http://dx.doi.org/10.22739/ipaid.2019.28.3.1

■□□□□□

일반논문 「지역발전연구」 제28권 제3호: 1~25 JRSD

The Determinants of Youth Clubs' Sustainability in Fiji*

Sovanivalu, Akuila
Ministry of Youth and Sports in Fiji, Fiji Islands

Chung, Moo-Kwon
The School of Government of Yonsei University, Korea

Han, Sang-Il
The School of Government of Yonsei University, Korea

Joo, Young Kyoo
Division of Biological Sci. and Tech. of Yonsei University, Korea

Ministry of Youth and Sports (MYS) of Fiji has currently registered 2,929 youth clubs in 2016, however, only 39% of the total registered clubs are seen to be sustainable or active. This research concentrated on finding out the determinants that influence youth clubs' sustainability. Data from 387 youth clubs in rural areas from the Central Division of MYS were screened and tested by various statistical analyses including a logistic regression model that membership, leadership and socio-economic factors including adoption of entrepreneurship influenced the youth club sustainability. From various determinants, assistance is an important factor to the clubs of Community Based Organizations. Government support could increase sustainability nearly 2.2 years longer than self-help club average. The leadership factors including reporting system and strategic plans have significant relations to the sustainability of the youth club. Those system and plan are to be instigated by the youth club leaders in collaboration and agreement with its members. Among the determinant factors, adoption of

* This work was supported by the National Research Foundation of Korea Grant funded by the Korean Government (NRF-2016S1A5B8925203).

entrepreneurship to youth club comes out very significant determinant that youth clubs need to strongly consider to be sustainable. According to this logistic regression, adoption of enterprising showed almost 6 times more active compare than without entrepreneurship. There is paramount need for youth clubs in Fiji to balance their obligation and to concurrently carry out their strong desire to serve the community in their social capacity and at the same time generate income to help sustain the organization. There are also profound policy recommendations which can influence the strategic direction of the youth clubs, MYS and its key stakeholders especially in the areas of collaboration and training.

[Key Words: Ministry of Youth and Sports in Fiji, Youth Club, Sustainability, Social Enterprise, Entrepreneurship]

Ⅰ. Introduction

Youths around the globe are vulnerable to socio-economic activities because of their vulnerable age. With similar global issues such as unemployment, public sector reviews, downsizing in corporate bodies and other restructure to sustain most of the organization, self-employment and small enterprise promotion is now very high on every country's agenda (Robert Nelson, 2011). Youth agenda is recognized in the Millennium Development Goals [MDG] and post MDG agenda through the 17 goals of the Sustainable Development Goal [SDG]. Roger Hart (1990) suggested that a youth framework stating the ideal level for youth engagement is when youths are equal partners with shared responsibilities with adults and policy makers.

Youths are defined by United Nations [UN] as people from ages 15~24 [or older in some countries] and represent about 70% of the population in many developing countries, however, Fiji adopts the youth age group of 15~35 about 36% of the country's total population of 892,154 (Ministry of Youth and Sports Fiji, 2014). Youths in Fiji are facing the similar issues in crime, school

dropouts, and other issues still prevalent today. There is a strong recommendation that recognition of youth involvement is essential to sustain contribution and participation from youths in any programmes or activities or in decision making committee and how youths should be included in organized groups to help consolidate them in terms of adopting principles of good governance, accountability and to form youth clubs as a platform for collaboration, sharing and mutually understand their needs as youths (Veramu, 2011).

The aim of main streamlining youth work is to assist in the personal, social and spiritual development of young people and this fundamentally needs a collective approach to identify youth needs and possible solution which provides training and support for volunteers who are involved in a network of youth clubs which incorporates activities such as personal and social development program, development education and issue based work, individual support for young people at risk, national and international exchange programs, community based initiatives, sports and recreation (Breen, 2003).

There are many youth organization in Fiji which are registered as non-profit organizations which are legally bidding under the Charitable Trust Acts. Some of the notable youth organizations include Girl and Boys Scouts and Young Women's Christian Organizations but many Civil Society Organizations do not identify themselves as youth organization but are categorized towards thematic issues such as environment, gender, or humanitarian response and engage a high number of young people as volunteers such as Fiji Red Cross (UNDP, 2015).

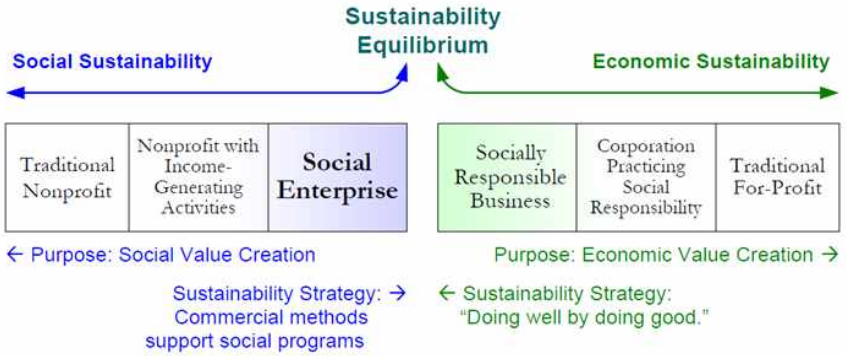
MYS is responsible for policy formulation of youth development issues and also have specific programmes that allow youths to be motivated and empowered to achieve their goals for socio-economic prosperity. MYS also has a comprehensive youth club policy to empower youths to attain the

benefits of equal access to quality education and employment and entrepreneurship opportunities, facilitate inclusive youth development and participation [Youth Policy in Fiji, 2014]. Youth-led initiative organizations and groups are no expectation and are vulnerable to the areas of sustainability because it needs a multi-dimensional approach. The issues of sustaining youth clubs in Fiji are an issue of planning, implementing and evaluating its performance with the right resources is always a challenge.

Delgado & Staples (2007) indicated that the sustaining youth-led organization should be based on 9 principles which are inclusive membership, social and economic justice, support for change, training, mentoring; and leadership opportunities, adult involvement, long-term agenda, consciousness-raising, fun and learning and shared vision. These principles are then further consolidated with key variables that needs to be considered with 10 variable areas that needs to be tested and includes participations, leadership, staffing, structure, goals and objectives, target systems, strategy and tactics, finances, allies and communication.

On the other hand, many youth-led initiatives focus on business enterprise which combines social and economic goals and intertwine these two goals throughout all facets of the initiatives. Youth-led social enterprises effectively address these goals in order to assist and youths and the community (Delgado, 2006). Many researches approve that financially sustainable is followed with when social enterprise creates a benefit or surplus, and that responses to increase the challenge of sustainability (Haugh & Tracey (2004); Omrane, 2013). The issues of youth club sustainability have also been recognized by hybrid organizations as stipulated in the spectrum in Figure 1 by Alter (2007). Both social and economic sustainability are trying to balance their value by shifting to the center of the spectrum as shown in Figure 1.

〈Figure 1〉 Sustainability equilibrium suggested by Alter (2007)



The main objective of this study is to find out the determinants that influence the sustainability of the youth clubs. These factors include demographic, leadership, social and economic factors especially adoption of social entrepreneurship in Fiji. These four factors are seen to have a lot of implication on youth club performance and its activeness. It is closely linked to the context, culture and environment that youth clubs in Fiji operate on.

More specifically, from the hypothesis of the research work, the testing of each factors and variables for measurement, observation will be done on key elements such as demographic data for youth club general characteristics and other elements like leadership strategic direction, social goals and enterprising. The testing of enterprising is a vital component of this research because it will also lead to the recommendation and conclusion for youth clubs to be introduced to youth social enterprise.

Ⅱ. Research Methodology

1. Study Population and Database

The research uses the MYS database collected from youth club files (Ministry of Youth and Sports, 2015) that are in the respective divisional offices in Fiji on August 2016 (Table 1). Since MYS has been given the legislative assent to register youth club from the informal setup in the verge to institutionalize youths in the various communities in Fiji, it has managed to register nationwide a substantial number of 2,929 youth clubs since 1985. Among registered youth clubs, about 39% (1,157) are active while 61% (1,772) are inactive. The numbers of inactive youth clubs have raised issues and also give an opportunity for MYS and its stakeholders to look deeper into the problem.

〈Table 1〉 Regional distribution of youth clubs in Fiji and situation of their sustainability on August 2016

Division	Active youth clubs	Inactive youth clubs	Total
Central	358	759	1,117
Eastern	255	120	375
Northern	198	290	488
Western	346	603	949
Total (%)	1,157 (39%)	1,772 (61%)	2,929

Sources: Ministry of Youth and Sports-Youth Club Distribution in Fiji

From the total available youth clubs of 1,117 in the Central division, 387 youth clubs in rural areas of that division data were selected and used in this research to represent the rest of other divisions of Fiji. The youth club data were screened by document reliability and considered the inclusion of missing data.

2. Research Framework Model

This study adapted the model from the Youth Engagement Framework by Rose-Krasnor (2008) that concentrated on the youth activity engaged in, the initiating factors which influence the starting of youth activities, the sustaining factors which influence participation and the involvement outcomes. While adapting the framework to detect the determinants of youth clubs' sustainability, the sustaining factor is the dependent variable observing whether the youth club is active or inactive.

The sustainability may depend on their demographic, leadership, social, and economic factors as the independent variables. Demographic factors are to mere understand the characteristics of the youth club which includes membership compositions including gender composition, age distribution, and club location. Leadership was measured through the possession of strategic planning of leaders, reporting system, and years of club existence duration. Social factors were measured the changes of membership, social mission, type of activity, and adult involvement. Economic factors included kinds of assistance from outsides, and adoption of entrepreneurship to sustain it function as a youth club.

3. Data Analysis

The data from 387 youth clubs in rural areas of the Central division of MYS were screened and analyzed by the descriptive data analysis to show the overall characteristics of the youth clubs in terms of provincial location, membership in gender and age. To compare between the sustainability of active and inactive youth clubs, T-tests and $\chi 2$ test were performed on some determinants like adoption of entrepreneurship to the club operation on the years of club existence and youth club sustainability. ANOVA tests were also

carried out to compare between types of social mission, livelihood, and assistance received on years of club existence.

Finally, the binary logistic regression model was applied to detect the determinants of demographic, leadership and socio-economic factors influenced on youth clubs' sustainability by SPSS version 23. The measurement of scale is divided according to the research framework as specified in Table 2. Backward LR (Livelihood Ratio) was used which allowed for the insignificant independent variable to be eliminated automatically in the process of testing against the dependent variable.

〈Table 2〉 The determinants of research measurement tested on of youth clubs' Sustainability in Fiji

Independent Variables		Measurement Coding	
Demographic	Gender	No. of males and female members	Numerical
		Ratio of males and female	Numerical
	Age	Ratio of adults	Numerical
	Location	Geographical location (5 Province)	Categorical
Leadership Factors	Strategic Planning Documents	Possession of document	Dummy 0-No, 1-Yes
	Reporting System	Regular submission of progress report to MYS	Dummy 0-No, 1-Yes
	Years of Club Existence	The numbers of years of youth club's survival	Continuous
Social Factors	Membership	Ratio of youth members	Numerical
	Social Mission	Character of Club Having Social Mission	Dummy 0-No, 1-Yes
	Adult Involvement	Ratio of Adult members	Numerical
Assistance Factors	Youth Club Assistance Status	Any assistance given to the club	Dummy 0-No 1- Yes
	Amount Assisted	Amount of assistance received	Continuous
	No. of Financial Assistance	No. of times assisted financially	Continuous
	No. of Financial Assistance	No. of times assisted financially	Continuous
Adoption of Entrepreneurship	Entrepreneurship	Enterprising to the club operation	Dummy 0-No, 1-Yes

Ⅲ. Results and Findings

1. Youth Club Demographic Characteristics

The five provinces of Central division in this target area are involved in youth development programs by MYS mostly like to other 4 divisions in Fiji. According to the data, Tailevu has the largest number of youth clubs registered with 36% while Serua and Namosi having the lowest which accounts for 8% and 7% of total 367 valid youth clubs, respectively (Table 3). The number of youth clubs registered also reflects the population sizes in the Central division. Most of the youth clubs are male dominated in the total member in the all province. On the other hand, there is a decrease in the number of total youth club membership from 15,108 to 14,809 since starting from 1985 to 2016 due to various factors which may include the migration of youth, youth not involved, or youths are able to shift from the informal setup to a more formal setup which includes educational institutions or job opportunities. This can also be a result of government policy on free education for all students up to year 13. Only for Naitasiri and Serua the numbers of youth club tend to increase by 10 % and 14%, respectively.

The youth club composition of age also considers because of the context the youth clubs have where there are youths from the age of 15~35 and there are those that are above 35 which are considered adults but involve themselves in youth work for various reasons. From the finding it shows that involvement of adult can influence the youth club performance in various ways. Tailevu in the general population of the province does not have the biggest but they are able to maintain their youth club performance actively. Even though Tailevu has the most youth clubs but in terms of activeness, Naitasiri has more with 65% while Serua has also maintained their active youth clubs even though they have a low number of youth clubs registered

with MYS.

1) The Correlations among Member Composition, Assistance Given and Years of Club Existence

According to this finding, the years of existence or the duration has survived have significant correlation with the percentage of members increasing which shows that duration of the youth club survival may somehow be influenced by members increasing. This is a clear indication of how membership drives the youth club to further its survival.

There is a strong positive correlation between the current total members of the youth club with the total number of youth club when it was registered. There is also strong statistical correlation between the percentage of members increase with current number of membership which directly and logical correlates (Table 4). Furthermore, it has also shown that the amount of assistance has significant positive correlation with the youth club membership when it was registered and also the total member of current youth clubs. This may reflect that assistance by assisting agency takes into consideration the membership of the youth club and may influence the ability to assist. The number of assistance given to a youth club has significant correlation to the membership when the youth club was registered, the current total members, amount given as assistance and the years of existence of the youth clubs. This implies that the number of assistance given to a youth club may be determined by its size of the youth club regardless of its numbers from when it was registered or the current numbers. The number of assistance given also considers the years the youth club has been surviving.

Conversely, there are negative significant correlation between the percentage of the members increased and the registered members when the youth club was registered. As the smaller number of members when

registered, the percentage of member increase meaning that membership has rather increased from its initial membership. Moreover, there is also a negative significant correlation between the numbers of assistance given to the current youth aged member ratio. This means that the higher ratio of youth age member clubs may have less chance of assistance compare with aged member of club received.

2) Comparison on Startup and Average Assistance Given by Stakeholders on Youth Club

Assistance is an important element in any organization and for this case to the youth clubs. Since youth clubs are CBOs, they dependent on assistance. This assistance is considered as startup capital for the clubs in doing business or enterprise. It is also important in this study where the assistance comes from. There were 3 main categories for assistance agency which are Fiji government, international agency and self-help. In terms of composition of assistance to the individual youth club members, most of them are self- help with 234 from the 387 total youth clubs.

There is very high statistical significance when comparing the assistance agency level with the current youth ratio which clearly reflects that assistances are given based on membership numbers of the youth club or its size. The other very important area that has significance is the assistance is given according to the duration of existence of the youth club which may be considered by funder. Government could support about 147 youth clubs and made sustainability nearly increase 2.2 years longer than self-help club average. On the other hand, the financial support of international agency significantly higher than others and mostly focused on recent years, so it is hard to conclude the effectiveness on club existence period. However, there is a sure relationship and significance between the assisting agency and the number of times the youth clubs are been assisted (Table 5).

〈Table 3〉 Demographic Data of Youth Club and Sustainability in the 4 District in the Central Division of Fiji

Province	Population	No. of Club Registered	No. of Members when Registered			Current Members on Aug. 2016				Sustainability	
			Female	Male	Total	Youth	Adult	Total	Change Ratio	Active Club No.	%
Naitasiri	160,760	104	1,452	2,752	4,204	3,764	852	4,616	+10%	68	65.4
Serua	6,898	29	397	652	1,049	1,036	158	1,194	+14%	16	55.2
Namosi	100, 787	28	301	560	861	510	107	617	-28%	10	35.7
Tailevu	18, 249	141	2,382	4,070	6,452	4,846	1,350	6,196	-4%	72	51.1
Rewa	55, 692	85	1,005	1,537	2,542	1,813	373	2,186	-14%	26	30.6
Total	342,386	387	5,537	9,571	15,108	11,969	2,840	14,809	-2%	192	(Mean) 49.6

Source: Fiji Bureau of Statistics, Youth Age (15~35), Adult Age 〈35

〈Table 4〉 The Correlations among years of club existence, member composition and changes, and assistance given in the Central Division of Fiji

Factors	Year of Existence Duration	Initial No. of Club Members	Current Members	Current Youth Ratio %	% of Members Increased	Amount of Assistance
Initial No. of Club Members	-.099	1	.	.	.	..
Current Total Members	.065	.274**	1	.	.	.
Current Youth Ratio %	-.058	-.026	-.100	1	.	.
% of Members Increased	.192**	-.255**	.613**	-.078	1	.
Amount of Assistance	.001	.273**	.215**	-.082	.023	1
No. of Assistance Received	.119*	.137**	.162**	-.133*	.061	.284**

*, ** Significant at 0.05 and 0.01 probability levels, respectively.

〈Table 5〉 Comparison on startup and average assistance given by respective stakeholders on individual youth club in the Central Division of Fiji

Assistance Agency (total n=387)	Current Youth Ratio %	Year of Existence Duration	Amount of Assistance per Club (US$)	No. of Assistance Received
Overall Mean of Club	81.8	5.7	423.2	0.46
Government (n=147)	79.5	7.1	789.3	1.12
Int'l Agency (n=6)	69.3	3.8	6458.2	1.00
Self Help (n=234)	83.9	4.9	36.1	0.03
P Value	0.01	0.01	0.01	0.01

2. Membership and Assistance Factors Affecting on Youth Club Sustainability

Analyzing the sustainability of community based organizations [CBO], MYS uses active and inactive of youth clubs through it performance which is mainly from youth club's report received by the divisional offices. Table 6 shows how the activeness and inactiveness of youth clubs is compared to the membership increase, member's composition, the assistance received, and the duration of youth club existence. From the cohort of 378 youth clubs that was used in this research, 195 were inactive while 192 were inactive. The youth club sustainability had no statistical significance with the total membership when the youth club was registered and has same effects on the gender distribution as well. This had concurrent effects as well with regards to the provision of having purely youth aged in the club or even the inclusion of adults as mentors or advises.

In contrast, there was statistical significance in the increase in membership when the youth club is being reported to MYS. It had significant increase or decrease in the membership of youth clubs later may in some ways affect the youth club. In terms of comparing the activeness and the inactiveness of the youth club with the assistance that is given, there is statistical significance with regards to the amount of assistance given in term of valuing it in monetary terms.

The duration of the youth club existence is also a very important element of analyzing to get profound results. The duration of youth is defined by MYS as when the youth club was in operational to when it has died away and does not exist. According to the results, the existence of the youth club also had significance statistical explanation on sustainability. It was so worthy to note that the average years of youth club survival was 4.6 years for inactive youth clubs and 6.8 years for active youth clubs.

〈Table 6〉 The comparison of sustainability on member's increase, member composition, assistance received and duration of youth club existence in the Central Division of Fiji

Sustainability	No. of Average Members when Registration			No. of Average Members when Last Reported					Assistance		Duration of Existence (Years)
	Male	Female	Total	Youth	Adult	Total	% of Youth	% No. Changed	No. Received	Amount (US$)	
Inactive (n=195)	24.0	14.3	37.9	28.8	6.6	35.4	82.6	-6.6	0.36	378	4.6
Active (n=192)	25.5	14.4	39.8	34.3	8.4	42.7	81.1	+7.3	0.55	469	6.8
P Value	0.42	0.94	0.56	0.06	0.05	0.03	0.33	0.75	0.56	0.03	〈0.01

3. Effect of Entrepreneurship Adoption on Club Sustainability

To analyze the adoption of entrepreneurship to the club existence as youth club sustainability, $\chi 2$ test were performed (Table 7). The clubs which did not adopt entrepreneurship showed 31% of club existence, on the other hand, clubs which adopted entrepreneurship resulted a 67% of very significant sustainability ($p<0.001$). It means youth-led clubs which adopt business entrepreneurship may combine social and economic goals with their club operation and effectively achieve financial need and that response to increase the challenge of sustainability.

〈Table 7〉 Effect of adoption of entrepreneurship to the club existence as youth club sustainability in the Central Division of Fiji (x^2 test)

Classification			Youth Club Active/Inactive		Total	Chi-square test
			Inactive	Active		
Entrepreneurship	No	Count	129	58	187	x^2 =50.06 p〈0.001
		% within Entrepreneurship	69.0%	31.0%	100%	
	Yes	Count	66	134	200	
		% within Entrepreneurship	33.0%	67.0%	100%	
Total		Count	195	192	387	
		% within Entrepreneurship	50.4%	49.6%	100%	

4. The Determinants of Demographic, Leadership, and Socio-economic Factors Effecting Youth Clubs Sustainability Using Binary Logistic Regression Model

To determine the factors which affect club sustainability as the dependent variable, membership, leadership and socio-economic factors including adoption of entrepreneurship were tested with logit regression analysis whereby most of the independent variables listed in Table 2. In this case, there were 5 steps that were given and from these 5 steps, step 1 was chosen because of its significant implications to the research and its framework. The summary the model (Table 8) shows that the research model fits well (Nagelkerke R^2 value = 0.394, Hosmer and Lemeshow Test χ^2 = 0.398).

〈Table 8〉 Binary logistic regression model summary and Hosmer and Lemeshow test for model fitness

	Model Summary			Hosmer and Lemeshow Test		
Step1	-2 Log LH	Cox & Snell R^2	Nagelkerke R^2	Chi-square	df	Sig.
	392.597	0.294	0.394	8.371	8	0.398

Table 9 shows the prediction level for the dependent variable on the sustainability of the youth club and its desire to remain active as per MYS requirements and its summary. The table shows that the prediction level for activeness for youth club is 73.7% while the inactiveness is 71.5%. Most overwhelmingly the overall is 72.6% which shows that this analytic tool has rate the prediction level very high in its dependent variable for youth club sustainability.

〈Table 9〉 Classification of Prediction Table on Sustainability of Youth Clubs in the Central Division of Fiji

	Observed		Predicted		
			Activeness of Youth Club		% Correct
			No	Yes	
Step 1	Activeness of Youth Club	No	138	55	71.5
		Yes	49	137	73.7
	Overall %				72.6

The five categories of determinant factors in equation tested against the dependent variable of youth club sustainability are shown in Table 10. As for the membership factors, the youth club activeness and inactiveness does not dependent on the initiation of member count, gender composition, and ratio of youth member composition. However, total membership of the club and the rate of increase membership have significance in the sustainability of the club. Increasing members and maintaining the youth club membership is very vital for its activeness.

Youth clubs' participation in its social activities which is derived from youth clubs' social goals may not much influence sustainability or its activeness ($P \leq 0.052$). Practically, majority of the youth clubs in Fiji are socially driven due to the context and the culture of the community. Youth clubs that are socially motivated may face issues of sustainability. From the testing of the assistance factors, the amount of assistance given, number of times the assistance received, and the donner agency do not have significance in sustaining the clubs to be active also. The leadership factors, the reporting have direct significant to the activeness of the youth club, this is a way leader can collaborate with MYS and other stakeholders that may contribute to the activeness of the youth club in the long term. Subsequently, strategic plan of the youth club that needs the leadership team to work on is very significant also for the activeness of the club. The year of youth club

existence is also vital having a significant (P≤0.003).

On the other hand, an important factor that clearly links to the objectives of this research is the testing of adoption of entrepreneurship to the sustainability of the youth clubs. According to this logistic regression testing and its results same as previous $\chi 2$ test in Table 7, it has a statistical significant level (P<0.001), which conquers that enterprising is very important for the youth club to be almost 6 times (odd ratio, Exp B=5.741) more active compare than without adoption of entrepreneurship. The enterprising activity that the youth clubs choose to undertake will allow them to generate income which can support

〈Table 10〉 Testing of Variables in Equation on the Determinants of Youth Clubs' Sustainability in Fiji

Variables in Equation	B	S.E	Wald	D.F	P value	EXP(B)
Membership Factors						
No. of Members Registration when 1st Registered	−0.005	0.006	0.638	1	0.425	0.995
No. of Members when Final Reported	0.014	0.007	4.530	1	0.033	0.995
Male female Ration when Final Reported	0.132	0.083	2.504	1	0.114	1.141
Rate of Youth Members when Final Reported	0.003	0.010	0.070	1	0.792	1.003
Rate of Member Increased	−0.005	0.002	6.845	1	0.009	0.995
Social Goal (Reference Group=No Goal)	0.592	0.305	3.761	1	0.052	1.808
Assistance Factors						
Amount Assisted	0.000	0.000	0.256	1	0.613	1.000
No. of Assistance Received	0.426	0.424	1.006	1	0.316	1.531
Donner Institution (Reference Group=Self Help)			0.618	2	0.734	
- Government	0.084	5.38	0.024	1	0.876	1.088
- Int'l Organization	−0.962	1.424	0.457	1	0.499	0.382
Leadership Factors						
Reporting System (Reference Group=No System)	20.402	19428	0.000	1	0.000	7.25E8
Strategic Plan (Reference Group=No Plan)	1.401	0.290	23.353	1	0.000	4.061
Year of Club Existence	0.059	0.020	8.966	1	0.003	1.061
Adoption of Entrepreneurship (Reference Group=No)	1.748	0.273	41.122	1	0.000	5.741
(Constant)	−23.13	19428	0.000	1	0.999	0.000

their social goals and activities in the social factor of the research framework which relates to the realistic situation that youth clubs are facing on the ground.

V. CONCLUSION AND RECOMMENDATION

1. Discussion and Conclusion

It is important for youth clubs to understand their demographic characteristics with its location which is closely related to the resources and the opportunities to collaborate with key stakeholders that are within their area. Among nationally registered clubs involved in youth development programs by MYS, only 39% are active from 1985 to 2016 in 5 provinces in Fiji. Central division of the research target area is mostly like to other 4 divisions and shows 49.6% of sustainability of youth clubs.

Assistance is an important element to the youth clubs of CBOs which dependent on assistance. This assistance is considered as startup capital for the clubs in doing business or enterprise. Government support could increase sustainability nearly 2.2 years longer than self-help club average. Moreover, youth-led clubs which adopt business entrepreneurship may combine social and economic goals with their club operation and effectively achieve financial need and that response to increase the challenge of sustainability.

To determine the factors which affect club sustainability, logit regression analysis was tested on membership, leadership and socio-economic factors including adoption of entrepreneurship. As for the membership factors, the sustainability dependents on total counts and the rate of increase of membership. All of the leadership factors, such as reporting system, strategic plan and year of club existence have direct significances.

Social factors are an element that most youth clubs in Fiji are involved in

activities such as community service which is the core existence of the youth club and as suggested by Austin *et al.* (2006). Moreover, it is very central to any social enterprise or a community based organization as well and the main purpose of the youth clubs' formation which is to bring the youths together on a social platform for interactive and institutionalizing. However, there are no statistical significance for social goal and social activities to influence the sustainability of the youth clubs. This core existence is this social driven purpose by youth club should be balanced and managed with economic factors in Fiji.

The leadership factors including reporting system and strategic plans have significant relations to the sustainability of the youth club. Those system and plan are to be instigated by the youth club leaders in collaboration and agreement with its members. The way leader can collaborate with MYS and other stakeholders that may contribute to the activeness of the youth club in the long term.

One of the main elements of the research is to also venture into innovative and creative ways of managing the youth club for sustainability is the adaptation of the social enterprising characteristics and to be main streamed in to the function of youth club formation and its operation. From this research, there are empirical evidences that youth clubs in Fiji are venturing into enterprising initiative to be competitive and sustainable but they may lack the understanding of balancing their social activities which is influenced by social goals. In this aspect, the hybrid spectrum and the sustainability equilibrium that was a remarkable agreement in Alter's research (2007) is important for youth clubs in Fiji to consider. There is a conspicuous indication that youth clubs in Fiji are showing they are also in the need to be sustainable by adoption of entrepreneurship as part of their activity. This is a more needed shift that needs key stakeholders to consider while looking at areas of youth social development and how it is blended in with great

economic spirits with leadership determination. Youth club can be empowered and capacity build to create and manage youth social enterprises.

2. Recommendation

In the venture to carry out this research work and to come forth with its findings, proper recommendations are done for a way forward to manage youth club in Fiji. There was an abundance of data that was there in individual youth club file but the management of the data for centralized electronic database is an immediate need for MYS. Data and it translation to information is very vital in this digital era and the interpretation of it will allow for more profound strategic direction and sound policy advise. The monitoring and evaluation system should be robust to capture areas of coordination and collaboration between youth clubs and its internal and external stakeholders. There needs to be a review on sustainability measurement by MYS on youth clubs and its processes on labeling active and inactive.

From this research, there are also recommendation that the stakeholders that assist youth clubs need to work together and map out the gaps and areas of assistances. This coordinated approach will help in the fair distribution of assistance to the youth clubs. Assistance that is given should also consider the number of membership in the youth club as this is also vital in the findings. The national youth policy in Fiji is too socially driven and may have a trickle-down effect on youth clubs and youths in general. It is quite clear that when the duration of existence of youth club increase there should be more emphasis on its activities and profound strategies derived from leaders and members agreement should be carried out in order to keep it more active. Youth clubs should have their own dynamic youth programs that will help them maintain their membership.

From this research, recommendations are for the policy to adopt

entrepreneurship for sustainability to be shifted from environment to social to now economical. It is therefore important that through enterprising approaches, youth clubs need to form clusters and cooperatives to help them. There is a greater opportunity to partner with the private sector to create a link from the community base enterprises like youth enterprise to the market as suppliers. NGOs are also partners for development who need to have a consolidated approach with MYS. Moreover, training is a very important component that needs to be considered. There could be concurrent training done which is community based and youth training center based. Community based training is awareness, refresher or part of packed integrated training. Enterprising and social enterprise and its characteristics needs to be studied and trained well and, in the community, it is just a way of discussing with youth clubs and its members the available option they have for their youth club to be sustainable. On the other hand, the main streaming of enterprising training in the youth training center will help youth club leaders and members to undertake proper training on how to manage a youth club and at organization level try to sustain it. Enterprising training should be contextualized and be part of training in the youth training centers.

The research work dependent on the MYS database to justify through empirical analysis and findings the results that is needed (Foundation, 2006). The use of survey questionnaires and interviews would also be an ideal way to have the people's perceptions for the results to produce the desired outcome to help the youths who are a major asset in development in Fiji.

REFERENCE

Alter, K. (2007). *Social enterprise typology*. Virtue Ventures LLC, 12, 1-124.

Austin, E. J., R. Gutierrez, E. Ogliastri, & E. Reficco. (2006). *Effective Management of Social Enterprise.* London: Harvard University.

Breen, J. T. (2003). *Effectiveness of Youth Clubs in the Local Community.* Dublin: Joint Committee on Arts, Sports, Tourism, Community, Rural and Gaeltacht Affairs.

Delgado, M. (2006). *Designs and Methods for Youth-Led Research.* California: Sage Publications.

Delgado, M., & Staples, L. (2007). *Youth- Led Community Organizing- Theory and Action.* New York: Oxford University Press.

Foundation, R. W. (2006). *Qualitative Research Guidelines Project*. Retrieved 11 29, 2016, from http://www.qualres.org/HomeTria-3692.html

Hart. R. (1990). What is Youth Engagement? Retrieved February 11, 2018, from http://vtsca.cloverpad.org/

Haugh, H. and Tracey, P., 2004. The role of social enterprise in regional development. In: Cambridge-MIT Institute, ed. Social enterprise and regional development conference, 16 September 2004, Cambridge-MIT, University of Cambridge, UK. Cambridge: Cambridge-MIT Institute.

Ministry of Youth and Sports. (2015). Retrieved March 26, 2016, from www.youth.gov.fj: http://www.youth.gov.fj/index.php/youth-programs/youth-club-support

Ministry of Youth and Sports Fiji. (2014). *Fiji's Rising Young Generation: Report of the Youth Development.* Suva: Ministry of Youth and Sports.

Nelson, R. (2011). IEEE Applied Electromagnetics Conference - Welcome to 2011 IEEE AEMC. 2011 IEEE Applied Electromagnetics Conference (AEMC). doi:10.1109/aemc.2011.6256788

Omrane, A. (2013). *Social Entrepreneurship and Sustainable Development:*

The Role of Business Models. Ecully, France: Emlyon Buiness School.

Rose-Krasnor, L. (2008). Future Directions in Youth Involvement Research. *Future Direction*, 498-509.

UNDP. (2015). *Youth Volunteerism in Fiji.* Suva, Fiji: United Nations Volunteers (UNV) program in Fiji & National Youth Council.

Veramu, J. (2011). *Situational Analysis of Youth in Fiji.* Suva, Fiji: Ministry of Youth and Sports.

국문초록

피지 청소년클럽의 지속가능성 결정요인

Sovanivalu, Akuila
피지 청소년 체육부

정무권
연세대학교 글로벌행정학과

한상일
연세대학교 글로벌행정학과

주영규
연세대학교 빈곤문제국제개발연구원

피지의 청소년체육부 (MYS)에는 2016년 현재 2,929개의 청소년 클럽을 등록되어 있지만 전체 클럽 중 39%가 활동적이며 지속 가능한 상태이다. 본 연구는 청소년 클럽의 지속가능성에 영향을 미치는 여러 가지 결정요인을 탐색 하였다. MYS 중앙부서에 보유한 387개 지역 청소년 클럽의 자료에서 회원, 리더십, 기업가정신의 채택 여부를 포함한 사회 경제적 요인이 청소년 클럽 지속가능성에 미치는 영향을 로지스틱 회귀모델을 포함한 다양한 통계분석에 의해 선별·검정되었다. 여러 가지 검정요인 중에서, 외부로부터의 지원은 클럽의 공동체 기반 조직 (CBO)을 구성하는 중요한 요인이었다. 정부 차원에서의 지원은 그렇지 않은 클럽보다 약 2.2년 활동의 지속성을 증가시켰다. 클럽의 대정부 보고 체계와 전략 계획 수립 등을 포함한 리더십 요인들은 청소년 클럽의 지속 가능성과 중요한 관계를 보였다. 이러한 보고체계와 전략계획 등은 청소년 클럽 임원들에 의해 그 회원들과의 협력관계를 유발 시킨 것으로 사료되었다. 또한 여러 결정요인들 중, 기업가정신의 채택은 청소년 클럽들이 지속가능성에 매우 중요한 결정요인이었다. 로지스틱 회귀분석에 따르면, 기업가정신의 채택은 그렇지 않은 클럽보다 약 6배 더 클럽 활동의 지속가능성이 높았다. 피지의 청소년 클럽들은 본연의 설립 목적인 지역사회에 봉사하는 사회적 책임감과, 조직의 유지를 위한 수입원 발굴에 대한 욕구를 동시에 만족할 필요가 있었다. 특히 청소년 클럽, MYS 및 주요 이해관계자의 협력과 훈련 분야에 도움을 줄 수 있는 전략적 정책 수립이 필요한 것으로 판단되었다.

[주제어: 피지 청소년·체육부, 청소년클럽, 지속가능성, 사회적 기업, 기업가 정신]

논문접수일: 2019년 1월 11일
논문수정일: 2019년 7월 2일
게재확정일: 2019년 11월 14일

제1저자(주저자): Sovanivalu, Akuila is received his M.Sc in Community Development from Yonsei University- Wonju campus, South Korea in 2017. He is working as a senior officer in Ministry of Youth and Sports in Fiji, Fiji Islands(akuila.sovanivalu@undp.org).

제2저자(공동저자): Chung, Moo-Kwon is a professor of the Department of Global Public Administration at Yonsei University, Wonju, South Korea. His areas of expertise are social policy, comparative political economy, development, and public administration. He received his Ph.D in political science, Indiana University, USA. His research on the Korean welfare state, East Asian welfare regime, the public sector and organizations, and social enterprise, development studies have been published in various journals(chungmk@yonsei.ac.kr).

제3저자(공동저자): Han, Sang-Il is a professor of the Department of Global Public Administration at Yonsei University, Wonju, South Korea. He received his Ph.D. degree in public administration from the University of Southern California. His research on social enterprise, public organizational management and community development appeared in various journals(hans@yonsei.ac.kr).

제4저자(교신저자): Joo, Young Kyoo received Ph. D degree from Iowa State University majoring in crop and soil science (1987), served as Affiliate Professor of Iowa State University, IA USA. He works as professor of Yonsei University, Div. of Biological Sci. & Tech., Wonju, Korea and have published "Inhibitory effect of veterinary antibiotics on denitrification in ground water" (2014) in Scientific World Journal(ykjoo@yonsei.ac.kr).