3)

They see the ecosystem as one entity and the entirety of it shall not be compromised by human activities.

For social power structure, Living Oceans Society takes on the stance of de-centralized power, where power should be decentralized to the people and local communities. It is shown in their engagement principle.

Public policy affecting our oceans must be developed with public involvement, and based on sound science and accountability. We strive to create the conditions for coastal communities, governments and industry to work together to create effective public policy. We respect traditional and local ecological knowledge and encourage diverse views to inform policy. (2014 Living Oceans Society Annual Report p. 3)

In their engagement principle, the organization promotes public involvement and has local communities work together with the authority which decentralized power brings from the hands of the authority to the hands of the people.

As for economic system, Living Oceans Society takes on a reformist stance where they link conservation with economy and push for the attention on natural capital.

There was a high correlation between places prized for marine recreation and tourism, and areas that are rich in biodiversity. Those are the spots that we recommended for greater protection. By establishing MPAs we can protect the ecosystems that these businesses and their clients depend on while also benefiting the communities, cultures and creatures of the coast. As it stands now, *though, 88 percent of the areas important to marine recreation and*

*tourism have no protection.* The better we can quantify the value of areas of high biodiversity and include that value in economic analyses that inform management decisions, the better our decisions will be. (2014 Living Oceans Society Annual Report p. 9)

Living Oceans Society points out that marine recreation and tourism bring revenue, but also rely on the natural environment, which portrays their belief that environmental protection is mutually beneficial to the economy.

As the results suggest, Living Oceans Society takes on a reformist stance on global resource, governance and economic system, for human—nature relationship they are on the progressive side and for social power structure they take on the stance of decentralized power.

#### *5.2.4.4 Discourse Articulated by Sierra Club BC in 2014*

From the discourse analysis of the annual report, we see that Sierra Club BC has adopted the progressive stance on global resources as seen in their campaigns where they identify the preservation of natural environment and ecosystem as the priority.

We launched the ground-breaking Pull Together campaign, raising \$350,000 for First Nations legal challenges against the Enbridge proposal. We continue to work hard to protect areas of rich biodiversity such as the Great Bear Rainforest, Flathead River Valley and Clayoquot Sound. (2014 Sierra Club BC Annual Report p. 2)

In most of their campaigns, Sierra Club BC intends to block development projects and expand the protected area in the province. The approach suggests that the organization takes on a conservation first principle and prioritizes the preservation of the natural environment.

In terms of governance, Sierra Club BC's stance is between conservative and reformist where they do encourage people to voice out on environmental issues; however, their campaign mostly targets the government, pushing them toward more environmentally friendly means.



We responded swiftly to the Mt. Polley disaster, making recommendations for independent review, which were adopted by the provincial government. (2014 Sierra Club BC Annual Report p. 2)

Through our dedicated local groups, and other grassroots organizations, we have supported people to speak out and get involved in their communities across the province. (2014 Sierra Club BC Annual Report p. 2)

The organization's focus on engaging with the government is reinforced in their campaign on rainforest conservation in the province:

2014 brought both bad and good news for the Great Bear Rainforest. The bad news: the final steps of conservation agreements were not implemented in 2014, as promised by the B.C. government in 2009. The good news: representatives of the province, First Nations, industry and environmental organizations, including Sierra Club BC made strong steps towards stricter logging regulations, new protected areas and a new forest management framework, expected to be in place in 2015. (2014 Sierra Club BC Annual Report p. 3)

The rainforest conservation campaign mainly targets the provincial government in an administration-led arrangement. However, the organization also engages in stakeholder engagement alongside negotiation with the government.

For the human—nature relationship, Sierra Club BC takes on a reformist stance where they intend to preserve the natural environment in part for its values to humans. In their forestry campaign, they take on an anthropocentric view and describe the forest as a carbon bank, which emphasizes the value of forest to humans other than for resource value.

With our public communication we have raised awareness about the massive carbon emissions from B.C.'s forests and what is needed to restore our forests as a carbon bank. (2014 Sierra Club BC Annual Report p. 3)

The anthropocentric view acknowledges the right of humans over the environment although preservation is the priority.

As for social power structure, Sierra BC sticks to the status quo where they believe in democratic society, and the government has the responsibility to act on behalf of the people in terms of environmental protection.

In 2014, the National Energy Board launched the federal review process for the Kinder Morgan Trans Mountain pipeline and tankers proposal. We supported people applying to participate and called attention to the obstacles to democratic participation inherent in the process. (2014 Sierra Club BC Annual Report p. 6)

The organization used the institutional tool to voice their concern on environmental destruction over the pipeline projects and explicitly mentioned their worries that democratic participation in the process was being obstructed. Their approach shows that they follow rules set by the authority and the government bears most of the responsibility for protecting the environment.

Regarding Sierra Club BC's stance on the economic system, they are taking on the reformist stance where they do not intend to overturn the capitalist system but to re-engineer it to become more compatible with the environment.

Turning away from fossil fuels means looking to renewables and greener communities. This year, we partnered with Green Jobs BC on a road show that visited communities to talk about how to build more green jobs in B.C. (2014 Sierra Club BC Annual Report p. 6)

The organization's campaign promoting renewable energy and green jobs shows that they intend to steer the economy toward greener means by pushing for green alternatives over choices that are high in environmental cost.

The overall environmental discourse articulated by Sierra Club BC is that the organization takes on a progressive stance on global resources, positioned between conservative and reformist in terms of governance, adopted the reformist stance on human—nature relationship and economic system, and maintains the status quo for the social power structure.

#### 5.2.4.5 Comparison of Discourse Articulated by David Suzuki Foundation and its Affiliated Organizations

From the findings of the discourse analysis, a comparison on the discourse articulated by the David Suzuki Foundation and its affiliated organizations can be made. The following table shows the similarity of discourse articulated by the targeted organizations.

	David Suzuki Foundation	Canadian Parks and Wilderness Society	Ecology Action Center	Living Oceans Society	Sierra Club BC
<b>Orientation on Global Resource</b>	Reformist	Progressive	Reformist	Reformist	Progressive
<b>Governance</b>	Reformist	Reformist	Reformist	Reformist	Conservative-Reformist
<b>Human—Nature Relationship</b>	Reformist	Reformist	Reformist	Progressive	Reformist
<b>Social Power Structure</b>	Decentralized Power	Status Quo	Decentralized Power	Decentralized Power	Status Quo
<b>Stance on Economic System</b>	Reformist-Progressive	Reformist	Reformist	Reformist	Reformist
<b>Relationship Type</b>	n/a	Cooperative	Cooperative	Integrated	Arm's Length
<b>Cooperative Means</b>	n/a	Strategic	Opportunistic	Strategic	Opportunistic
<b>Tie Strength</b>	n/a	Strong	Weak	Strong	Islands

**Table 19: Discourse articulated by David Suzuki Foundation and the affiliated organizations in comparison with the relationship type and tie strength**

From the findings, all four of the organizations show differences in the discourse articulated in comparison with the David Suzuki Foundation. Comparing with the David Suzuki Foundation, Ecology Action Center comes closest in terms of the discourse articulated with only their stance on economic system showing different views. Living Oceans Society is second closest in discourse articulated with the David Suzuki Foundation with two attributes, the human—nature relationship and economic system, showing different views. As for Canadian Parks and Wilderness Society, the discourse articulated is quite different from the discourse articulated by the David Suzuki Foundation, in that they only articulate a similar discourse on governance and human—nature relationship. For Sierra Club BC, the discourse articulated is vastly different from that of the David Suzuki Foundation with only having a similar stance on human—nature relationship. Except for Sierra Club BC, the David Suzuki

Foundation has maintained a relatively close relationship with the other three affiliated organizations. The finding shows a tendency that the similarity in discourse articulated is related to the relationship type maintained.

Considering both relationship types and cooperative means have an impact on the tie strength of a relationship, discourse correlating with relationship type suggests that discourse has an indirect impact on the tie strength in a relationship. Among Canadian Parks and Wilderness Society, Ecology Action Center and Living Oceans Society, Ecology Action Center articulates the most similar discourse with the David Suzuki Foundation whereas Canadian Parks and Wilderness Society articulates a more dissimilar discourse with the David Suzuki Foundation, and Living Oceans Society stands in between the two. However, Ecology Action Center with a similar discourse with the David Suzuki Foundation did not maintain strong tie strength with the David Suzuki Foundation as they have taken an opportunistic cooperative means in the relationship. On the other hand, Canadian Parks and Wilderness Society and Living Oceans Society, having a more dissimilar discourse with the David Suzuki Foundation, did maintain strong tie strength with the David Suzuki Foundation as they have taken a strategic cooperative means in their relationship. The result suggests that cooperative means have a great influence on the tie strength in an inter-organization relationship and it overpowers the influence from the similarity of discourse articulated. Upon observation, similarity in discourse lays the foundation for the relationship type taken by the two organizations, and based on the relationship type taken, cooperative means affects the resulting tie strength in an inter-organizational interaction.

### **5.3 Inter-organizational Interaction Maintained by Conservancy Association**

In this section, an analysis will be conducted on the inter-organizational interaction of the Conservancy Association with other environmental groups. In order to give a direct comparison to the David Suzuki Foundation's marine and terrestrial conservation programs, the analysis will be focused on tracking the nature conservation programs initiated by the Conservancy Association. The analysis will be conducted by listing the campaigns initiated by

the Conservancy Association from 2004-2014 to look into the consistency of the organization's focus on issues and approach on handling environmental issues.

### 5.3.1 Documentary Research on Affiliations Maintained by Conservancy Association

Following the documentary research on the David Suzuki Foundation, the documentary research on the Conservancy Association's affiliations is to track the names of environmental organizations mentioned in the annual report from 2004 to 2014. The scope of the documentary research is also limited to their terrestrial and marine conservation program. The result is a list of campaigns from the terrestrial and marine conservation that has been listed for further investigation:

Nature Conservation		
Year	Topic	Campaigns
2004-2005	Habitat Conservation	<ul style="list-style-type: none"> <li>- Mega Tower development project</li> <li>- The Penjing and Bonsai Arboretum project</li> <li>- Nam Sang Wai outline zoning plan</li> <li>- Tree Ordinance</li> <li>- Hei Ling Chau</li> <li>- Relict Gull survey</li> <li>- Action model on Sustainable Long Valley</li> </ul>
2005-2006	Habitat Conservation	<ul style="list-style-type: none"> <li>- Action Model on Sustainable Long Valley</li> <li>- Sustainable habitat management in Long Valley</li> <li>- Hundred-year-old Fung Shui Wall of Lai Chi Wo Village demolished</li> <li>- The Tsz Shan Monastery project</li> <li>- Sham Chung draft development permission area plan</li> <li>- Preserving rural character of Nam Sang Wai</li> </ul>
2006-2007	Habitat Conservation	<ul style="list-style-type: none"> <li>- Sustainable habitat management in Long Valley</li> <li>- Action Model on Sustainable Long Valley</li> <li>- Sham Chung draft development permission area plan</li> <li>- LNG terminal on South Soko Island</li> </ul>
2007-2008	Habitat Conservation	<ul style="list-style-type: none"> <li>- Lamma Island</li> <li>- Long Valley</li> <li>- Lung Mei Beach</li> <li>- Fly-tipping</li> <li>- No hill fire campaign</li> <li>- New nature conservation policy</li> <li>- Kai Tak River</li> </ul>
2008-2009	Nature Conservation	<ul style="list-style-type: none"> <li>- Long Valley</li> <li>- 3-in-1 development area</li> <li>- Frontier closed area</li> <li>- Lung Mei</li> </ul>

Nature Conservation		
Year	Topic	Campaigns
		<ul style="list-style-type: none"> <li>- Sha Lo Tung development</li> <li>- Sham Chung</li> <li>- Hill fire prevention</li> <li>- Map for destroyed natural sites</li> </ul>
2009-2010	Nature Conservation	<ul style="list-style-type: none"> <li>- Rural devastation</li> <li>- Reinforcement to combat fly-tipping</li> <li>- Frontier closed area</li> <li>- Long Valley conservation</li> <li>- Eco-heritage tours in Long Valley and the local eco-guides</li> <li>- Long Valley under the new development area</li> </ul>
2010-2011	Nature Conservation	<ul style="list-style-type: none"> <li>- Tai Long Sai Wan</li> <li>- Nam Sang Wai</li> <li>- Sam Tam Lo in Bride's Pool</li> <li>- Fly-tipping at feng-shui grave in Kam Tin</li> <li>- Mission Green</li> <li>- Environmental planning</li> <li>- Conserving Long Valley</li> </ul>
2011-2012	Nature Conservation	<ul style="list-style-type: none"> <li>- Environmental impact assessment</li> <li>- Environmental planning</li> <li>- Integrating rural culture into Long Valley conservation</li> <li>- Shuen Wan wetland rehabilitation pilot project</li> </ul>
2012-2013	Nature Conservation	<ul style="list-style-type: none"> <li>- Environmental Planning</li> <li>- Farming "biodiversity" from agricultural wetland – conserving Long Valley</li> <li>- Shuen Wan wetland rehabilitation pilot project</li> </ul>
2013-2014	Nature Conservation	<ul style="list-style-type: none"> <li>- Save our country parks</li> <li>- Environmental planning</li> <li>- Conserving Long Valley</li> </ul>

**Table 20: Nature conservation campaigns initiated by Conservancy Association**

Upon observation, the campaigns initiated by the Conservancy Association under the nature conservation subheading have been quite consistent throughout the period from 2004 to 2014. Campaigns during this period of time can largely be divided into two themes: environmental planning, and Long Valley conservation. Environmental planning campaigns are largely a response to development plans that take place in or close to ecological sensitive zones. Lung Mei beach is one example of the environmental planning campaign that responds to the government and district council's proposal in building an artificial beach on an ecological sensitive mudflat. An environmental planning campaign primarily targets planning applications, so that the campaigns are reactive and site specific. Sometimes, other environmental groups will work with the Conservancy Association on specific environmental planning campaigns, but collaboration ends when the planning applications are retracted or

rejected. The more long-term collaboration comes in the Long Valley Conservation campaign where the Conservancy Association works with the Hong Kong Bird Watching Society in a joint effort to manage the wetland.

From the list of terrestrial and marine conservation campaigns initiated by the Conservancy Association, there are other environmental groups and collaborators that are listed on the campaign description in the annual reports. The second step is to pick out the organization names that have been mentioned by the Conservancy Association in the annual reports from 2004 to 2014.

<b>Nature Conservation</b>			
<b>Year</b>	<b>Campaigns</b>	<b>Affiliated Organizations</b>	<b>Affiliation Type</b>
<b>2004-2005</b>	Nam Sang Wai outline zoning plan	Town Planning Board	Make suggestion to the plan
<b>2005-2006</b>	Sham Chung draft development permission area plan	Town Planning Board	Make suggestion to the plan
<b>2006-2007</b>	Sustainable habitat management in Long Valley	Hong Kong Bird Watching Society	Co-monitor bird population
	Sham Chung draft development permission area plan	Town Planning Board	Make suggestion to the plan
<b>2007-2008</b>	Long Valley	Hong Kong Bird Watching Society	Co-manage the conservation site
<b>2008-2009</b>	Long Valley	Hong Kong Bird Watching Society	Co-manage the conservation site
<b>2009-2010</b>	Long Valley Conservation	Hong Kong Bird Watching Society	Co-manage the conservation site
<b>2010-2011</b>	Conserving Long Valley	Hong Kong Bird Watching Society	Co-manage the conservation site
		Earthwatch Institute	Co-organize ecological survey on invasive species
<b>2011-</b>	Integrating	Hong Kong Bird Watching Society	Co-manage the

Nature Conservation			
Year	Campaigns	Affiliated Organizations	Affiliation Type
2012	rural culture into Long Valley conservation		conservation site
2012-2013	Farming “biodiversity” from agricultural wetland – conserving Long Valley	Hong Kong Bird Watching Society	Co-manage the conservation site
2013-2014	Save our country parks	Save Our Country Parks Alliance	Founding member of the alliance
	Conserving Long Valley	Hong Kong Bird Watching Society	Co-manage the conservation site

**Table 21: Affiliated parties in Conservancy Association’s nature conservation campaigns**

The above table shows the Hong Kong Bird Watching Society has been a long-term partner with the Conservancy Association in the Long Valley conservation project and will likely continue to maintain the relationship. Other than the Hong Kong Bird Watching Society, Earthwatch Institute and Save Our Country Parks Alliance were also mentioned by the Conservancy Association in their annual report, which shows all these organizations have engaged in some sort of collaboration. However, the Conservancy Association is part of the Save Our Country Parks Alliance directly take part in the establishment of the alliance. In this case, the relationship between the two would be an intra-organizational relation which is not covered in the scope of the study. For that reason, Save Our Country Parks Alliance will not be included in the questionnaire phase. Based on the two groups that were identified, the next stage will be conducting a questionnaire survey on the Conservancy Association regarding the relationship type, strength and duration between the organization and the collaborating parties.

### 5.3.2 Questionnaire Findings on Affiliations maintained by Conservancy Association

From the documentary research, a list of the affiliated organizations with the Conservancy Association has been obtained. Based on the list, a questionnaire survey using Q



methodology has been sent to the Conservancy Association for more information about the relationship type and strength between the organization and its affiliates. Other than the affiliated organizations listed on the documentary research, two other well-established international green groups is also included in the list. The two includes World Wide Fund for Nature Hong Kong (WWF HK) and Greenpeace Hong Kong. The two organizations were selected based on their involvement in government policies as the two selected organizations along with the Conservancy Association often made comments on environmental policies in Hong Kong. According to the interview done on the Conservancy Association in the previous chapter, the Conservancy Association, WWF HK and Greenpeace HK are among the five most established environmental organizations in Hong Kong.

#### *5.3.2.1 Hong Kong Bird Watching Society*

Hong Kong Bird Watching Society is a Hong Kong based non-governmental organization that promotes the appreciation and conservation of birds and natural environment in Hong Kong. They aim to promote birdwatching by working with other organizations and conduct courses on birdwatching. Other than promoting birdwatching in Hong Kong, the society works to protect the bird population in Hong Kong by conducting surveys and research studies on birds, managing important bird habitats and helping with the development of birdwatching societies in China.

Hong Kong Bird Watching Society and the Conservancy Association have worked together in conserving Long Valley beginning in 2006 and continuing today. From the questionnaire findings, the two parties seem to have engaged in a long-term strategic relationship showing signs of a strong-tie, highly collaborative relationship, and engaged in collaborative effort in sharing information and resource, and expanding influence.

Constructs	Characteristic and Traits
<b>Golicic and Mentzer's Relationship Type</b>	Cooperative but not integrated
	Coordinate in campaigns as one
	More than resource sharing
	Strategic
<b>Information Acquisition</b>	Provide helpful information (+)
	Collaborate in information or intelligence gathering (+)
<b>Opportunity Enabling</b>	Network connection for isolated actors
	Connect to expand influence and spread ideology
	Do seek potential partner for program collaboration
<b>Weak Ties</b>	Collective effort is crucial for our success
	Allowed to have different approach on the same issue (+)
	Collaborate to have a stronger voice in the field (+)
	Share resource for better resource allocation in campaigns
<b>Strong Ties</b>	Synchronize our approach on most of the issues
	Do make strategic plan together (+)
	Joint coordination to resolve a particular issue or improve the performance of a campaign (+)
<b>Trust</b>	Has very high integrity (+)
	In a totally fair and just relationship (+)
<b>Project Based</b>	Yes
<b>Strategic Plans</b>	No before 2004, Yes after 2008

**Table 22: Description of the relationship between Hong Kong Bird Watching Society and Conservancy Association based on the attributes in the modified relationship typology**

According to the questionnaire findings, Hong Kong Bird Watching Society and the Conservancy Association have engaged in a strategic and cooperative relationship. The findings show signs that the two parties have maintained a strong-tie relationship where they behave in a unified and synchronized manner in joint campaigns. The two organizations also have engaged in a full-fledged collaboration that they share information, resources and work together to expand their influence. The Conservancy Association also holds Hong Kong Bird Watching Society in high regard that they have maintained a very high integrity on environmental issues and treat the others in a totally fair and just relationship. Although the two parties show high level of conformity and synchronism in campaign coordination, they have not engaged in an integrated relationship as it is the Conservancy Association's policy to maintain independence and not to influence or be influenced by other organizations. However, Hong Kong Bird Watching Society and the Conservancy Association have engaged in a strong-tie relationship by holding a high trust and commitment level.

### 5.3.2.2 Earthwatch Institute HK

Earthwatch Institute HK is the Hong Kong office of Earthwatch Institute and the organizational mission is to “engage people worldwide in scientific field research and education to promote the understanding and action necessary for a sustainable environment.” The organization sends their volunteers on fieldwork and gets them involved in hands-on scientific research which inspires them and equips them with the knowledge needed to take action for the environment. The organization’s area of research is on climate change, ecosystem services, ocean health and cultural heritage.

Earthwatch Institute Hong Kong and the Conservancy Association have worked together on an ecological survey on invasive species in Long Valley in the period from 2010 to 2011. From the questionnaire findings, the relationship between the Conservancy Association and Earthwatch Institute is solely project based, where they have maintained no resource or information sharing on the organizational level. From the questionnaire findings, the Conservancy Association is no longer in contact with Earthwatch Institute Hong Kong.

Constructs	Characteristic and Traits
<b>Golicic and Mentzer’s Relationship Type</b>	N/A in cooperative, at arm’s length or integrated
	N/A in coordinate in campaigns as one
	More than resource sharing
	N/A in strategic or opportunistic
<b>Information Acquisition</b>	N/A in provide helpful information
	N/A in information or intelligence gathering
<b>Opportunity Enabling</b>	N/A in network connection for isolated actors
	N/A in expand influence and spread ideology
	N/A in seek potential partner for program collaboration
<b>Weak Ties</b>	N/A in collective effort
	N/A in different approach on the same issue
	N/A in collaborate to have a stronger voice in the field
	N/A in Share resource for better resource allocation in campaigns
<b>Strong Ties</b>	N/A in synchronize in approach
	N/A in strategic plan together
	N/A in joint coordination
<b>Trust</b>	N/A in integrity
	N/A in fair and just relationship
<b>Project Based</b>	Yes
<b>Strategic Plans</b>	No

**Table 23: Description of the relationship between Earthwatch Institute Hong Kong and Conservancy Association based on the attributes in the modified relationship typology**

Since the Conservancy Association is no longer in collaboration with Earthwatch Institute Hong Kong, the questionnaire returned did not provide much information about the relationship between the two organizations. From the questionnaire returned, no data was provided regarding the collaboration between the two organizations.

#### *5.3.2.3 World Wide Fund for Nature Hong Kong*

According to the interview data from the previous chapter, World Wide Fund for Nature Hong Kong (WWF HK) and the Conservancy Association are among the most established environmental organizations in Hong Kong and both were involved in a regular liaison group in Environmental Protection Department. Although WWF HK and the Conservancy Association have no direct collaboration in specific projects, they often announce a joint statement on specific environmental issues. The goal of WWF HK is to build a future in which humans can live in harmony with nature, and their approach is to seek solutions with the collective power of supporters in communities, companies and governments.

WWF HK and the Conservancy Association do not have any joint collaboration in existing campaigns but have occasionally offered a joint statement on government policies. One example is the joint statement on the proposed comprehensive development with wetland enhancement in Nam Sang Wai and Lut Chau in 2015. From the questionnaire findings, the two organizations have maintained a highly cooperative relationship showing signs of relationship strength on weak-tie leaning toward strong-tie. The two organizations have also engaged in information and research sharing and work together to expand their influence.

Constructs	Characteristic and Traits
<b>Golicic and Mentzer's Relationship Type</b>	Cooperative
	Coordinate in campaigns as one
	More than resource sharing
	Strategic/ Opportunistic (varies)
<b>Information Acquisition</b>	Provide helpful information
	Collaborate in information or intelligence gathering
<b>Opportunity Enabling</b>	Network connection for isolated actors
	Connect to expand influence and spread ideology
	Not to seek potential partner for program collaboration
<b>Weak Ties</b>	Collective effort is crucial for our success (+)
	Allowed to have different approach on the same issue (+)
	Collaborate to have a stronger voice in the field (+)
	Share resource for better resource allocation in campaigns (+)
<b>Strong Ties</b>	N/A in Synchronize approach on most of the issues
	Do make strategic plan together
	Joint coordination to resolve a particular issue or improve the performance of a campaign
<b>Trust</b>	Has high integrity
	In a fair and just relationship
<b>Project Based</b>	No
<b>Strategic Plans</b>	No before 2004, Yes after 2014

**Table 24: Description of the relationship between WWF HK and Conservancy Association based on the attributes in the modified relationship typology**

Although WWF HK and the Conservancy Association did not engage in any campaign collaboration during the study period, they have maintained a cooperative, weak-tie relationship with a collaborative approach in sharing information and resources and expanding influence. According to the questionnaire findings, the two organizations have maintained a weak-tie relationship as the respondent had a stronger reaction to the statements that signify a weak-tie relationship. The relationship type maintained by the two parties is rather mixed, showing tendency in collaboration, but they remained free of influence from each other. With no project collaboration between the two, WWF HK has no need to engage in a strategic relation, as there are no projects to hold them together. However, the two can collaborate on a holistic level and make strategic plans about issues that are more on the conceptual and ideological level. It explains the position that the two organizations do not engage in campaign collaborations but do release joint statements on environmental issues and government policies with shared information and resources to push the environmental movement in Hong Kong.

#### *5.3.2.4 Greenpeace HK*

Greenpeace HK is one of the most established environmental organizations in Hong Kong and has profound influence in the environmental movement in Hong Kong. Similar to WWF HK, Greenpeace HK and the Conservancy Association have no direct collaboration in specific projects, but they often announce joint statements on specific environmental issues. Greenpeace HK intends to protect and conserve the environment and to promote peace through action and solution. They position themselves as a campaigning organization that acts to advocate change in attitude and behavior.

Greenpeace HK and the Conservancy Association currently are not engaged in any campaign collaborations but have occasionally proposed joint statements on government policies. One example is the joint statement urging Airport Authority Hong Kong to acknowledge the environmental impact of the third runway project in 2011. From the questionnaire findings, the two organizations have maintained a friendly relationship but no signs of collaborations. The relations between the two organizations show signs of a weak-tie relationship with intention to share information and resources, and expand their influence.

Constructs	Characteristic and Traits
<b>Golicic and Mentzer's Relationship Type</b>	<b>N/A for cooperative, at arm's length or integrated</b>
	Do coordinate in campaigns as one
	More than resource sharing (+)
	Opportunistic
<b>Information Acquisition</b>	Provide helpful information
	Collaborate in information or intelligence gathering (+)
<b>Opportunity Enabling</b>	Network connection for isolated actors
	Connect to expand influence and spread ideology
	<b>Not for seeking potential partner for program collaboration</b>
<b>Weak Ties</b>	Collective effort is crucial for our success (+)
	Allowed to have different approach on the same issue (+)
	Collaborate to have a stronger voice in the field (+)
	Share resource for better resource allocation in campaigns (+)
<b>Strong Ties</b>	Synchronize our approach on most of the issues
	Make strategic plan together
	Joint coordination to resolve a particular issue or improve the performance of a campaign (+)
<b>Trust</b>	Has very high integrity (+)
	In a totally fair and just relationship (+)
<b>Project Based</b>	No relationship before 2004, No after 2014
<b>Strategic Plans</b>	No relationship before 2004, Yes after 2014

**Table 25: Description of the relationship between Greenpeace HK and Conservancy Association based on the attributes in the modified relationship typology**

Similar to WWF HK, Greenpeace HK and the Conservancy Association did not engage in any campaign collaboration during the study period, but the relationship maintained between the two is quite different compared to the relationship maintained with WWF HK. Similar to WWF, the respondent reacted strongly to the statement signifying a weak-tie relationship, and both parties have engaged in sharing information and resources, and expanding influence. However, the weak-tie relationship is built on respect, as the Conservancy Association holds Greenpeace HK in high regard by stating that they have maintained a very high integrity on environmental issues and treats the others in a totally fair and just relationship. Although Greenpeace HK and the Conservancy Association have maintained a weak-tie relationship, the respondent did not specify the relationship type the two maintained. It is possible that the Conservancy Association has a good impression of Greenpeace HK but the two parties have little convergence in their campaigns, approach and ideology. As a result, the two hold a distant, opportunistic relationship.

### 5.3.3 Approach on Inter-organizational Interaction Maintained by Conservancy Association

The following table shows the different interaction characteristics and relationship types maintained by the Conservancy Association and the four selected organizations that have affiliations with the Conservancy Association.

Organizations	Relationship Type	Cooperative Means	Project Based	Info Sharing	Exerting Influence / Connection	Resource Sharing	Joint Strategic Plans	Tie Strength
Hong Kong Bird Watching Society	Cooperative	Strategic	No	Yes	Both	Yes	Yes	Strong
Earthwatch Institute HK	N/A	N/A	Yes	N/A	N/A	N/A	No	N/A
WWF HK	Cooperative	Strategic/ Opportunistic	No	Yes	Influence	Yes	Yes after 2004	Weak
Greenpeace HK	N/A	Opportunistic	No	Yes	Influence	Yes	Yes after 2004	Weak

**Table 26: Characteristics of the relationship type maintained between Conservancy Association and its affiliated organizations**

Out of the four selected organizations, only Hong Kong Bird Watching Society has a long history of collaboration with the Conservancy Association on the Long Valley conservation project. As for Earthwatch Institute, the Conservancy Association only engaged in a one-off project on invasive species in Long Valley in 2010, and the respondent from the Conservancy Association stated that they are no longer in any collaboration. As for WWF HK and Greenpeace HK, neither has project or campaign collaboration but WWF HK has maintained a friendly relationship with the Conservancy Association. As mentioned by the interviewee, the Conservancy Association has mentioned, regardless of the difference in approach and ideology, that the Conservancy Association holds a friendly attitude toward other environmental groups in an effort to push for a more sustainable society in Hong Kong. The relations between WWF HK and Greenpeace HK served as an example of the Conservancy Association's approach to being friendly and open minded in collaboration with other environmental groups. However, given that Hong Kong Bird Watching Society is the only



environmental organization that has engaged in a long term strategic collaboration with the Conservancy Association on the issue of nature conservation, it is difficult to deduce the organization's approach on project collaborations. The data provided from the questionnaire provides a better picture of the Conservancy Association's general approach on maintaining friendliness with other organization that are active in the environmental movement.

The questionnaire findings also confirm the findings in the data set from the David Suzuki Foundation that tie strength and relationship type show some correlation. The data set from the Conservancy Association confirms that for cooperative and integrated relationship, the tie strength is usually stronger. In case of their relationship with the Hong Kong Birdwatching Society and Greenpeace HK, strategic relationship is associated with strong tie strength whereas opportunistic relationship is associated with weak tie strength. As for WWF HK, its relationship with the Conservancy Association stands between strategic and opportunistic due to the absence of project collaborations is associated with the weak tie strength. However, since cooperative approach was the only relationship type that appeared in the data set, it is unable to further confirm the findings from the previous chapter that cooperative means have a stronger influence on tie strength comparing with relationship type in a relationship.

#### **5.3.4 Relations between Inter-organizational Interaction and Discourse in Conservancy Association and its Affiliated Organizations**

Discourse analysis will be conducted on the annual reports in 2014 published by Hong Kong Bird Watching Society, Earthwatch Institute, WWF HK, and Greenpeace HK, in order to investigate the environmental discourse articulated by the organizations. Consistent with the previous chapters, the analysis will be conducted based on the five attributes: orientation on global resources, governance, human—nature relationship, social power structure, and stance on economic system. The discourse analysis findings will then be compared with the environmental discourse articulated by the Conservancy Association. Along with the findings in the previous chapter on the David Suzuki Foundation and its affiliated organizations, the findings will be used to investigate the relations between the closeness in discourse articulated and the closeness in relationship tie.

#### *5.3.4.1 Discourse Articulated by Hong Kong Bird Watching Society in 2014*

Hong Kong Bird Watching Society publishes a bulletin on a quarterly basis instead of annual reports, and based on the spring bulletin published in 2014, Hong Kong Bird Watching Society's stance on global resource distribution is on the reformist side as they are not totally against development, but only to stand guard for development that affect wetlands:

HKBWS voiced out our concerns on the future of Long Valley...the society suggested building heights to be reduced in the zones around the Long Valley Nature Park and to zone the agricultural land around Ho Sheung Heung as Conservation Area. (2014 Hong Kong Bird Watching Society Annual Report p. 8)

The organization acknowledges the limit of nature but is not all against development, as long as it doesn't come in conflict with wetland conservation.

As for governance, Hong Kong Bird Watching Society takes on a more conservative approach where they mainly engage with the government and work inside the institutional structure.

...the Nam Sang Wai and Lut Chau Residential Development was rejected by the Town Planning Board. Town Planning Board believed the revised plan did not fulfill the no-net-loss of wetland principle, did not achieve minimum pond filling and failed to fulfill the development requirements of Deep Bay...Thank you all for your effort in sending in your representation to object [to] the project. (2014 Hong Kong Bird Watching Society Annual Report p. 8)

Their approach on monitoring development projects and mobilizing people to send objections to the town planning board to stop potentially damaging development project puts most of the responsibility of protecting the environment on the government structure. The government is the one with the most power to make a change while the organization is the gatekeeper.

For human—nature relationship, Hong Kong Bird Watching Society takes on a reformist approach and strives to take people into nature and be part of it.

...we have promoted a new series of ecotours – “Fun in fishpond”. It includes three routes...The ecotours are suitable for schools, community centres and corporations. (2014 Hong Kong Bird Watching Society Annual Report p. 8)

The ecotours organized by the organization are held to bring people and the community closer to nature and get to understand and be a part of nature.

For social power structure, Hong Kong Bird Watching Society maintains the position of status quo and places power on the government to act on behalf of the public to handle environmental issues.

Unusually injuries on waterbirds were observed where blood was seen on the underside of their necks, however, the birds still appear to be active. We have informed the Agricultural, Fisheries and Conservation Department on this matter...If you see injured birds, please report it to the government... (2014 Hong Kong Bird Watching Society Annual Report p. 9)

In this incident, the organization acknowledges the authority that the government has on this matter and places the responsibility on the government.

For the stance on economic system, Hong Kong Bird Watching Society takes on a reformist stance where they do not intend to overturn the capitalist system but to give value to natural capital in nature. Activities hosted by the organization such as the Harvest Fest and ecotours were tools used by the organization to draw people to the nature and extracting economic value of the wetlands to support the community by using the natural capital in the wetlands.

The 8<sup>th</sup> Harvest Fest was held ....There were about 10000 participants joining the two-day activity. (2014 Hong Kong Bird Watching Society Annual Report p. 8)

They help to make the project economically sustainable and promote local agriculture by inviting people to participate in agricultural workshops and sell agricultural products in the harvest fest.

From the discourse analysis of the annual report, Hong Kong Birdwatching Society is on the reformist side for the orientation on global resources, human—nature relationship and stance on economic system. As for governance, Hong Kong Birdwatching Society is on the conservative side, and inclines toward maintaining the status quo for social power structure.

#### *5.3.4.2 Discourse Articulated by Earthwatch Institute in 2014*

The Hong Kong office of Earthwatch Institute does not produce their own annual report, but they follow the direction of its global network. The annual report used for discourse analysis is from the global site and describes the overall direction of the Earthwatch Institute network. Based on the annual report from 2014, the organization's stance on global resource is on the reformist side that they intend to stretch the limit on natural resources through careful management and innovation.

The business imperative to recogni[z]e and address environmental issues is increasing. For companies to continue to meet consumer and investor demands, they must play a leading role in better protecting and managing our natural resources. (2014 Earthwatch Institute Annual Report p. 3)

As for governance, Earthwatch Institute takes on a reformist position where they believe in giving power to local and regional levels of government to handle environmental issues. They engage in projects that share power with the local government in the form of partnership.

GIS maps of the study area [the Atlantic Rainforest] created by the Earthwatch team enable the researchers to model land use scenarios and conservation priorities. This approach has attracted the interest of the local and regional government as they look to develop policies on Payment for Ecosystem Services and creation of ecological corridors. This project forms part of the Aligned Programme of the BAT Biodiversity Partnership. (2014 Earthwatch Institute Annual Report p. 16)

For human—nature relationship, Earthwatch Institute takes on a reformist position where the organization intends to connect people with nature to make them part of nature. Their approach integrates humans with nature not only physically, but also mentally.

Earthwatch believes that a powerful and crucial step is to help people connect with nature in a way that is valuable, meaningful and inspires them to take action. (2014 Earthwatch Institute Annual Report p. 3)

For social power structure, Earthwatch Institute leans toward the stance of decentralized power as they intend to empower the people to act upon the environment. They believed in the power of the people and intend to mobilize and empower them.

Looking ahead, we want to invest some of the funds raised through the success of our corporate partnerships to increase our impact by giving opportunities to as many people as possible to engage with our work. We are in the process of setting up a new citizen science project, which aims to involve the public as well as some key groups such as teachers, in order to begin to meet this aim. (2014 Earthwatch Institute Annual Report p. 18)

As for their stance on economic system, Earthwatch Institute is on the reformist side as they do not intend to overturn the economic system. The organization acknowledges people's livelihood depends on the economy, but the system has to consider its environmental impact and the cost to the environment.

Chairing the event was Vice Chair of the Earthwatch board, Dr. Mark Collins who said: "This is, in many ways a big success story as we all enjoy the benefits of the products of the oil palm and many people have been brought out of poverty through growing it. But this means there are questions, difficulties and trade-offs of an environmental nature in particular." (2014 Earthwatch Institute Annual Report p. 11)

From the result of the discourse analysis, Earthwatch Institute takes on a reformist stance on global resource, governance, human—nature relationship and economic system, and believes in decentralized power on social power structure.

#### *5.3.4.3 Discourse Articulated by WWF HK in 2014*

Based on the annual report published by WWF HK in 2014, WWF HK takes on a reformist stance on global resources as they acknowledge the global limit but work to stretch the limit by careful management and innovation:

In Hong Kong and mainland China, WWF works with different sectors of society to create changes in behavior, promoting a “consume less, consume wisely” mindset, which will eventually reduce our overall Ecological Footprint. This will help ensure the long-term sustainable use of natural resources, a reduction in greenhouse gas emissions to limit the global temperature rise, and the avoidance of dangerous and irreversible climate change. (2014 WWF HK Annual Report p. 17)

WWF HK’s campaign on promoting a wise-consumption mindset is an effort to stretch the use of resources within the global limit.

As for governance, WWF HK takes on a reformist approach where they bring public into dialogue with the government on environmental issues:

Through constant dialogue with the public and the government, we helped incorporate the Tai Long Sai Wan enclave into Sai Kung East Country Park. We also ensured development was minimized in three other enclaves in Hoi Ha, Pak Lap and So Lo Pun. (2014 WWF HK Annual Report p. 7)

Our “Vote Ruby” campaign gave society insight into the difficult lives of Hong Kong’s Chinese white dolphins. We also engaged the government and other stakeholders in discussions about the impacts of the third runway project and other reclamation work on the dolphins and the marine environment. (2014 WWF HK Annual Report p. 7)

Both campaigns on Country Park and Chinese white dolphins engage the public and raise their concern for the environment. The campaign empowers the civic society and enables the public to push for change in the decision making process.

For human—nature relationship, WWF HK also maintains a reformist stance where they acknowledge humans as part of the nature system and that the two should live in harmony. WWF's stance also intends to bring the public closer to nature to reconnect people with nature. The stronger bond will encourage people to be part of nature and be in harmony with it:

We would like to extend our heartfelt thanks to all of you for allowing us to fulfil our mission, and for helping to create a better future where humans can live in harmony with nature. (2014 WWF HK Annual Report p. 32)

The innovative “Nature Adventurers” series of programmes was launched, providing opportunities for children to enjoy interesting close encounters with nature, helping them to appreciate the importance of the natural world. (2014 WWF HK Annual Report p. 25)

As for social power structure, WWF HK inclined toward maintaining the status quo where the democratic society is preserved with the government taking up the responsibility in environmental protection. WWF HK's marine campaigns pressure the government to push for change, showing the organization acknowledges the power of the government as the biggest driver of change in the society:

The government's commitment to designating the Southwest Lantau and Soko Islands Marine Parks by 2017 is a solid first step to preserving this beleaguered species...hope that the coming years will see a greater commitment from the government to this important species. (2014 WWF HK Annual Report p. 6)

WWF HK's stance on the economic system is on the reformist side where they have no intention to overturn the capitalist system but to optimize it with the inclusion of environmental cost. WWF also works with the business sector to make the economic system more environment-friendly:

As a pioneering advocate of carbon reduction in the business sector, our Low-carbon Office Operation Programme (LOOP) and Low Carbon Manufacturing

Programme (LCMP) promote carbon reduction practices to companies in Hong Kong and manufacturers in the Pearl River Delta. LOOP- and LCMP-accredited companies have collectively avoided over 50,000 tonnes of carbon emissions since the programmes' inception five years ago. (2014 WWF HK Annual Report p. 6)

From the discourse analysis on the annual report, WWF HK takes on a reformist stance on global resource, governance, human—nature relationship and economic system, and for social power structure, the organization tends to maintain the status quo.

#### *5.3.4.4 Discourse Articulated by Greenpeace HK in 2004*

According to the annual report published by Greenpeace HK in 2014, Greenpeace HK takes on a reformist stance on global resources as they acknowledge the global limit while working to stretch the limit by careful management and innovation:

...we are pushing for the fishing industry to adopt sustainable fishing practices and for governments around the world to create marine sanctuaries. (2014 Greenpeace HK Annual Report p. 6)

Greenpeace HK's marine policy respects the carrying capacity of the fish population but also believes the fishing industry can be sustained with careful management.

As for governance, Greenpeace HK's stance is between reformist and progressive as the organization intends to mobilize people to act for the environment and empowers their involvement in the decision-making process. Their stance is shown in their Save the Arctic campaign:

We met up with United Nations Secretary General Ban Ki-moon in New York in September to present him with a petition calling for an Arctic Sanctuary and signed by more than 6.5 million people as part of our Save the Arctic campaign. (2014 Greenpeace HK Annual Report p. 10)



Growing global support for an Arctic Sanctuary started in March when the European Parliament passed a Resolution promoting strong protection of the Arctic region and calling for the establishment of a Sanctuary in the high seas region around the North Pole. (2014 Greenpeace HK Annual Report p. 11)

The organization also maintains a collaborative relation with government and business in pushing for environmental protection:

We are developing our corporate campaigning capacity in Hong Kong to influence companies, and their investors, brands and channels. In South Korea, we organized surveys and discussions with the public to learn about their concerns. Their input led us to launch our coal and PM 2.5 campaign in the country this year. (2014 Greenpeace HK Annual Report p. 5)

For human—nature relationship, Greenpeace HK is between reformist and progressive where they connect the fate of humans with the fate of nature so leaning toward an ecocentric approach to ecosystem and the environment. However, Greenpeace HK is not all ecocentric and places nature on the same par as humans since the organization still concerns itself with resource use and maintains that use of resource with careful management is preferred.

We are entering a critical period for environmental protection. With myriad threats stressing the fragile balance of our planet, the decisions we make now will shape our climate, water, forests, and oceans for years and years to come. We at Greenpeace are responding to this urgency, with preparations and planning well underway. (2014 Greenpeace HK Annual Report p. 5)

In terms of social power structure, Greenpeace HK takes on the stance of decentralized power where they believe in local action and local engagement, giving power to the local communities. The organization takes on a bottom-up approach which mobilizes people and businesses to act for environment protection instead of relying on the government. It signifies that government is not the only force that can mobilize change in the society.

We are excited to be taking on greater responsibility and initiative. For example, we have already helped lead the global Detox fashion campaign, targeting toxic pollution from clothing factories. This transition will require a lot of hard work, but we believe the result is worth it: more local insight, more local action, and more local engagement on the world's most pressing environmental issues. (2014 Greenpeace HK Annual Report p. 5)

As for the stance on economic system, Greenpeace HK is on the reformist side where the organization does not intend to overturn the capitalist system. The organization's approach is to use market tools to enhance the capitalist system such as giving businesses incentives to adapt sustainable practices.

We also advise investors about risks connected with environmental issues; using the market to drive positive change. Our campaigners work closely with businesses, investors, officials and political leaders, pushing them to choose environmentally-friendly and sustainable practices. (2014 Greenpeace HK Annual Report p. 4)

From the result of the discourse analysis, Greenpeace HK takes on a reformist stance on global resource, governance and economic system, while standing between reformist and progressive stance on human—nature relationship and believes in decentralized power in the social power structure.

#### *5.3.4.5 Comparison of Discourse Articulated by Conservancy Association and its Affiliated Organizations*

The following table shows the comparison of the discourse articulated by the Conservancy Association and its affiliated organizations along with the relationship type, means and strength maintained.

	Conservancy Association	Hong Kong Bird Watching Society	Earthwatch Institute HK	WWF HK	Greenpeace HK
<b>Orientation on Global Resource</b>	Reformist	Reformist	Reformist	Reformist	Reformist
<b>Governance</b>	Conservative	Conservative	Reformist	Reformist	Reformist
<b>Human—Nature Relationship</b>	Reformist	Reformist	Reformist	Reformist	Reformist-Progressive
<b>Social Power Structure</b>	Status Quo	Status Quo	Decentralized Power	Status Quo	Decentralized Power
<b>Stance on Economic System</b>	Reformist	Reformist	Reformist	Reformist	Reformist
<b>Relationship Type</b>	n/a	Cooperative	n/a	Cooperative	Cooperative
<b>Cooperative Means</b>	n/a	Strategic	n/a	Strategic / Opportunistic	Opportunistic
<b>Tie Strength</b>	n/a	Strong	n/a	Weak	Weak

**Table 27: Discourse articulated by Conservancy Association and the affiliated organizations in comparison with the relationship type and tie strength**

From the findings, the closeness in discourse does affect the interaction strength and cooperative means between the environmental organizations. In terms of similarity in environmental discourse articulated, Hong Kong Bird Watching Society and the Conservancy Association share the most similarity since they are on the same progressiveness level for all five attributes. This is followed by WWF HK, which shares similarity in four of the five attributes, with only different views on governance. Then comes Earthwatch Institute HK whose stance on governance and social power structure shows difference. As for Greenpeace HK, the organization articulates a somewhat different discourse with the Conservancy Association with only their orientation on global resources and economic system showing similarity. Out of the four selected organizations, only Hong Kong Bird Watching Society holds strong tie strength with the Conservancy Association and it happens that both organizations are most similar in the discourse they articulate. Comparing with the discourse articulated by the Conservancy Association, discourse articulated by WWF HK and Greenpeace HK showing different views on much of the attributes and the two happened to hold a weak tie strength with the Conservancy Association. It seems similarity in discourse does have an impact on the tie strength between two organizations where organizations with most similar discourse maintain a strong tie and organizations sharing a somewhat

different discourse maintain a weak tie. However, since the Conservancy Association takes on a friendly and collaborative approach in the policy network, they have maintained a cooperative relationship with almost all the selected organizations. For that, it was unable to draw any conclusion on the impact of cooperative mean on tie strength between organizations in the case of the Conservancy Association. The findings from analyzing the inter-organization relations in the Conservancy Association did not contradict the findings from the analysis of the David Suzuki Foundation and its affiliations.

## 6 Discussion

From the data analysis on the David Suzuki Foundation and the Conservancy Association, this chapter will discuss the findings and their significance on the framework of organizational discourse and inter-organizational interaction. Limitation of this study and recommendations on future works will also be discussed in this chapter.

### 6.1 Conclusion

From the data analysis on environmental discourse and inter-organizational interaction, it has been found that there is a correlation between discourse similarity, cooperative means, relationship type, and tie strength between two environmental organizations. The correlation between relationship type and tie strength is observed in the data from the David Suzuki Foundation where integrated type is associated with strong tie strength, cooperative type is associated with a strong and a weak tie strength, and an arm's length type is associated with islands category of tie strength. As for Conservancy Association, the organization has taken a unified relationship type with other organizations, therefore we were not able to observe the correlation between relationship type and tie strength from the data set. However, the data from the Conservancy Association did not falsify the findings from the data analysis of the David Suzuki Foundation. The findings suggest a direct effect of relationship type on tie strength as a more integrated relationship type would associate with stronger tie strength. As relationship type is modified from Golicic and Mentzer's (2006) typology and tie strength is modified from Reuf's (2002) model, the direct effect of relationship type on tie strength confirms that Golicic and Mentzer's typology is compatible with Reuf's model in measuring relationship between non-profit organizations.

Cooperative means in this research refers to the organizations' relationship: is it built on a strategic or opportunistic approach. The correlation between cooperative means and tie strength is observed in the data from both the David Suzuki Foundation and the Conservancy Association. In both data sets, strategic relationship is associated with strong tie strength, and opportunistic relationship is associated with weak or islands category of tie strength. The findings from both data sets suggest a direct effect of cooperative means on tie strength where strategic relationship points to a stronger tie strength and opportunistic relationship

points to a weaker one. The data also points to a possible correlation between strategic relationships and trust, but a conclusion cannot be made from the existing data sets. Out of the three organizations that hold a strategic relation with the David Suzuki Foundation or the Conservancy Association, two of them were considered as holding a very high integrity and treating other parties in a totally fair and just relationship. One exceptional case is with Greenpeace HK since they have maintained an opportunistic relation though the Conservancy Association regarded Greenpeace HK as holding very high integrity and treating them in a totally fair and just relationship. The sample size of the data set may not be able to draw a significant conclusion on the correlation between strategic relationships and trust.

Other than relationship type and cooperative means, both data sets from the David Suzuki Foundation and the Conservancy Association also suggest the correlation between discourse similarity and tie strength maintained by these two organizations. However, the correlation between discourse similarity and tie strength is not as strong as the direct effect of relationship type and cooperative means on tie strength. In the data set from the David Suzuki Foundation, the Ecology Action Center is articulating a discourse with similarity with the David Suzuki Foundation on four out of the five attributes and is associated with weak tie strength. Two other organizations, Canadian Parks and Wilderness Society and Living Oceans Society are showing similarity in discourse with the David Suzuki Foundation on two and three attributes and are associated with strong-tie strength. The organization showing islands category of tie strength is sharing only one similar attribute in discourse with the David Suzuki Foundation. For the data set from the Conservancy Association, the organization holding strong tie strength is sharing similarity with the Conservancy Association in all five attributes on the discourse articulated. The other two, both maintaining a weak-tie relationship with the Conservancy Association, one is sharing similarity in four attributes and the other one shares similarity on two attributes on the discourse articulated compared with the Conservancy Association. The findings show the general tendency that the more similarity in discourse articulated, the stronger the tie strength bonding the two organizations. However, the correlation between discourse similarity and tie strength is stronger when considered along with cooperative means. In both data sets, high similarity in discourse (at least two similarities in attributes) with strategic relations is associated with strong tie strength, high similarity in discourse while opportunistic relations is associated with weak tie strength, low similarity in discourse (only one or no similarity in attributes)

while opportunistic relations is associated with islands category in tie strength. The data shows that the interaction effect of discourse similarity on tie strength is conditional. Both sets of data point to the direction that cooperative means, comparing with discourse similarity, have a bigger influence on tie strength. When cooperative means is strategic, discourse similarity has a positive interaction effect on tie strength, where discourse similarity reinforces the positive relationship between cooperative means and relationship type. The findings suggest that discourse similarity possibly has an interaction effect on the direct relation between cooperative means and tie strength. Cooperative means become the key component for organizations with different discourse to establish a closer tie.

#### **6.1.1 Framework on Linking Organizational Discourse and Inter-organizational Interaction**

From the findings, discourse similarity, relationship type and cooperative means all have interaction effect on tie strength, and this section discusses the possible relationship between the variables that affect tie strength. The correlation between relationship type and tie strength is related to the origin of the concept of term relationship type and tie strength in this study. The concept of relationship type in this study borrows from the article “An Empirical Examination of Relationship Magnitude” (Golicic and Mentzer, 2006), where relationship type can be described as integrated, cooperative or at arm’s length in the literature. Whereas the concept of tie strength is borrowed from the article “Strong Ties, Weak Ties and Islands: Structural and Cultural Predictors of Organizational Innovation” (Ruef, 2002), where the author described strength of relationship as strong tie, weak tie and islands, Golicic and Mentzer (2006) in their literature mentioned that relationship structure can be interpreted as relationship type and relationship magnitude. Relationship type points to the degree of autonomy or conformity held in transactions between organizations. Relationship magnitude refers to the closeness and reciprocity of relationship and which shares similarity with the concept of tie strength in this study, which borrows from Ruef’s (2002) model. Tie strength in Ruef’s model measures the time, emotions, intimacy and services invested between two individuals to determine the tie strength in an inter-personal relationship. Golicic and Mentzer’s (2006) relationship magnitude looks at trust, commitment and dependence between firms to determine the closeness of their inter-organizational

relationship. Although the two frameworks target different subjects; one on interpersonal relationship, one on relationship between profit driven firms, the attributes in both frameworks that link the actors together in a relationship shows similarity. Golicic and Mentzer's model provides the foundation concept that relationship structure can be separated into relationship type and relationship magnitude, which is referred to as tie strength in this study. Golicic and Mentzer's model provides insight on relationship type and Reuf's model provides the background for studying tie strength. The model is further modified to create a new framework in investigating the relationship type and tie strength of non-profit organizations. As non-profit organizations behave differently from profit-driven firms in inter-organizational interaction, the new framework on interaction is not driven by profit and market share but by intelligence and influence. The findings from the study confirmed the connection between relationship types and tie strength and therefore verified the new framework.

As for the conditional effect of discourse similarity on tie strength, cooperative means becomes the key where the whole interaction is dependent on cooperative means. The concept of cooperative means is borrowed from relationship type which Golicic and Mentzer's (2006) original questionnaire showed in the part investigating whether the relationship is strategic or transactional. The concept originates from the business approach taken by business organizations regarding customer relations and supply chain management. Transactional relationship in Golicic and Mentzer's literature points to a relationship that is more opportunistic and sales driven, whereas strategic relationship points to a relationship with long term aims and connection beyond sales. In terms of non-profit organizations, Bowen, Newenham-Kahindi, and Herremans's (2010) literature on community engagement strategy provides an insight on the definition of strategic and opportunistic relationships in non-profit organizations. In the literature, transactional engagement is described as communications for information sharing in effort to reduce transaction cost and access to critical resources, whereas transformational engagement is characterized by joint sense-making, joint management of projects and community leadership in decision making (Bowen et al., 2010). Sharing similarity in Bowen, Newenham-Kahindi, and Herremans's description, cooperative means for non-profit organizations point to whether a relationship is sporadic and transactional or a relationship is held by long term aims, shared management, and specific shared objectives. Similar to transformational engagement, a strategic relationship



between environmental organizations is connected by a shared ownership of a specific environmental issue and a shared vision of solutions (Bowen et al., 2010). Discourse similarity provides a contextual background for environmental organizations to have common vision and objectives and to construct a relationship based on the commonality. Cooperative means is a general description on the pattern of shared vision and objectives in a relationship, and trust and respect are the possible factors that contribute to the cooperative means between the two organizations. Organizations do not feel they must protect themselves from other's opportunistic behavior under an atmosphere of trust (Jarillo, 1988). Other literature by MacMillian et al. (2005) has applied the model of relationship marketing in the non-profit sector to investigate the relationship between non-profit organizations and their organizational funders. MacMillian et al.'s research is based on Morgan and Hunt's (1994) model of how commitment and trust drives relationship marketing. In Morgan and Hunt's (1994) model, commitment as the intention and willingness to maintain in a relationship is influenced by relationship benefits, relationship termination costs, shared values and trust. Trust as another key factor in a relationship is influenced by shared values, communication and opportunistic behavior (MacMillian et al., 2005). The commitment-trust model gives an insight on relationships between non-profit organizations. Non-material factors are possible drivers of commitment and trust in inter-organizational relationship between non-profit organizations. In Morgan and Hunt's (1994) model, shared values influence commitment and both commitment and trust are key to successful relationship. The concept of discourse similarity in this research resembles shared values in the commitment-trust model which influence the commitment level of organizations in a relation, and trust and commitment is the key driver of cooperative means. The commitment-trust model partially explains the reason why discourse similarity interacts with cooperative means to influence tie strength, and discourse similarity is dependent on cooperative means to influence tie strength. However, the model describes relations in donations marketing where material benefits and transaction costs are involved, which do not perfectly fit into an inter-organizational relationship between non-profit organizations which are more likely to be driven by non-material benefits. For that, mechanism and factors on how trust and respect affect cooperative means in non-profit organizations can be further investigated.

## 6.2 Significance of the Study

The significance of this study comes in two aspects, academic and practical significances. The academic significance of this study lands on the theoretical aspect and investigates environmental organizations under a framework that is predominantly used for business organizations. It also links the theoretical gap between different concepts of interorganizational interaction on the macro level. The practical significance of this study is the framework and analytical tools used in this study and their applicability in other fields. Its practical significance also offers the possibility of the tool to enhance the interaction between environmental organizations and other social actors.

### 6.2.1 Academic Significance

This research looks at interaction between non-profit organizations under the lens of organizational interaction on the macro level. The field of organizational behavior on the macro level looks at the behavior and interaction between for-profit business organizations. As for non-profit organizations, there has been little research done on how to fit organizations into the organizational behavior on the macro level. Also this research shows a deviation on organizational studies from the norm of studying profit driven business organizations and their relations in the supply chain. Although non-profit organizations behave slightly different from profit driven business organizations, this study shows that non-profit organizations still fit into the framework of organizational studies. Studies on interaction between environmental organizations are mostly on their relations with government agencies, involvement in the decision-making process or as a driver of policy change. Literature examples include Draelants and Maroy (2007), and Scott's (1995) literature on institutional theory, Sabatier's (2007) advocacy coalition framework, Kuhn's (1963) paradigm shift, and Hall's (1993) punctuated equilibrium. Another major study direction in inter-organizational relations with environmental organizations is on their collaborations with business organizations and involvement in green supply chain which, for example, are listed in the literature by Westley and Vredenburg (2004), Hong, Kwon and Roh (2009), Chong and Shen (2012). This research deviates from the usual direction in the field investigating environmental organizations for their involvement in social movement or policy

network. This research looks at individual connections between environmental organizations and investigates their discourse in respect to the ideological spectrum.

### 6.2.2 Practical Significance

The progressiveness model of environmental discourse used in this research helps to distinguish the differences in the discourse used between organizations. The model provides a more detailed picture of how environmental organizations perceive different attributes in the human—nature interaction. The model shows that organizations' perspective on the attributes which reflect the difference and similarity between environmental groups is based on their progressiveness level on different attributes. The difference in progressiveness level means organizations might have envisioned the future differently but understanding the fundamental difference helps to bring different groups together. The similarity and difference in discourse can be applied to dialogues and negotiations to decide what issues are to be negotiated and what issues should be set aside.

This research also investigates the connection between discourse and inter-organizational interaction. The findings show how environmental organizations build connection based the similarity in discourse and type of interaction built. Government agencies and other social actors can have a better understanding of environmental organizations through the discourse framework used in this research and seek collaboration with organizations with greater common grounds. Based on discourse framework, environmental organizations can more easily identity their common ground with other environmental organizations by knowing their perceptions and expectations on different issues, based on their commonality toward the human—nature relationship, and different environmental organizations can seek to work towards a common future of deeper transformation and greater sustainability in the society.

## 6.3 Limitations of the Study

This research is based on several stance points and assumptions on discourse and inter-organizational interaction. These assumptions caused a few limitations in the study and they can be classified into practicality limitations and assumptions made.

### 6.3.1 Practicality Limitations

This research traces the discourse progression in environmental organizations. However, the documentary research is based on annual reports. Data obtained would look like a series of segregated snapshots instead of a linear continual profile on the organizational discourse. The same applies to the section on inter-organizational interaction, where data can only provide a snapshot of the most recent interaction between organizations. The questionnaire on inter-organizational interaction can hardly provide a comprehensive longitudinal profile of the interaction maintained between organizations. For that reason, the discourse analysis section of this study can investigate discourse change in a longitudinal manner while the inter-organizational interaction section only looks at the most recent interaction maintained. Ethnographic study on the organization can provide a first-hand observation on the discourse articulated and interaction maintained by the organization in a longitudinal manner; however, given the limited time and resource, doing a longitudinal ethnographic study was not a practical option in this study. In this study, the limitation weakens the consistency and connection between the discourse and interaction sections, but the two sections each provide fruitful findings.

The selection of environmental organizations also is another limitation of the study. Given the limited time and resource, international environmental groups were not selected in this research. The scope therefore was limited to local environmental organizations and geographically limited to Hong Kong and Canada. Local environmental organizations have simpler organizational structure and greater autonomy in their campaigns whereas international environmental organizations have more complex organizational structure and local offices often are influenced by the international headquarters. Studying discourse and inter-organizational interaction on international environmental organizations would

consume more time and resources as one has to consider the difference between local offices, regional offices and the international headquarter.

Another limitation is the generalizability of the findings which comes from the qualitative nature of the study. The aim of qualitative studies is to give in-depth description of purposefully selected cases instead of generalized findings that are applicable to universal settings (Glaser, 2006). For that, the findings of qualitative research are case and context specific. To compensate for the absence of generalizability in the research findings which is inherent in qualitative research, transferability of the framework is highlighted in this research. The framework and analytical tools used in the research follow a codification system which is not only applicable to environmental organizations, but also to other non-profit organizations in other fields with modifications.

### **6.3.2 Assumptions Made**

This research focused on organizational interaction and has taken organizations as a unit of study. The assumption was made that environmental organizations are more powerful actors in the environmental movement and it is more significant to study those powerful actors in the field. As van Dijk (2006) points out, there are no private, personal ideologies and hence belief systems are socially shared by the members of a collectivity of social actors. Discourse as the tool to externalize ideologies is also shared by social actors. For that, it is easier to look at discourse at the collective level where we consider organizations as the social actors. Driven by collective intentionality, individuals in the organizations are assumed to have articulated to the collective discourse in the organization or have submerged into the role in the organization such that individual differences have minimal impact on the organizational level. Therefore, the study did not investigate the discourse or interaction at the intra-organizational level.

This research takes on the lens of organization theory and social psychology. Social psychology is in part the study of language for it is the most basic and pervasive form of interaction between people (Potter and Wetherell, 1987). For that, this research studies discourse and inter-organizational interaction through the concept of organizational behavior and intentionality. The lens applied in this research created the theoretical

limitation of this study as this research will not look at the other approach on discourse such as through the lens of political marketing and institutional theory.

## **6.4 Recommendations for Future Works**

This study has investigated the correlation between discourse and inter-organizational interaction; however, the mechanism of the influence of discourse and interaction are still unclear. Further investigation should aim to provide a broader understanding on discourse and interaction. One example would be investigating the nature and mechanism of cooperative means in non-profit organizations. Further research on how non-profit organizations come to the cooperative means they maintain with other organizations would provide the basis for investigating the mechanism that drives discourse and interaction.

Further studies on non-governmental organization can be studying the difference in discourse and interaction between local and international environmental groups and look into the cultural and geographical aspect of difference in discourse and interaction. The investigation of cultural and geographical difference in environmental groups also provides new insight into potential attributes that influence discourse and interaction. On the meso-level, that is connecting macro and micro level of organizational study, further research can also be conducted on the impact of discourse on organizational structure. The meso-level organizational research would bridge the gap between micro level which focuses on discourse exchange and interaction within the organization and macro level which focuses on discourse exchange and interaction between organizations.

Another area for future work would be tracing discourse change and its impact on inter-organizational interaction in a longitudinal study. This research investigates discourse in a longitudinal manner but was unable to track inter-organizational interaction in a longitudinal manner as well. Due to the absence of longitudinal data on inter-organizational interaction, it is difficult to compare discourse change with interaction change. An ethnographic study of organizations would provide longitudinal data on inter-organization interaction. To compare discourse change with interaction change, it is best to conduct an ethnographic study of organizations experiencing discourse change while tracking their inter-organizational

interaction in a longitudinal manner. Comparing longitudinal data on both discourse and inter-organizational interaction will surely provide more fruitful findings. This direction also paves the road toward understanding the mechanism of the influence of discourse and interaction.

## Appendix

### Appendix A: List of Major National Environmental Non-Governmental Organizations

CANADIAN ENVIRONMENTAL POLICY LINKS

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#### CANADIAN ENVIRONMENTAL POLICY LINKS + RESOURCES

##### FEDERAL GOVERNMENT

**Environment Canada** - develops/coordinates/implements env'l policies + programs for the Fed'l gov't

[Environment Canada Main Page](#)

[Environment Canada](#) ☐ [Pacific and Yukon Region](#)

[Environment Canada](#) ☐ [Prairie and Northern Region](#)

[Environment Canada](#) ☐ [Ontario Region](#)

[Environment Canada](#) ☐ [Quebec Region](#)

[Environment Canada](#) ☐ [Atlantic Region](#)

##### Parliament

[Senate Standing Committee on Energy, the Environment and Natural Resources](#)

[House of Commons Standing Committee on Environment and Sustainable Development](#)

##### Other Departments/Agencies

[Agriculture and Agri-Food Canada](#) ☐ [Environment and Sustainability Page](#)

[Canadian Environmental Assessment Agency](#)

[Commissioner of the Environment and Sustainable Development](#)

[Parks Canada](#)

[Department of Fisheries and Oceans](#)

[Indian and Northern Affairs Canada](#) ☐ [Environment Page](#)

##### PROVINCIAL/TERRITORIAL GOVERNMENTS

[British Columbia Ministry of Environment, Lands and Parks](#)

[Alberta Environment](#)

[Saskatchewan Environment and Resource Management](#)

[Manitoba Conservation](#)

[Ontario Ministry of the Environment](#)

[-Ontario Environmental Bill of Rights Home Page](#)

[-Environmental Commissioner of Ontario](#)

[Quebec Ministry of the Environment](#)

[Nova Scotia Department of the Environment](#)

[New Brunswick Department of Environment and Local Government](#)

[Prince Edward Island Department of Fisheries, Aquaculture and Environment](#)

[Newfoundland Department of Environment and Labour](#)

[Yukon Territory Department of Renewable Resources Environment Page](#)

[Northwest Territories Department of Resources, Wildlife and Economic Development](#)

<http://faculty.arts.ubc.ca/hoberg/links/can-env.htm>

6/29/2011



[Nunavut Department of Sustainable Development](#)

## MISCELLANEOUS GOVERNMENT

[Canadian Council of Ministers of the Environment](#)

[National Forum on Climate Change](#)

[National Roundtable on the Environment and the Economy](#)

[Ontario Round Table on the Environment and the Economy](#)

*- provides decision makers w/ info, views, etc on the current state of the debate on the env't & the economy.*

## ENVIRONMENTAL NON-GOVERNMENTAL ORGANIZATIONS

### National

[Canadian Endangered Species Coalition](#)

[Canadian Environmental Law Association](#)

[Canadian Environmental Network](#)

[Canadian Nature Federation](#)

[Canadian Parks and Wilderness Society](#)

[Canadian Water Resources Association](#)

[Canadian Wildlife Federation](#)

[Ecology Action Centre](#) ✓

[Ecotrust Canada](#) ✓

[David Suzuki Foundation](#) ✓

[Friends of the Earth Canada](#) ✓

[Greenpeace Canada](#) ✓

[Sierra Club of Canada](#) ✓

[Sierra Legal Defence Fund](#)

[The Canadian Institute for Environmental Law and Policy](#)

[The Canadian Society of Environmental Biologists](#)

[World Wildlife Fund Canada](#) ✓

*- facilitates cooperation & networking among non-profit, NGOs across Canada & internationally.*

*- no longer active*

### Provincial/Regional

[BC Env'l Network](#)

[Alberta Environmental Network](#)

[Bedeque Bay Environmental Management Association \(PEI\)](#)

[Federation of Ontario Naturalists](#)

[New Brunswick Environmental Network](#)

[Ontario Environmental Network](#)

[Prince Edward Island Eco-Net](#)

[Toronto Environmental Alliance](#)

[Union Quebecois Pour la Conservation de la Nature](#)

[West Coast Environmental Law](#)

**MISCELLANEOUS NON-GOVERNMENTAL ORGANIZATIONS**

[Alliance for Responsible Environmental Alternatives](#)  
[Canadian Association of Physicians for the Environment](#)  
[Canadian Environment Industry Association](#)  
[Environmental Studies Association of Canada](#)  
[Great Lakes United](#)  
[The Globe Foundation Canada](#)

**THINK TANKS**

[Canadian Council on Economic Areas](#)  
[Canadian Institute for Climate Studies](#)  
[The Canadian Ecology Centre](#)

**INFORMATION RESOURCES**

[Green Ontario](#)

**ACADEMIC RESOURCES**

- *Unnatural Law: Rethinking Canadian Environmental Law & Policy*  
David R. Boyd (Uvic) [\[Back\]](#)[\[Home\]](#)
- *Passing the Buck: Federalism & Canadian Environmental Policy*  
Kathryn Harrison (UBC)
- *Making Policy: A Guide to the Federal Gov't's Policy Process*  
Glen Milne  
[www.glenmilne.ca/makingpolicy.html](http://www.glenmilne.ca/makingpolicy.html).

\* CPRN - Can Policy Research Network - no longer active

## Appendix B: Interview Note from DSF 2011 interview

Interviewee: Community Leadership Coordinator

Conservation Objective:

- Stay interconnected and interdependent with nature
- Facilitate interaction between people and nature

Relations with Government

- Make policy recommendations – do collaborate with the government
- Seek influence through public opinion – engaging with the public
- Engage in dialogue with the government
- Sometimes do policy shopping – lobby the government for change
- Work with all three level of government – now focus on regional level and get regional support

Relations with Industry

- Sometimes cooperate – ex. Create a sustainable fishing industry
- Try to work with the industry but maintaining integrity comes first – only work with those who is willing to work together
- Partnership with other academic societies – ex. Work with the engineering society to research on the energy use in Canada
- Bring stakeholders together and make them work together on a issue
- Pretty isolated as a NGO – partnership with other NGOs is mainly project specific - no broad partnership at the moment

Views on Policy Network

- More opportunity for dialogue with lower level government – the higher up, the more difficult to persuade them for changes
- Try to make long term sustainable changes in policy – get public opinion, create an public environment that pushes for changes
- The foundation's experience: Former liberalistic mayor in Toronto pushed for changes in conservation and sustainable development, changed to a conservative one after election and most of the changes were reverted and effort spent were wasted
- Believed in limits to growth
- The foundation is experiencing a change in engagement style in policy network – used to solely engaging with the government, now advocate change in policy to include the general public in the dialogue – facilitate changes at the community level
- Used to be an expert advocate and advocate on behalf of the people – now changing to empowering the people – get them involved in decision making process
- Sometimes policy can do the work, but not all
- Working with the people, not just tell them what's the right thing to do
- Aiming to change the value and behavior of the general public
- Speak more to the people's value – try to strengthen their emotional attachment in the environment – ex. For the sake of sustainable job security, future generations etc.
- Active engagement in the behavior of the public
- Work with government to create incentives and impact on the public's values
- When people change their behavior, it reflects the change in their values

## Appendix C: Interview Note from DSF 2013 interview

Interviewees: Public Engagement Specialist (S)  
Manager, Public Engagement (M)

- Discourse Change?

Realization of direct engagement with government does not give a solid ground for policy change to sustain. Engaging with the public helps to advocate a mentality change in people and they voice out or even further push for change in the government.

Organizations may realized that we haven't engage the public enough for them to have a strong voice to want as much as to push the government to have no other way but to do what people want, and the people want is what David Suzuki foundation is advocating, which is in the good for the environment.

Carbon tax can be a good example, the BC provincial government in the last two elections adopted the carbon tax because of environmental groups pushed really hard and they really adopted what we think are the good things to do

But the same level of provincial government or government later could decide maybe carbon tax is not such a good thing, but David Suzuki Foundation thinks they actually succeed in the last election by engaging the public. Especially in Canada because of the multi-cultural component that can really survive the economy than anything else.

What David Suzuki Foundation were able to do is to get the people be excited about the carbon tax again. The framing we use is that you need economy but you also need environment and in BC they are actually interconnected. You can only have good economy if only you have good environment.

That message went through, in the most recent provincial election, the BC voters did not attack the carbon tax to the extent that gave a license to provincial government to say that we don't need it anymore.

We still lost ground because the provincial government decided that we need to calm the carbon tax but they did not scrape it and in fact there might even be a renewal right now.

The people are powered them to do so and the direction is pointing to the right thing that we are doing. Unfortunately government is not much reliable.

1:40

Things are getting more unexpected and there are going to be more fallout from climate change, we will start to see vast interests. The backlash that we will likely to see will grow and we are already starting to see it.

The environment is an input in the economy, a lot of environmentalist do not like to say that because it is very monetarian, utilitarian and self-interested focus. But the fact is we don't have an economy without a healthy environment.

Years ago I work for an organization and there is a saying that environmental degradation is a form of poverty. We call people's attention into the fact that you could have all the money you want in the bank but if you live on a denuded landscape where there is drought, where you cannot grow food and there is no life around you and you are impoverished.

- How the organization frames its message?

And to frame it that way, part of the question is how do you frame it, what is the framing, the framing has to be, one thing in the environmental movements is that people has to be in the frame, making the environment and other things out there that we protect and put walls around, didn't really worked. Any more than child welfare worked that way or any indigenous species, anything, and that is not a message about interconnectedness. So we allowed people to be visible within the environmental message is really important in framing.

Another thing, the fact that actually understanding that it's not just about messaging all together, it's actually we are a part of that, so we've done work in the past few years on understanding that human and animals are wired to the nature. And when we don't have nature, we perish, we start to have stress and health problems and mental illness. (shown) in all sorts of fascinating research.

Increasingly, it is pushing all of us to understand that we can have a message say go out and be in nature. Connect with it and you will start to be a different person. Then we hope and trust that you will also start to love this thing and reconnect with it. And when you do, you start to understand how you can delegate this and still behold.

4:40

It is a really big shift, it is out of a scientific rational framing of if we can limit pollution to the x parts per million, we'll be alright. Because on air pollutants we need to know what the x parts per million is, so that is the environmental movement is really all about, and we had good successes but it didn't bring us back around from our own voice of nature.

We have been on a learning curve around this, the more that we gone down this path of it, the more that we will have our own epiphany. But it doesn't mean is science has become unimportant. This organization particularly struggles that we can't go all the way to just that, our strong credibility comes from strong science, from a figurehead who is a scientist, from the ability to understand and connect with the science based message.

- Is it a gradual change?

It is a gradual change and it is organic, that is the thing that we all believed in.

Dr. David Suzuki, our cofounder here, and one of the things he has been talking a lot about this year is this change of people's attitude, which is really important because even he was surprised that when 20 years ago when he started hugging trees in \*\*\* to stop the clear-cut logging, they thought they already won the war so it's all done and we don't need to worry about it again. But he said it's all coming back again now, it's kind of like a ?? (7:04) and this government starting to have these new policies and it's like going back to square one. So he gets frustrated but at the same time he also thought about what is going on so he comes to a realization and he shared with us that what we are really missing was that in between that last victory and the years that went by, what about the people's attitude, that if we actually done a good job in making sure that people understand it's not just for the one time, the two time, but it's the whole process that we need this ecosystem for all of us to thrive.

Going back to what the public engagement manager were saying that connecting with nature side of our work, some people might think in the city that it's kind of like a soft campaign, but if you look at the statistics, the stress level, the mental problem, and especially because we are at the middle of our fall family challenge, the most interesting thing that I found, very often when we do our regional campaign, environmental issue are always not the top priority for immigrant community, because they are new-comers, they are too busy, they need to manage their lives.

M: but it is also the environment why they come here

But at the same time when we are putting together the fall family challenge website, statistics from Immigration Canada that 20 percent or more of immigrants are stressed out. 20 percent is not a low number, they are all stressed out but at the same time they are all refusing to get close to nature.

We are trying to experiment with what if we put you in nature and see if that actually changes. I think people need to see the benefit of how is that going to benefits me, what do I get out of it, not being materialistic but unfortunately we do need that.

M: at least for the first step, you have to have the message like all the other marketing messages.

So people do see that and that goes with our credibility that is we ask them to do things, not as sales pitch, of because we have tried it and we know it worked, and we are now recommending it to you by old way of sales pitch by the word of mouth. I would not tell you to do something unless I have gone through with it and it benefits me.

9:52

M: Going back to the organic shift in the organization, it mirrors to some extent David Suzuki's shifting, because of his story in Haida Gwaii and the logging campaign. Somebody there made a comment, if they cut down the trees, then we'll be just like everybody else,

because their identity is so linked to the part of that landscape and they have been there for thousands of years.

For David Suzuki, that is the real moment for him went back to look up at the documentary and tv and it really hit him that it weren't just things that we won't have trees, they were saying that we will not be the people we are. Who we are, is of this place and it clicks for him how just connected we are. From that he wrote the declaration of interdependence

11:14

I don't know what came first but that declaration of interdependence was an important statement shows his trajectory of going from pure science, he has a major epiphany when Rachel Carson wrote Silent Spring. He read it and the scientists can't went mute, this is real and he becomes an environmentalist, then he becomes a humanist, and a holistic thinker about environmental health. So the organization is led in part by that thinking.

12:04

I think there are two things, one is the failure of traditional approaches, and we can see that policy alone, it can accomplish so much but it also can be so quickly undone. So there is another driver about even understanding what it is we are trying to articulate to ourselves, from there, I think what we've learned is, this is been proven, not just us, is people don't necessarily change behavior based on information. Like they don't stop smoking because they know it's bad for them. They need something else, so often that something else is an experience of a different way or an experience that can't be articulated.

All of that is pushing the organization to reach into homes, into homely framing, and we just learning it with people lately.

S: I think one of things all the same line that they put as written about in one of the science matter is the fact that being an environmentalist is not a career, it's not a job, you cannot like learn the skill and go work as a financier or lawyer kind of thing, but it is that whole package. So if you think you going to join the job in the world of environmentalist like a professional or a career, that is not what we are talking about.

13:36

M: And there is another big piece that has informed us has been the rising understanding that the inequitable distribution of wealth and social injustice fuel environmental decline. Again, if we need people out of the equation, we may have a big patch of polar bear somewhere, but we'll never be confident that the resources they need and the resources we need will be stewarded for future generations unless we know our future generations aren't going to be experiencing growth inequity, so the rise of social justice in the environmental movement and the understanding is taking many people questing to get there, the interconnectedness of all issues given rise to much more understanding that we need to

transform society in a whole, even though transformation is really hard to know what is aiming at, we will probably not be around to see the ending. But it isn't all about fixing the pollutants we're creating in this one policy, it is much more on the understanding that the human enterprise on this planet is coming to a point has really have to figure itself out because we're up against the wall now.

So I think it got into a much bigger discourse but is much richer, I find it much more compelling. I have never been personally all that repelled by the stop the logging on that road type of action, but I am so glad those people did them, and so glad it happened and all of those continues to happen, but it's exhausting to me to try to be at the right next spot for the right next blockade, and hit the right next politician with the right next message to tip their balance. I am much more sort of think, wait, let's get way back, and really think about who we wanted to be.

15:53

The second part of the question totally changes the dialogue you have with others because I favor less of this organization on how I understand how it worked in the first ten years, I was much less in the fight and battle mode and much more in the who could be our strongest partner and how do we talk to others so that we see each other's issue like the same like. And what sort of holistic solution that will solve many problems so all that has changed who we partner with and who we talk to, and we're slowly accepting that it's much less about generating proposal and the solution and be directive, and more about saying come into relationship with us and experience this different way of being and help us understand where we need to go.

17:04

I am not sure if the whole organization is there yet, but I think we understand that kind of what we are doing

S: Just to clarify, if we have a shift in policy that I certainly don't feel it, even if we shift from engaging the government to more engaging the public, this is an organization that will not take money from the government, which is our policy from day one and that gave us the freedom to really think inward what do we wanted to do. To me, I was always educated with the first part of my work when I was with my climate team because I came to the organization as a new direction off that is added to and so far I can always proudly go out and tell everybody that we are the only organization with the multicultural program that allow us to be more inclusive because Canada is diverse and that there are groups and people out there that are too new or too busy, immigrant background that they may not have enough cultural background to understand why are we doing this and what are we doing. So we are the organization that actually make that happen and to include everybody into this family.



And the interesting thing when I talk about the environmental justice side of work, I was always told when I was in climate back in 09', the director and also David was in the UN climate summit and that was when they realized that in fact the victim, the people who got hurt the most by climate change were in fact the non-polluters. None of those people did anything. And coming from Hong Kong, we do know there are islands around in the southeast Asia area that they are the verge of being drowned with sea level rise and Guam and Philippines is ongoing with enormous flooding, but if you look at the people, they are the farmers and very low-tech, they definitely did not create any of the pollution so why should they be punished.

I think that is exceptionally important, especially for the population in Hong Kong, that when your piece comes out I hope that the Hong Kong population could set with something that is extremely foreign.

19:48

I grew up in Hong Kong until I was an old teen then I left Hong Kong. At least for my generation, when I was living in Hong Kong I was never taught to care about what is going on with the third world but to how is she going to service me. I think it is important to let the Hong Kong population know that we are all interconnected, and that what we do, and we are the guilty party, maybe we are not paying the price but then we are hurting the people who have not done any of those things. And that is something that will be really important and for the Hong Kong society to be a better society because if they are going for the democracy side of things and without having this entire thinking and attitude, then change is not going to be sustainable democracy because there is no foundation.

20:47

M: We're seeing the same kind of decline in the United States, in a sense of social connectedness, a book that's get pointed to a lot is called "bowling alone" by Robert Putnam, it basically tracks things like the decline of bowling clubs, and the decline of those sorts of social engagements. Those sorts of self-engineered social activities have plummeted in the United States. So people are less and less having experience of being connected to each other. To do a bit of volunteer work, call everybody to tell the time for the game, all that stuff. And we also spent higher consumption based on individual desire, individual accomplishment, that's what to create a marketplace that the United States set out to create to fill the gap after the war to keep consumption or production moving. We've really pushed the identity of what it means to be a human being to a whole different place from what we were for ten thousand years which were a group animal.

22:17

And I think that coupled with our technological power, and the exploitation of fossil fuel, that became the perfect storm. So the fossil fuel is up there in the atmosphere and it's about drawing back the idea of what it means to be a person on this planet back from a exultation

of the individual at the expense of everybody else into more of a sense of service, connectedness, interdependence, and to understand that you cannot be truly well and whole unless other people are also. But only part of the environmental movement that is talking this way, but is increasingly a significant part and it is a good place to be because it allows you to talk to business and allows you to talk to a whole lot of other interests that it shakes off the label of environmentalist, which like any label, it's a narrowcast kind of thing. Why should everyone be an environmentalist, why should everyone be a feminist, if you want to be well.

This concept of how do we reformulate the parts and how do we put things back together, I know a lot of business are doing this too, saying what is the true purpose of my company, it is just to produce riches or is it to produce livelihood and to provide value and to create relationship through exchange. Not all are saying it that way but increasingly more business people are saying, I'm in the business of selling widgets, and I find that good but is it the only thing I wanted to do with this enterprise, so we're getting a lot more social entrepreneurship, at the least, companies that think about their community impact. Lots of things are changing in a good direction, but the vast interest of our current system we have are pretty strong.

25:02

- Change: Top-Down or Bottom-Up?

S: It's a realization first, the realization that what we thought was done was actually not quite done. It's we don't have that strong foundation in people's mentality. One of the things we constantly talk about is the consumption side of things. But then the thing is, when we're consuming, are we consuming for what we need or are we consuming to waste. Reminds me of the radio talk show that I was invited in, talked about all the energy we need to get from Canada. All the statistics showed, especially in the western world, all the food we produced which we use a lot energy to produce, we actually waste a third of them for thrown away. So imagine that all that energy we used were thrown away, and then we have other parts of the world that is bearing the consequence of our waste, our use of energy, the carbon emission that we created, they don't even have a place to live and no food to eat. And something is extremely wrong, so I think the change of attitude is needed, at least for our organization, the things that don't add up, why we are buying all these that we don't need and will throw away in two years' time. Sometimes in big sales, things are a small portion of their normal value so people would be attracted by this sales pitch and buy, it's almost like hypnotic, it's a cue, but then they got all the stuff and go home, and they don't use it. For the change of attitude we need to change with what we are doing. Why are we buying all these, going to all these sales, where we don't really need anything.

I went to Cannon beach, spending only 12 dollars over the trip while going to the ocean, connecting with the nature. On our way back we see long lineup at the custom with people carrying bags and bags of stuff got from the outlet, thinking if the stuff they got they'll ever use them. I was proud and happy with enjoying the beach while didn't buy anything unnecessary. I think that give you a lot of satisfaction and think this would be an epiphany

moment, if you share this with the Hong Kong population, I think a lot of them would be hungry for this brand-new thinking, maybe not brand-new but just dormant, it's just sitting there for us to realize.

29:17

M: I think the top-down and bottom-up question, it would probably kind of both, but partly lead by David Suzuki and the board, of the long term solutions project. It started as a ....a big thinking that frame up the statement about interconnectedness and interdependence. But meanwhile everybody works in the organization have the epiphany of what he's talking about. So we're all people within the system and I don't want to waste my time on stuff that doesn't work. And this is not an organization only live up to what David has to say, he gets challenged all the time, but when we actually talk about this is because we actually believe in it, because the people who work here is not that of a robotic type, which will take in anything. I think there still people in here still think this engagement is a waste of time, it's fluffy and not clear how it has impact and it's a leap of faith, they prefer to seek policy maker and have a discussion and plan out policy approach, which is good, because we need that too. But I've been surprised how much the people have been perceived might think that way, have realized a lot of what they have been doing is engagement, people are policy makers.

Again it's an organic change, leadership at different level and different time. Another thing that has happened bottom-up is that there is been enough room for people to be on an entrepreneurial on how they did things. A numbers of years ago there was David Suzuki Digs My Garden campaign and that was popular, also the Nature Challenge, ten steps you could take etc. But I have heard from someone else that six, seven years ago, when u said engagement, all it meant is sending all these related reports to the MPs in the parliament. Then people within communication start to try these different things, they learn from them and gets interactive and it comes from both direction.

32:55

S: I think that we do face pushbacks and what we do with public engagement is asking people top be patient in a very impatient world where we so used to have immediate results. But public engagement the way we practice is not getting that immediate result.

M: There are some environmental groups really don't have much budget spending, so lot of the funding is from the project that they have planned to do and it's the things like a funder got a strategic plan, that have decided that they will look for groups that will do salmon habitat, or there's a group that study strategy in it and the thing we need is a natural capital policy. This organization has lots of general donors that there is money for fairly renowned in communication and public engagement area, with funding that we can decide what to do. That we have a lot more space for the kind of patient and a little bit of faith that if we offer things to people, see if they go with it, we can learn from that and hope to do better, we can experiment with it in this space. So not sure every environmental group has the leeway to do

that, and it is an important shift even for itself to say we don't know all the answers. Thought we need to change the way we operate, because we are just a part of the operating system too.

My personal take on the nonprofit sector is that it is completely the free market plug for externality. Externalities are the things that the market doesn't address, market failures, so there are market failures all over the place because the market doesn't effectively deliver nutritious breakfast to impoverished children. Non-profit groups that says this has to happened and no fore-profit businesses will supply it, so we'll do it and a charitable system will set up to allow these market failures, gap responses to be shepherded in the charitable sector. I note that the whole charitable sector in the market attempt to fix what's broken, instead of fixing market system. Slowly we started to see we actually needed to get out there into the whole landscape, we can't just operate under this umbrella in the no-profit sector, in the environmentalist sector, in a separate world where we try to create utopia for one kid or one salmon, and this is much more a bigger question. So we don't change the way we operate too, we still not getting there, but that's the challenge.

36:55

- Change of perception lead to change of connectedness to other group?

M: We still work in a lot of places we traditionally did, when u get into some of the more targeted project works. The seafood project, they are collaborating in some really big sectorial collaboration and long-term partnerships. But increasingly we also talk into a space traditionally in the economic development and growth and so we are trying to understand that this message connected to so many other messages about who we are, what's going on, what's good and what's bad, and we're seeing more connection. We are still working with a lot of (saying? 38:07) group that we traditional have but I think we're trying not to be in an isolated tent, and we are trying not to define ourselves by those who are with us, but those who we can have any kind of conversation with.

We might see more potential in partnership with unlikely alliances than traditional we did. Early environmental movement was running in with first nations then they came around to understand in developing relationships. Up the coast the David Suzuki Foundation was part of the big project where years ago, they created the great barrier forest agreement with the first nation government, provincial government, federal government, industry and environmental groups. These has been very formative experiences in understanding that there can be common ground, and the more we found put on common ground, the more we realized there's probably more common ground out there until we ask the question or open the door that we don't find it.

I think it has changed our approach, the discourse early on with unlikely group has informed approach and has created an organization that's increasingly open to a tangential discourse, and the more tangential discourse there are, the more we realize it is actually our discourse.

This is part of where we need to be but other groups targeting social justice or city poverty, can all work together, groups that complement each other.

40:17

S: We have an expertise on the environment and we have the authority, because people do listen to us and open up to us, then we have the CCPA, Canadian Central Policy Alternatives, I think even with the right to help the environment with the eco-justice side of things, it only makes the campaign of the movement stronger.

M: And helping people find their way into understanding the interconnectedness and interdependent, and without it having a label of environment hanging over it, they may understand it in a different way, but it still doesn't mean they don't feel good then they go out for the green. Then they feel like it would be great to take their kids out there, and they start to say I wanted to make sure that park is health so I don't think we should spray pesticides. And I never realized it what I put down my drain, it goes to that park. So some of these stuff starts with experience and relationship where you might feel coming backwards.

Then there is a program called Queen of Green, I think sometimes that out there on the edge of engagement, because it's then like all she teach is teaching them how to change their soap or how to buy cosmetics without chemicals, but what we are slowly discovering is you get people to take those small actions, once they're taking the action, you can offer them some understanding. That understanding is like, this beauty product is better for me because it doesn't have that chemical in it, then some other chemical, then why is there chemical in it, why is my government not taking care of it and why do we have these chemicals in our society and what else are they in in my home and might start looking at my food, and soon maybe I'll feel compelled enough that I'll speak up publicly, maybe I'll vote and lead another group in my neighborhood or something like that.

We actually are finding that when we give people permission, we give them the opportunity to think about what the value for them is, and build relationship with them then they have a sense of other people care about this too and it's not that hard to make some change. Also as they do so they feel good about themselves in those relationships and the more they feel good about themselves, so of them step into the leadership role. And sometimes it starts with changing the brand of baby bottle because this one has plastic. They come from so many different places, and we're learning that we can't be as directive and we frankly don't know which change is the most powerful.

43:57

- Integrity issue, any shift in guiding principle?

Integrity is still very important in this organization, that why we still have the strong sense that we need to understand the science that we need to bring people to science, as a certain standard. As so we're careful with who we partner with, I don't have enough history in here to say we're partnering more, I think it's more a matter of we understand what partnership

we seek are come from a broader array of background then we previously thought ten years ago. So it's more the spread of issues and interconnected and interdependent, again, we have to operate that way too. We can see the points of connection between us and the people living on the island and their ability to grow food and our ability to eat. Or the fact that if the first nation communities have a very poor standard of living and their children in terrible poverty then how are my children going to have a good life time. So we can't see those connection then we aren't living up to our own goal. So we still operate with integrity, we still would come back to a solid understanding and mutual understanding of scientific rational, but we understood that is not the only piece.

And when you look at David Suzuki, sometimes he goes back to our programs, he is an interpreter, he's a communicator, he's a relationship builder, he reaches out to people, so we think some of those things as intrinsic to the brand (46:07). Within that he is very clear, his principle and we also like to have some fun, that's part of him. I think it's a false dichotomy to say by having more people in the tent we're losing integrity.

S: Some of the relationship that we build, like the multicultural work, those work previously, at least in two years ago we did not have, and we work with individual group in that area. Our integrity is even more important because it's the only reason we knock on the door. Because we reach out to new community, we need the partners in those communities to share our experiences and messaging for them to share with their community. So those partnerships we made that we did not three years ago for the sheer reason that we did not have a lot of multicultural program. But then it's definitely would not be a compromising of any integrity and we're actually sharing the goal with the community so that they would actually understand.

One good example would be like the shark fin, it was a big issue this year but we stood firm with our integrity which is consolidated on science, so that's how we formulated our policy in the shark fin issue that we never join in other groups by saying, oh this is bad consumption on shark fin. Obviously it's not a good thing, seafood is one of our big program, but in terms of the public engagement work, we go with science, our scientists in the organization told us that we need to go with what the market is telling us, and what is we do have to made with the reality, so we did not got swept into that wave, although it would be very attractive to go on that road. So that is when the David Suzuki foundation integrity at best that we hold firm with the principle of let's go with the science but not go with the (trend 48:37).

M: And integrity is really important asset for us, it's not just integrity but David Suzuki is well known across Canada, he's been on TV for thirty years, a lot of people grew up watching his shows, so when they do trust survey, he's the second most trusted Canadian. It's interesting how we can (re-project 49:20), for example there's a campaign going on right now with the Queen of Green with the lifestyle and she has reached out to a bunch of other bloggers to do green living blogging and because we're David Suzuki foundation, she has been able to get a whole bunch of really good quality prizes by just calling company by saying I'm going to do promotion, would you like to offer us some free stuff, so she can pull this in with a DSF name

like that. All the other bloggers are promoting a campaign; it's a better back to school campaign on consumption, litter-less lunch, thinking about how your kids' school experience can be more environmentally friendly, leading people through a progressive deeper thinking and leading them into the fall family challenge which is take your children into (the nature itself 50:16), so these bloggers are promoting it, and they are happy to do it because the offer of the prizes, great thing for them to put into their community, when people come to their website and wanted to sign up and put their names in, they are actually going to our database, so it's a win-win. They're getting to say they are in collaboration with DSF, we are offering the value that we can offer which is we know there is a good campaign, we have good materials and good ideas, and we have a whole lot of ability to bring cool stuff here, and you have a network and outreach that we don't have and you can be a different messenger, you can put it in your own framing, you can talk about it your own way to your people you already collected, they will come to us but still going to stay with you read your material. So we testing these things where we are using the grand value and integrity of that to reach out beyond the usual aspect of all these green living. But some of the mommy bloggers they are not merrily over in green living, they're in parenting kind of frame so it's interesting.

53:30

The shark fin issue: I think it's more of a finger pointing campaign, and we are waling a delicate balance of building relationship and draw people's attention, also not to be an organization that just on one issue, but looking at the big picture. I'm sure we collaborated but not signing the partition. She (the Public Engagement Specialist) is sensitive on the language of things and how it's perceived, so she's always working to take a broader picture.

## Appendix D: Interview Note from The Conservancy Association 2014 interview

Interviewee: ex-Chairperson

- Guiding Principle/ Discourse:

The guiding principle of the group is to pursue and promote sustainable development. Whether to take go for campaign or lobbying is totally issue based.

They have engaged in demonstration on certain issue but not to the extent as Greenpeace, and such approach is not used a lot by the Conservancy Association.

They prefer a cooperative and moderate approach in achieving their goals, demonstration as last resort.

Focus on education on the public, sustainable lifestyle

Lobbying the government, publish position paper

Also host forums to get public opinion, also get support to put pressure on the government.

Can see them as a lobbying group

- The big four:

Conservancy Association, WWF, Friends of the Earth and Green Power, the four with the longest history in Hong Kong, not in terms of recognition and size. No proper survey on that has ever been done.

Other than the big four, more new groups in the past decade, Greenpeace as the fifth.

There is a regular liaison group in EPD that links up with the green groups, mainly the big four and also Kadoorie Institute and Bird watching society.

Big organization not necessarily only focus on big issues whereas small only focus on local issues, for example William Yu from WWF focuses on climate change and he start off his on group. Although his group is relatively small, but still touch on big global issues.

7:00

Interaction with other groups: The conservancy group maintains a friendly relationship with other green groups. Cooperate with other green groups on campaigns at many times, especially on important conservation issues. Country park issue as an example, they have been working with others regarding country park enclaves and marine parks.



Long Yuen wetland in the past is a typical case on showing how they work with all other groups to achieve a common goal.

Cooperation are mostly issue base, interested group can always hop on the wagon, but no official alliance with other different groups. Cooperation with others based on resource sharing and advocates a common goal on the same issue.

Conservancy group does not aim to dominate on certain issue, ruling out the others' voice on the specific issue. They do listen to what other groups have to say about it.

Cooperation is organic in this matter, sometimes they take the lead while some other times other groups take the lead.

Conservation association has division of labor within the organization; some specialize on conservation, some on education, etc.

Board of directors in the organization gives out strategic directions, but allowing staffs to have their own initiative and ideas.

Staff's expertise does affect the way the organization advocate certain issues.

For example, more focus on urban tree issues in recent years because of the chief executive of the group is a tree expert. Also more hands-on campaigns in nature conservation issues like taking up the management agreement in Long Yuen wetland alongside with the Hong Kong Bird Watching Society, funded by ECF funding by the government.

Each section in the organization work on their own responsible field abiding to the organization's strategic directions, as the strategic direction is based on each on the ideas on different sections in the organization.

12:00

- Consistency within the organization:

The difference of working method in different section of the organization originates from the nature of the issue; each issue needs different ways to tackle the problem. Some issue requires more campaigning and advocacy while some is more down to earth.

- Discourse – Human Nature interaction:

Human is part of the nature. Resources that we are using are borrowed from the nature. The organization rejects the idea that the purpose of the natural environment is to serve human society. Human society inevitably relies on resources provided by the environment; the goal is to use resources to meet our needs while minimizing our impact to the nature.

Look at needs at a more holistic level, avoid luxurious needs, for example, building luxurious houses in ecological sensitive coastal areas - find ways to meet our development needs while

avoid ecological sensitive areas. This thinking is very close to the ideal and concept of Environmental Impact Assessment, minimize then mitigate the impact of human activities.

- Approach to issues:

Science-based, staff and board of directors are very involved in the organization. The board of directors is multi-disciplinary, to have a more clear and holistic view on the development of Hong Kong and its impact on the nature.

The organization did not compare their approach with others, as other groups have their own expertise. But difference on focus issues, they focus more on urban trees. Another example would be WWF looks more at marine environment but conservancy group is relatively less focused on that issue. If WWF initiates a campaign on marine environment, and the conservancy association is being invited, they will be likely to support, for the better good of the environment and society.

Their campaign and issue they advocacy is science backed, properly justified, relying on the professional background of the staff.

19:30

- Ideology - Top-Down or Bottom-Up:

In terms of ideology, the organization is led by the board of directors, steering the overall direction of the organization. But not necessarily one-directional, the board of directors will communicate with the front-line staff, and having brainstorming activates and map out the future plan together.

The organization having a relatively stable board of directors, but did have limited changes over the past decades. The change of chairperson has a bigger impact on the approach they tackle issues, some are more aggressive while some are milder and moderate. But the impact is still limited as they communicate regularly and host regular meeting to discuss about current events on weekly basis.

The ideology of the organization has been relatively static but focus issue has changed throughout the years. Ideology as an overarching framework is not to be changed.

- Change in approach:

No static approach for every issue.

Change of mindset takes a long time to achieve, so as lobbying on policy.

Smaller project is easier to see the change and success, such as King Yin Lane

On a specific issue, they will pick the best suited approach to that issue, but they do have a limited array of approaches to tackle issues. For example, the Save Lung Mei campaign has failed even after trying different approaches. Their strength is at lobbying, tried every moderate approach, but not extreme to the extent to protest and road blockade.

Focus on lobbying and education from the very beginning.

- Discourse and Cooperative approach:

As the green group with the longest history in Hong Kong, they respect the existence and work of other NGOs. They are happy to see new-comers as more groups are joining the road on the environmental movement. They hope to empower other to get things done; some new NGOs are even startup by the ex-directors of the organization, which is consistent with their idea of not to compete or dominate on a certain issue.

Their approach is pretty organic, not because of certain doctrine they need to follow. Just that their approach coincide with a certain doctrine, but doesn't mean they strictly following the doctrine.

They are being cooperative at the very beginning. They believe environmental movement cannot be achieved by just one person, they need different people join in to reach into different field or realm.

45 years of history but a lot of things remind unchanged. The society still facing the similar issues just that the issues are getting more complex after all these years. Larger population and a denser and more widespread development have caused a larger conflict between human and nature which in turn generated more environmental issues. Especially nature conservation, the more development is stepping in into the nature the more environmental issues arise.

Since human is part of the nature, the issue now is to live in harmony with the nature. Minimize our impact to the nature unless we got no choice.

## The original interview script in Chinese

### 長春社基本理念:

長春社基本理念其實很簡單,,就是可持續發展. 而手段是比較 **vigorous** 還是比較平和則是 **issue based** 的. 有些 **issues** 我們曾經做過 **demonstration**, 但我們亦沒有綠色和平那麼勇, 例如他們會爬到高處掛 **banner**, 我們都不會做, 我們會到立法會請願. **Demonstration** 我們是有的但並不是經常. 我們通常採用比較平和跟協商的方式, 但有時未必一定 **work**, 所以保留 **demonstration** 這方法, 但不會經常使用.

而協商, 先講 **lobbying** 跟 **education**, 我們做了很多 **education** 的功夫, **education** 講緊嘅就係普羅大眾, 講緊例如一個 **green lifestyle**, 講 **recycling** 啲啲. 咁 **lobbying** 我哋都會 **lobby**, 即係政府, 我哋會比一啲 **position paper**, 同政府有關官員見面, 去傾某一啲事. 亦都會開 **forum** 去擺大眾嘅意見, 希望去 **press** 到政府嘢. 即係呢啲亦都係睇唔同嘅 **issues** 而定, 我覺得我哋係偏向 **lobbying**.

### Other Green Groups

四大 **group** 既意思唔係比較大而係歷史比較長, 或者比較傳統嘅 **groups**, **Greenpeace** 相對係比較新.

唔同嘅 **group** 嘅唔同嘅 **sector** 都有唔同嘅認受性, 例如 **Greenpeace** 有好多人都好 **for** 佢, 甚至 **green sense** 都好多人都鍾意佢都唔定. 係傳統除咗四個歷史悠久嘅 **green group** 之外, 其實近十多年多咗好多新進嘅團體, 咁 **Greenpeace** 係第五個係香港出現嘅團體. 咁另外又有啲再新嘅啲啲, 其實無話舊嘅就勁嘅大啲咁, 亦無乜需要去深究.

政府嘅好多唔同嘅 **issues** 都請過唔同嘅團體, 以前就曾經就唔同 **issues** 都會請, 而事實上亦都有一個 **longstanding** 常設嘅同環保團體嘅 **liaison group**, 即係 **EPD** 同環保組織係有嘅. 而 **EPD** 通常都係搵返啲某幾個團體, 其實除咗剛才講嘅幾個仲有 **Kadoorie**, 都係一個幾舉足輕重嘅團體, 咁以及 **Bird Watching Society** 啦, 都係一啲重要嘅 **stakeholders**.

### Climate Change

唔可以話大 **group** 做 **global issues**, 細 **group** 做 **local issues**, 每個 **group** 都有唔同興趣. **WWF** 本來都做緊好多 **climate change** 嘅野因為 **William Yu** 喺度. 咁 **William** 走咗又 **start** 咗佢自己個新嘅組織. 咁 **climate change** 都係佢一個重要議題之一, 雖然佢個組織好細, 但係都係做緊一啲 **climate change** 嘅野. 所以呢個同大細無乜關係.

### Interaction with Others

其實好 **friend** 啲啲, 因為好多時候我哋會一齊合作, 由其係一啲重要嘅 **conservation issues**. 比如你睇呢個 **country park** 啦, 啲啲 **enclaves** 呀啲啲, 或者比如 **marine park** 啲啲, 其實係好多合作機會, 甚至最 **classical** 嘅就係以前塱原, 即係以前落馬州支線啦經過塱原濕地. 咁其實啲時係咁多個團體一齊夾埋去做一啲 **petition**, **lobbying**, 請願, 簽名運動等等.

其實都係基於個議題,睇吓邊個團體係有興趣咁做囉.而我哋係無一個正式嘅 alliance, 係因 issue 而定嘅. 希望去 draw 大家嘅 resources 去推動一啲野.

咁緊係自己(group)會有個 core 嘅核心價值同埋自己有個 integrity 嘅度啦,但係呢個同係唔係一個合作係無關係㗎.因為合作還合作,唔係等如無 integrity 或者有 integrity, 兩樣唔係一樣嘅議題㗎.咁其實我哋就唔會話要霸住一啲議題要自己講晒佢唔比人講,即係唔會咁樣.我哋係想真係做一件事嘅時候,係需要合作時咪合作,想搞大啲咪一齊搞大.有時可能係我哋牽頭有時可能係第二啲組織牽頭,去叫我哋寫一啲聯署信,一個聯合聲明,咁其實都係一個好常見嘅野囉.

10:00

### Organization Structure

(唔同嘅 team)有一啲係做 nature conservation 啦,有啲做 education, recycling 啲啲咁.緊係有唔同嘅分工啦.凡每個組織緊有幾個架構,有個 board of directors, 個 board of directors 理論上比一啲 strategic directions.咁我哋都容許啲 staff 自己有好多嘅 initiatives 啦.由其是啲 staff,我哋要推動啲咩野亦都要 depends on 啲 staff 本身嘅 expertise.

比如呢幾年我哋都係做多啲樹木,因為我哋而家 chief executive officer, Ken So 係一個樹木專家,咁我哋亦係做多啲積極落手落腳做嘅 nature conservation,即係例如喺塱原做一個 management agreement,而家同緊 bird watching society 一齊夾份,咁係一個政府 AFCD(Agriculture, Fisheries and Conservation Department)或者係 ACE(Advisory Council on the Environment)一個 funding 啦, ECF(Environment and Conservation Fund) 一個 funding 啦.

咁我哋做邊啲野,即使喺個 office 入邊佢都有個架構.由個 in charge 一路去到下低有幾個唔同負責嘅 sector,可能係 campaign 嘅,可能係 nature conservation 嘅,可能係 education 嘅,咁即係幾個唔同嘅你叫部門或者係 section 好啦,咁佢哋會做佢哋嘅野啦.咁佢哋唔會話我哋自己做,凌駕於呢個組織之上,就唔會嘅,因為佢哋做緊嘅野都係組織入邊嘅野㗎㗎,咁都係我哋 advocate 嘅野囉.

### Difference in Approach for Different Sector

咁有啲 team 做 education 咁啲啲就緊係 education 啦,即係我哋喺啲屋邨做去教人去回收,咁啲啲就回收啦,啲啲唔洗點 advocate,唔洗去示威㗎.啲啲係比一啲誘因或者解釋比佢哋回收好呀,教佢哋點分類呀,可能甚至有啲係佢哋拎啲咩嚟你送返啲咩比佢呀,等佢去學呢一樣野囉.咁啲個手段就緊係好 down to earth 好親民㗎.咁你做 campaign 啲啲,話明要推動做 lobbying 嘅,咁有時 lobby 係會包埋去做 demonstration,即係啲個分工係因為啲個問題,個 issue 本質嘅問題,而唔係唔同嘅組就有唔同嘅做法.我諗都要分清楚個本質係啲乜野先.

### Organizational Discourse and Ideology

(Human-Nature Relations) 我諗呢個又唔可以好嚴格咁去分嘅, 因為首先我哋會睇人係 nature 一部份. 咁我哋而家用嘅資源其實係 borrowed 嘅 resources, 喺咁嘅大前提底下, 其實我哋唔覺得大自然係要為人去服務. 咁但係 having said that 咁我哋人就緊係無可避免咁用緊好多資源嘅度. 咁但係喺用呢個資源本身嚟講, 我哋點樣可以 meet 到我哋人嘅需要, 而盡量去減低或者唔影響個大自然個本質嘅度囉. 咁所以我哋就會睇人個個需要呢, 其實唔係一啲好 luxurious 嘅需要. 即係我哋唔可能話我想嘅比如喺大浪西灣起一啲豪宅咁所以個度要有個發展喇, 咁我哋唔會咁樣睇, 反而人係咪需要喺個度發展房屋呢, 咁可唔可以喺第二度呢. 即係我哋會睇吓有咩方法其實係 meet 到我哋呢個社會嘅需要, 即係可唔可以 avoid 到呢啲 sensitive area. 咁呢個反而同 EIA 個理念好近嘅, 即係你係點去 avoid, 然後去 minimize 佢個影響, 然後 mitigate 佢個影響. 即係你都係要從個個角度去睇.

16:30

### Organization Approach

其實好多環保團體都好有心, 咁我只可以話我哋係唔係同人哋唔同我哋唔知. 因為點解呢, 我哋覺得我哋做嘅野 in a way 係 science based 嘅, 係有原因嘅唔係話無的放矢去做囉. 咁我哋個 group 嘅好處就係除咗有班 staff 之外, 我哋啲 board of directors 其實係好 involved 㗎. 咁佢哋都有唔同嘅 expertise, 其實個 board 我哋有 engineers, 有 planners, 有 biodiversity 嘅專家, 有 transport 嘅專家, 即係我諗我哋有個幾 multi-disciplinary 嘅 board 去睇個 overall 香港嘅發展同環保中間個個關係囉.

咁其他 group 都有佢哋唔同嘅 expertise, 所以我唔能夠話同人哋比較我哋有啲咩唔同. 即係個 focus 大家可能係有唔同嘅, 即係比如我哋會做多啲樹林其他嘅組織係做少啲嘅. 咁比如 bird watching 會睇多啲雀我哋無睇咁多, 我哋唔係唔睇, 但係就睇少啲, 無佢哋睇得咁多. 比如 WWF 佢哋有睇埋 marine 嘅, 我哋其實 marine 個瓣基本上個 expertise 係好少. 我唔可以話無但相對係少, 咁所以講 marine, 佢哋帶頭叫我哋去支持, 我哋就會去嘅, 因為大家都知道大家都係想做好件事. 咁但係我哋嘅 expertise 唔夠嘅時候我哋亦都會借助人哋嘅 knowledge 囉. 咁所以本質上無乜野大嘅分別嘅, board of directors 嘅 involvement 可能係呢方面就係比其他組織我哋係多㗎, 就正正因為有咁多唔同嘅 professional background 所以通常我哋 advocate 嘅野係唔會太亂嚟, 即係啲人係唔係都講咗先㗎嘛, 咁我哋都係有個 justification, 即係我哋係企得住腳點解我哋會咁 propose 咁樣.

(個 group 嘅理念主要嚟自 board of directors) 咁緊係啦, 我諗其實多數組織都係因為個 board of directors 其實係有呢個組織㗎嘛, 即係其實係佢哋 establish 呢個組織㗎嘛, steer 個 overall 嘅 direction 㗎嘛, 咁所以個理念係嘅. 但係又唔係表示一個好單向要壓落嚟, 其實好多時會大家傾, 因為我哋年年都有啲 brainstorming 呀, 會係同啲 staff 一齊去傾吓即係點樣去計劃吓個 future plan 係點. 我諗基本上都唔係話完全係一啲非黑即白嘅野囉, 即係其實我哋都幾中庸.

唔知好事定誤好事啦, 其實我哋個 board of directors 都相對係穩定. 即係 over the past 十幾廿年其實個變動唔係好大. 我哋一路有搵一啲新血, 一路去 expand, 咁但係唔係等於有

好大嘅轉變. 你話完全無我又唔可以咁講, 由其是當邊個做主席嘅時候呢, 可能個影響會大啲. 因為做主席嘅可能有唔同嘅性格, 有啲鍾意衝前一啲, 有啲係鍾意比較平和一啲. 咁係呢個手法上呢可能會有顯露出嚟, 但係又唔係話會好 **extreme**, 因為我哋始終有成個 **board** 喺度. 咁我哋個個禮拜都有個時事會去傾即係我哋點樣做一啲嘢, 咁所以其實個影響又唔會話差太遠.

### Change in Ideology

(咁多年嚟理念有無唔同)如果你講理念係無唔同㗎, 你可能話關注嘅議題有無唔同咁就緊係會有唔同啦, 咁多年以嚟我哋個社會實在係喺度變緊, 我哋自己嘅人事喺度變緊, **expertise** 變緊, 咁梗係有唔同啦. 但係個理念, 即係個理念係講緊一啲 **overarching** 嘅嘢, 就無變囉.

(**approach**, 方法呢?) 其實都無㗎, 因為其實你每一次用咩方法, 無一個話一擊就中嘅嘢㗎, 即係好多嘢由其是我哋講緊好多一啲 **mindset** 嘅轉變呢其實係慢㗎囉. 比如對於 **policy** 嘅 **lobbying** 我哋其實係慢㗎, 你好難話一野就突然有啲好大嘅收獲. 我哋曾經係有一啲比較明顯嘅, 即係比如景賢里啦, 係即係一啲 **conservation** 嘢啦, 比如以前嘅...而家孫中山博物館嗰度啦, 以前都係我哋話要 **advocate** 話要留低. 我哋除咗有啲 **campaign** 之外仲有啲寫信去末世聖徒教會, 我哋係寫信去佢哋 **headquarters**, 即係佢哋 **utah** 嘅 **headquarters** 去 **lobby** 佢哋, 去將個 **building** 比返香港市民.

嗰啲係一啲比較細同實際嘅嘢你就容易啲見到, 咁但係 **having said that** 我哋亦都唔夠膽去攞晒做自己功勞. 比如景賢里, 其實如果唔係林鄭可能又唔會成功. 我哋只不過係一啲推動嘅一個元素, 咁但係你話個陣時唔 **work** 又轉第二樣呢, 其實我哋都無乜特別嘅改變. 其實我哋唔係好多度板斧, 比如你睇龍尾咁, 基本上我哋係已經無晒板斧. 我哋又唔係嗰啲訓係條街唔比架車入嚟嘅人, 我哋最強嘅就即係 **lobbying** 嘅嘢, 但係嗰個去到呢一個 **stage** 係基本上都好難有啲嘅轉變. 咁所以又無乜話邊條路唔得行第二條路, 其實一開始我哋就諗晒咁多條路, 邊條路最好咁樣, 無一個定律㗎其實.

### About Educating the Public

其實不嬲都做緊唔同嘅 **lobbying** 同 **education**, 咁即係呢個係 **from the very beginning** 已經係咁樣囉. 咁所以話我哋無乜改變個策略.

(因理念而對其他組織較包容?) 我又唔會咁睇個因果㗎, 因為其實個問題就係, 我哋只係專重其他 **NGO** 嘅存在. 咁最初以前我哋嗰四個, 咁我哋不嬲都無乜所謂. 其實長春社喺香港就係最耐最古老, 歷史最悠久嘅 **local** 嘅 **NGO** 㗎, 咁我哋一路 **over the years** 睇到好多人都一路加入個行列, 咁我哋好開心嘅因為覺得同途有人嘛, 咁其實我哋都係希望 **empower** 到其他嘅人去做. 甚至而家都有 **NGO** 係喺無論我哋嘅 **staff** 或者 **directors** 出嚟去發揚光大, 咁其實我哋覺得 **OK** 無乜所謂㗎. 咁所以我諗呢個係唔係因為我哋要做 **education** 而要咁樣, 我諗係 **all along**, 我覺得係無衝突, 從來無諗過要同人爭啲嘢.

28:00

## Discourse and SD

其實我哋唔係因為某一啲嘅 doctrine 而做野囉, 我哋不嬲都係咁做緊野, 只不過其實我哋做緊嘅野係同嗰啲 doctrines 係混合咁解啫. 我哋唔需要去讀究竟即係唔係合作先係好, at the very beginning 我哋已經知到即係人就一定要合作㗎啦.

(When doctrine coincide with Ideologies, so adopt the doctrine?)我唔會咁樣擺落一個框架裡面, 即係唔係一個 progression 㗎㗎, progression 即係以前唔係而家係先係 progression 呀嘛. 咁其實我哋一早已經係開始係一個好合作嘅模式, 咁所以唔會話人哋 advocate 呢樣野㗎所以而家我哋就要咁樣喇, 我諗我哋其實唔係咁樣. 呢個根本唔係存在喺我哋思維入邊. 我哋 from the very beginning 我哋已經覺得其實環保入邊唔係一個人做得晒嘅, 而係我哋需要多啲唔同嘅人合作先至可以去到唔同嘅領域入邊囉.

我哋可能個歷史太耐喇, 你諗吓我哋 45 年喇已經, 咁好多野其實係無變囉, 其實都幾有趣嘅係由頭到尾都無乜點變過. 我哋睇返四十年前都係差唔多嘅議題, 可能都係 noise pollution, air quality, 三十幾年前我哋都開始講緊呢個 light pollution, 咁都係呢啲議題, 講緊 nuclear safety...因為社會面對嘅問題都係一樣囉, 其實可能而家面對嘅問題係比四十年前更加複雜, 因為個人口多咗, 同埋個發展密集咗, 所以我哋無乜特別嘅新嘅野啦. 但係又唔可以完全咁話, 比如而家我哋講緊 country park 嘅 enclave 啦, 四十年前唔需要講㗎, 因為無問題嘛, 嗰啲無路到就唔會有人起屋攞攞震啦, 但而家唔係㗎, 原本無路到呢, 呢個連老板係可以搭直昇機去大浪西嚟㗎, 即係好多野同以前係好唔同.

32:00

比如四十年前其實 marine park 都未出現呀, 咁而家又講緊 marine park 又講緊中華白海豚啦, 或者甚至江豚嘅保護啦, 咁即係其實有好多以前係未去到嘅議題而家係 imminent 㗎㗎. 由其是係 nature conservation 方面. 如果講 agriculture, 以前唔會覺得 agriculture 係一個 issue, 所以你從來都無見到 agriculture, farming 嗰啲 issues. 但係而家我哋係講多咗 farming 啦, rural character 啦, 即係呢啲議題其實係有變嘅. 大啲啲其實就無啦, 比如係水呀空氣呀噪音呀嗰啲野. 即係其實喺個社會一路發展嘅時候係多咗唔同類型嘅議題出嚟.

(對環境了解多咗所以多咗議題?)其實唔係呀, 即係我諗呢個又唔係咁樣, 即係個環境了解多咗, 其實唔同嘅 sectors 嘅人個個需求係多咗, 所以同環境嘅 conflict 係大咗, 或者係個 potential conflict 係大咗, 咁所以先 generate 咗咁多嘅議題出嚟. 咁對環境嘅認識其實往時同而家都係一樣, 但係只不過話我哋而家越踩越入個 natural environment 嗰度, 咁所以更加有咁多嘅一啲新嘅問題出現囉. (衝突面大咗?)係呀, 咁所以咪 generate 咗多啲 conservation 嘅問題, 咁但係因為 conservation 嘅問題其實 goes back to 你最初問過你覺得個 nature 係唔係應該為人去服務, 咁我哋就覺得其實人只係 nature 嘅一部份, 咁所以我哋可以點樣同佢共容先係最重要. 共容唔係等於一人斬隻手落嚟, 而係話即係以佢為一個重要嘅主題, 即係話啲野我哋係唔應該去破壞佢嘅, 除非逼不得已囉.



## Appendix E: Returned Questionnaire from David Suzuki Foundation on Inter-organizational Interaction

### Part 1: Environmental Discourse

In the following section, a list of statement will be provided, please indicate the level of agreement or disagreement on the statements according to the following scale:

Strongly Agree    Agree    Disagree    Strongly Disagree    Not Applicable  
 4                      3                      2                      1                      N/A

Questions	
<b>Global Resource Orientation</b>	
The ecosystem is capable of regenerating itself and people will not exhaust the environmental supply	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The planet's resources are plentiful but must be carefully managed with the science and technological tools	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
People and businesses must acknowledge the limitations of the natural resource and manage the resource to ensure it can be used sustainably	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Human exist as an integral part of nature and resources are not to be exploited beyond basic needs.	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
<b>Governance</b>	
Scientists and experts working with the government to come up with solution for environmental issues	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Scientists and experts provide the best management option within the democratic system of government	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Local people and business must acknowledge their impact to the environment and joint partnership with environmental agency to handle environmental issues	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Focus on action of local people with consideration of global issues, to develop relationship with nature that integrates human traditions, local and regional approaches and with respect to bio-regions	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
<b>Human-Nature Relations</b>	
Human are in control of nature and can use it for whatever purpose they pleased	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> N/A <input type="checkbox"/>
Human creativity and innovation are the key in solving environmental problems	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Human need to develop partnerships that re-align use of resource along environmentally sound lines	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Human is one integral part of nature within the limits of ecological principles and human should not try to control nature	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
<b>Social Power Structure</b>	
Environmental management within democratic system of government	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Government operate according to information from scientist and experts to provide solutions to environmental issues and avoid environmental disaster at all cost	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
People must develop social structures to make decision collectively with accordance to ecological principles	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>

Stance on Economic System	
Economic growth is the priority and outweighs adverse impact on nature	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> N/A <input type="checkbox"/>
The market with help of science and a responsible government to prevent over-exploitation of resources	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Cautious use of resource and the restructuring of the market economy will ensure ecological sustainability	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The economy no longer growth oriented, bounded within the limit of ecological principle	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>

## Part 2: Inter-organizational Interaction

The following section will provide with some yes/no question and a list of statement in respect to the specific organizations mentioned, and please indicate the level of agreement or disagreement on the statements according to the following scale:

Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
4	3	2	1	N/A

### 1. Regarding Future Generation China:

Is DSF still in contact with the organization?	Yes <input type="checkbox"/> No <input type="checkbox"/>
• During the time of the collaboration:	
Is the relationship maintained solely on collaboration of project?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Our relationship with the other party could better be described as cooperative than at arm's length	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as integrated than cooperative	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization coordinate some of our campaigns with the other party as if we were one organization	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party is more than just resource sharing	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as strategic than opportunistic	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Information provided by the other party is helpful for our organization to make an informed decision	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization work with the other party for information or intelligence gathering	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization build connection with the other party that would otherwise be disconnected from the network	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Connection built is to expand our influence and spread our ideology	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
We build connection with them to seek potential partner for program collaboration	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Being able to utilize the collective effort with the other party is crucial for our success	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization collaborate with the other party but are allowed to have different approach on the same issue	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization initiate relationship with the other party so to	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>

have a stronger voice in the field	N/A <input type="checkbox"/>
Our organization share resource with the other parties to have a better resource allocation on similar campaigns	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization engage in partnership with the other party where we synchronize our approach on most of the issues	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization make strategic plan with the other party	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
When necessary, our organization coordinate with the other party to resolve a particular issue or improve the performance of a campaign	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party has high integrity	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party handles the relationship fairly and justly	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Any collaboration with the organization before 2004?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Any collaboration with the organization after 2008?	Yes <input type="checkbox"/> No <input type="checkbox"/>
<ul style="list-style-type: none"> <li>If collaboration maintained after 2008, please answer the following questions</li> </ul>	
Was the relationship maintained after 2008 is based solely on project collaborations?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization after 2008?	Yes <input type="checkbox"/> No <input type="checkbox"/>

## 2. Regarding Strategies Saint-Laurent:

Is DSF still in contact with the organization?	Yes <input type="checkbox"/> No <input type="checkbox"/>
<ul style="list-style-type: none"> <li>During the time of the collaboration:</li> </ul>	
Is the relationship maintained solely on collaboration of project?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Our relationship with the other party could better be described as cooperative than at arm's length	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as integrated than cooperative	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization coordinate some of our campaigns with the other party as if we were one organization	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party is more than just resource sharing	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as strategic than opportunistic	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Information provided by the other party is helpful for our organization to make an informed decision	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization work with the other party for information or intelligence gathering	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization build connection with the other party that would otherwise be disconnected from the network	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Connection built is to expand our influence and spread our ideology	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
We build connection with them to seek potential partner for program collaboration	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Being able to utilize the collective effort with the other party is crucial for our success	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>

Our organization collaborate with the other party but are allowed to have different approach on the same issue	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization initiate relationship with the other party so to have a stronger voice in the field	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization share resource with the other parties to have a better resource allocation on similar campaigns	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization engage in partnership with the other party where we synchronize our approach on most of the issues	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization make strategic plan with the other party	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
When necessary, our organization coordinate with the other party to resolve a particular issue or improve the performance of a campaign	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party has high integrity	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party handles the relationship fairly and justly	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Any collaboration with the organization before 2012?	Yes <input type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained before 2012, please answer the following questions	
Was the relationship maintained before 2012 is based solely on project collaborations?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization before 2012?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Any collaboration with the organization after 2013?	Yes <input type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained after 2013, please answer the following questions	
Was the relationship maintained after 2013 is based solely on project collaborations?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization after 2013?	Yes <input type="checkbox"/> No <input type="checkbox"/>

### 3. Regarding Canadian Parks and Wilderness Society:

Is DSF still in contact with the organization?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• During the time of the collaboration:	
Is the relationship maintained solely on collaboration of project?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Our relationship with the other party could better be described as cooperative than at arm's length	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as integrated than cooperative	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization coordinate some of our campaigns with the other party as if we were one organization	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party is more than just resource sharing	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as strategic than opportunistic	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Information provided by the other party is helpful for our organization to make an informed decision	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization work with the other party for information or intelligence gathering	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>

Our organization build connection with the other party that would otherwise be disconnected from the network	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Connection built is to expand our influence and spread our ideology	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
We build connection with them to seek potential partner for program collaboration	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Being able to utilize the collective effort with the other party is crucial for our success	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization collaborate with the other party but are allowed to have different approach on the same issue	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization initiate relationship with the other party so to have a stronger voice in the field	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization share resource with the other parties to have a better resource allocation on similar campaigns	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization engage in partnership with the other party where we synchronize our approach on most of the issues	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization make strategic plan with the other party	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
When necessary, our organization coordinate with the other party to resolve a particular issue or improve the performance of a campaign	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party has high integrity	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party handles the relationship fairly and justly	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Any collaboration with the organization before 2007?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained before 2007, please answer the following questions	
Was the relationship maintained before 2007 is based solely on project collaborations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization before 2007?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Any collaboration with the organization after 2011?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained after 2011, please answer the following questions	
Was the relationship maintained after 2011 is based solely on project collaborations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization after 2011?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

4. Regarding Ecology Action Center:

Is DSF still in contact with the organization?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• During the time of the collaboration:	
Is the relationship maintained solely on collaboration of project?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Our relationship with the other party could better be described as cooperative than at arm's length	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as integrated than cooperative	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization coordinate some of our campaigns with the other party as if we were one organization	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> N/A <input type="checkbox"/>

Our relationship with the other party is more than just resource sharing	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as strategic than opportunistic	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Information provided by the other party is helpful for our organization to make an informed decision	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization work with the other party for information or intelligence gathering	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization build connection with the other party that would otherwise be disconnected from the network	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Connection built is to expand our influence and spread our ideology	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
We build connection with them to seek potential partner for program collaboration	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Being able to utilize the collective effort with the other party is crucial for our success	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> N/A <input type="checkbox"/>
Our organization collaborate with the other party but are allowed to have different approach on the same issue	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization initiate relationship with the other party so to have a stronger voice in the field	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization share resource with the other parties to have a better resource allocation on similar campaigns	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization engage in partnership with the other party where we synchronize our approach on most of the issues	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization make strategic plan with the other party	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> N/A <input type="checkbox"/>
When necessary, our organization coordinate with the other party to resolve a particular issue or improve the performance of a campaign	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party has high integrity	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party handles the relationship fairly and justly	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Any collaboration with the organization before 2007?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained before 2007, please answer the following questions	
Was the relationship maintained before 2007 is based solely on project collaborations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization before 2007?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Any collaboration with the organization after 2011?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained after 2011, please answer the following questions	
Was the relationship maintained after 2011 is based solely on project collaborations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization after 2011?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

5. Regarding Living Oceans Society:

Is DSF still in contact with the organization?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<ul style="list-style-type: none"> <li>During the time of the collaboration:</li> </ul>	
Is the relationship maintained solely on collaboration of project?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Our relationship with the other party could better be described as cooperative than at arm's length	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as integrated than cooperative	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization coordinate some of our campaigns with the other party as if we were one organization	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party is more than just resource sharing	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as strategic than opportunistic	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Information provided by the other party is helpful for our organization to make an informed decision	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization work with the other party for information or intelligence gathering	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization build connection with the other party that would otherwise be disconnected from the network	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Connection built is to expand our influence and spread our ideology	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
We build connection with them to seek potential partner for program collaboration	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Being able to utilize the collective effort with the other party is crucial for our success	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization collaborate with the other party but are allowed to have different approach on the same issue	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization initiate relationship with the other party so to have a stronger voice in the field	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization share resource with the other parties to have a better resource allocation on similar campaigns	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization engage in partnership with the other party where we synchronize our approach on most of the issues	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization make strategic plan with the other party	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
When necessary, our organization coordinate with the other party to resolve a particular issue or improve the performance of a campaign	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party has high integrity	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party handles the relationship fairly and justly	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Any collaboration with the organization before 2007?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<ul style="list-style-type: none"> <li>If collaboration maintained before 2007, please answer the following questions</li> </ul>	
Was the relationship maintained before 2007 is based solely on project collaborations?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Was there any joint strategic plans with the organization before 2007?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

Any collaboration with the organization after 2011?	Yes <input type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained after 2011, please answer the following questions	
Was the relationship maintained after 2011 is based solely on project collaborations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization after 2011?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

6. Regarding Sierra Club B.C.:

Is DSF still in contact with the organization?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
• During the time of the collaboration:	
Is the relationship maintained solely on collaboration of project?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Our relationship with the other party could better be described as cooperative than at arm's length	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as integrated than cooperative	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> N/A <input type="checkbox"/>
Our organization coordinate some of our campaigns with the other party as if we were one organization	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party is more than just resource sharing	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as strategic than opportunistic	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Information provided by the other party is helpful for our organization to make an informed decision	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization work with the other party for information or intelligence gathering	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization build connection with the other party that would otherwise be disconnected from the network	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Connection built is to expand our influence and spread our ideology	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
We build connection with them to seek potential partner for program collaboration	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Being able to utilize the collective effort with the other party is crucial for our success	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our organization collaborate with the other party but are allowed to have different approach on the same issue	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization initiate relationship with the other party so to have a stronger voice in the field	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization share resource with the other parties to have a better resource allocation on similar campaigns	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization engage in partnership with the other party where we synchronize our approach on most of the issues	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization make strategic plan with the other party	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
When necessary, our organization coordinate with the other party to resolve a particular issue or improve the performance of a campaign	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
The other party has high integrity	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>



The other party handles the relationship fairly and justly	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Any collaboration with the organization before 2007?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained before 2007, please answer the following questions	
Was the relationship maintained before 2007 is based solely on project collaborations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization before 2007?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Any collaboration with the organization after 2008?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained after 2008, please answer the following questions	
Was the relationship maintained after 2008 is based solely on project collaborations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization after 2008?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

## Appendix F: Returned Questionnaire from Conservancy Association on Inter-organizational Interaction

### Part 1: Environmental Discourse

In the following section, a list of statement will be provided, please indicate the level of agreement or disagreement on the statements according to the following scale:

Strongly Agree    Agree    Disagree    Strongly Disagree    Not Applicable  
4                      3                      2                      1                      N/A

Questions	
<b>Global Resource Orientation</b>	
The ecosystem is capable of regenerating itself and people will not exhaust the environmental supply	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> N/A <input type="checkbox"/>
The planet's resources are plentiful but must be carefully managed with the science and technological tools	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
People and businesses must acknowledge the limitations of the natural resource and manage the resource to ensure it can be used sustainably	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Human exist as an integral part of nature and resources are not to be exploited beyond basic needs.	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
<b>Governance</b>	
Scientists and experts working with the government to come up with solution for environmental issues	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Scientists and experts provide the best management option within the democratic system of government	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Local people and business must acknowledge their impact to the environment and joint partnership with environmental agency to handle environmental issues	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Focus on action of local people with consideration of global issues, to develop relationship with nature that integrates human traditions, local and regional approaches and with respect to bio-regions	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
<b>Human-Nature Relations</b>	
Human are in control of nature and can use it for whatever purpose they pleased	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> N/A <input type="checkbox"/>
Human creativity and innovation are the key in solving environmental problems	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Human need to develop partnerships that re-align use of resource along environmentally sound lines	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Human is one integral part of nature within the limits of ecological principles and human should not try to control nature	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
<b>Social Power Structure</b>	
Environmental management within democratic system of government	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Government operate according to information from scientist and experts to provide solutions to environmental issues and avoid environmental disaster at all cost	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
People must develop social structures to make decision collectively with accordance to ecological principles	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>

Stance on Economic System	
Economic growth is the priority and outweighs adverse impact on nature	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The market with help of science and a responsible government to prevent over-exploitation of resources	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Cautious use of resource and the restructuring of the market economy will ensure ecological sustainability	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The economy no longer growth oriented, bounded within the limit of ecological principle	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>

## Part 2: Inter-organizational Interaction

The following section will provide with some yes/no question and a list of statement in respect to the specific organizations mentioned, and please indicate the level of agreement or disagreement on the statements according to the following scale:

Strongly Agree    Agree    Disagree    Strongly Disagree    Not Applicable  
4                      3                      2                      1                      N/A

### 1. Regarding Hong Kong Bird Watching Society:

Is DSF still in contact with the organization?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• During the time of the collaboration:	
Is the relationship maintained solely on collaboration of project?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Our relationship with the other party could better be described as cooperative than at arm's length	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as integrated than cooperative	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our organization coordinate some of our campaigns with the other party as if we were one organization	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party is more than just resource sharing	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as strategic than opportunistic	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Information provided by the other party is helpful for our organization to make an informed decision	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization work with the other party for information or intelligence gathering	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization build connection with the other party that would otherwise be disconnected from the network	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Connection built is to expand our influence and spread our ideology	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
We build connection with them to seek potential partner for program collaboration	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Being able to utilize the collective effort with the other party is crucial for our success	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization collaborate with the other party but are allowed	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/>

to have different approach on the same issue	N/A <input type="checkbox"/>
Our organization initiate relationship with the other party so to have a stronger voice in the field	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization share resource with the other parties to have a better resource allocation on similar campaigns	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization engage in partnership with the other party where we synchronize our approach on most of the issues	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization make strategic plan with the other party	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
When necessary, our organization coordinate with the other party to resolve a particular issue or improve the performance of a campaign	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party has high integrity	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party handles the relationship fairly and justly	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Any collaboration with the organization before 2004?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained before 2004, please answer the following questions	
Was the relationship maintained before 2004 is based solely on project collaborations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization before 2004?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Any collaboration with the organization after 2008?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained after 2008, please answer the following questions	
Was the relationship maintained after 2008 is based solely on project collaborations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization after 2008?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

## 2. Regarding Earth Watch Institute:

Is DSF still in contact with the organization?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
• During the time of the collaboration:	
Is the relationship maintained solely on collaboration of project?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Our relationship with the other party could better be described as cooperative than at arm's length	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our relationship with the other party could better be described as integrated than cooperative	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our organization coordinate some of our campaigns with the other party as if we were one organization	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our relationship with the other party is more than just resource sharing	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as strategic than opportunistic	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Information provided by the other party is helpful for our organization to make an informed decision	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our organization work with the other party for information or	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/>

intelligence gathering	N/A <input checked="" type="checkbox"/>
Our organization build connection with the other party that would otherwise be disconnected from the network	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Connection built is to expand our influence and spread our ideology	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
We build connection with them to seek potential partner for program collaboration	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Being able to utilize the collective effort with the other party is crucial for our success	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our organization collaborate with the other party but are allowed to have different approach on the same issue	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our organization initiate relationship with the other party so to have a stronger voice in the field	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our organization share resource with the other parties to have a better resource allocation on similar campaigns	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our organization engage in partnership with the other party where we synchronize our approach on most of the issues	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our organization make strategic plan with the other party	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
When necessary, our organization coordinate with the other party to resolve a particular issue or improve the performance of a campaign	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
The other party has high integrity	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
The other party handles the relationship fairly and justly	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Any collaboration with the organization before 2012?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained before 2012, please answer the following questions	
Was the relationship maintained before 2012 is based solely on project collaborations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization before 2012?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Any collaboration with the organization after 2013?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained after 2013, please answer the following questions	
Was the relationship maintained after 2013 is based solely on project collaborations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization after 2013?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

### 3. Regarding WWF HK:

Is DSF still in contact with the organization?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<ul style="list-style-type: none"> <li>During the time of the collaboration:</li> </ul>	
Is the relationship maintained solely on collaboration of project?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Our relationship with the other party could better be described as cooperative than at arm's length	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our relationship with the other party could better be described as integrated than cooperative	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization coordinate some of our campaigns with the other party as if we were one organization	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party is more than just resource sharing	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as strategic than opportunistic	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Information provided by the other party is helpful for our organization to make an informed decision	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization work with the other party for information or intelligence gathering	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization build connection with the other party that would otherwise be disconnected from the network	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Connection built is to expand our influence and spread our ideology	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
We build connection with them to seek potential partner for program collaboration	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Being able to utilize the collective effort with the other party is crucial for our success	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization collaborate with the other party but are allowed to have different approach on the same issue	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization initiate relationship with the other party so to have a stronger voice in the field	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization share resource with the other parties to have a better resource allocation on similar campaigns	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization engage in partnership with the other party where we synchronize our approach on most of the issues	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our organization make strategic plan with the other party	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
When necessary, our organization coordinate with the other party to resolve a particular issue or improve the performance of a campaign	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party has high integrity	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party handles the relationship fairly and justly	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Any collaboration with the organization before 2004?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<ul style="list-style-type: none"> <li>If collaboration maintained before 2004, please answer the following questions</li> </ul>	
Was the relationship maintained before 2004 is based solely on project collaborations?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Was there any joint strategic plans with the organization before	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

2004?	
Any collaboration with the organization after 2014?	
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
• If collaboration maintained after 2014, please answer the following questions	
Was the relationship maintained after 2014 is based solely on project collaborations?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Was there any joint strategic plans with the organization after 2014?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

4. Regarding Greenpeace HK:

Is DSF still in contact with the organization?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• During the time of the collaboration:	
Is the relationship maintained solely on collaboration of project?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Our relationship with the other party could better be described as cooperative than at arm's length	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our relationship with the other party could better be described as integrated than cooperative	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
Our organization coordinate some of our campaigns with the other party as if we were one organization	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party is more than just resource sharing	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our relationship with the other party could better be described as strategic than opportunistic	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Information provided by the other party is helpful for our organization to make an informed decision	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization work with the other party for information or intelligence gathering	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization build connection with the other party that would otherwise be disconnected from the network	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Connection built is to expand our influence and spread our ideology	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
We build connection with them to seek potential partner for program collaboration	4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Being able to utilize the collective effort with the other party is crucial for our success	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization collaborate with the other party but are allowed to have different approach on the same issue	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization initiate relationship with the other party so to have a stronger voice in the field	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization share resource with the other parties to have a better resource allocation on similar campaigns	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization engage in partnership with the other party where we synchronize our approach on most of the issues	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Our organization make strategic plan with the other party	4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
When necessary, our organization coordinate with the other party to resolve a particular issue or improve the performance of a campaign	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>

The other party has high integrity	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
The other party handles the relationship fairly and justly	4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> N/A <input type="checkbox"/>
Any collaboration with the organization before 2004?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
• If collaboration maintained before 2004, please answer the following questions	
Was the relationship maintained before 2004 is based solely on project collaborations?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Was there any joint strategic plans with the organization before 2004?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Any collaboration with the organization after 2014?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
• If collaboration maintained after 2014, please answer the following questions	
Was the relationship maintained after 2014 is based solely on project collaborations?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Was there any joint strategic plans with the organization after 2014?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>



## Glossary

**Discourse** - Externalized communication that carries the perception of a worldview in a particular context

**Environmental Discourse** - discursive formations that constructs the reality people perceive on how humans should relate themselves to the natural environment

**Human-Nature Relationship** -

**Collective Intentionality** - The power of minds to be jointly directed at objects, matters of fact, states of affairs, goals, or values

**Organizational Identity** - A set of characteristics and traits that are perceived to define what is most central, enduring, and distinctive about the organization

**Structuration Theory** - A social theory of the creation and reproduction of social systems that is based in the analysis of both structure and agents (see structure and agency), without giving primacy to either

**Advocacy Coalition Framework** – A lens to understand and explain belief and policy change when there is goal disagreement and technical disputes involving multiple actors from several levels of government, interest groups, research institutional and the media

**Normative** - Conforming to or based on norms

**Institutional Theory** - A theory on the deeper and more resilient aspects of social structure which considers the processes by which structures, including schemes, rules, norms, and routines, become established as authoritative guidelines for social behavior

**Ideology** - A set of beliefs or principles, especially one on which a political system, party, or organization is based

**Worldview** - A comprehensive conception or apprehension of the world especially from a specific standpoint

**Ontological Perspective** – Perspective on the fundamental nature of existence or of the nature of social entities

**Anthropocentric** - Considering human beings as the most significant entity of the universe

**Ecocentric** - A philosophy or perspective that places intrinsic value on all living organisms and their natural environment, regardless of their perceived usefulness or importance to human beings

**Governance** - The action or manner of governing a state, organization, etc...

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