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MOVING MISSION INTO ACTION THROUGH STRATEGY

by

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ABSTRACT

Non-profit organizations across the globe are continuing to increase in numbers. There is a need for these non-profits to develop and utilize strategy in order to thrive in a growing and competitive environment. Although some research exists on non-profit strategy, the research presented here further develops and classifies non-profit strategic typologies through the examination of environmental and human trafficking non-profit organizations. This research focuses on the missions of non-profits organizations and how these respective organizations can see their mission come to fruition through successful strategic implementation. While business strategy centers on profit accumulation, non-profit mission is fixated on the re-installment of values or provision of services that have been lost or overlooked by governments or businesses. Through a comparison of business and non-profit strategy, six non-profit strategic typologies are presented that can be applied to any non-profit organization's mission.

MOVING MISSION INTO ACTION THROUGH STRATEGY

"…we are in the midst of a global "associational revolution" that may prove to be as significant to the latter twentieth century as the rise of the nation-state was to the latter nineteenth. The upshot is a global third sector: a massive array of self-governing private organizations, not dedicated to distributing profits to shareholders or directors, pursuing public purposes outside the formal apparatus of the state. The proliferation of these groups may be permanently altering the relationship between states and citizens, with an impact extending far beyond the material services they provide."

   … Lester M. Salamon, Director of the Institute for Policy Studies at The Johns Hopkins University, 1994

Chapter 1: Introduction

Almost 20 years after Lester Salamon's influential observation, the nonprofit sector continues to grow. According to Independent Sector, 1.6 million non-profits were registered in the United States alone in 2011 (Independent Sector).With a large number of non-profit organizations, NGOs, fighting for resources today it is crucial that the executives of these non-profits operate strategically in order to see their mission accomplished. In this research, I explore what non-profit strategy is and how it compares to business strategy. I establish a typology that will help non-profit leaders better focus their limited resources on mission fulfillment.

NGOs are defined as "private, not-for-profit organizations that aim to serve particular societal interests by focusing advocacy and/or operational efforts on social, political and economic goals, including equity, education, health, environmental protection and human rights" (Teegen, 2004, 466). There are numerous types of non-profits; many of whom share common goals and purposes for existence. They arise from a need that business, government or society has either created or not acknowledged (Hyatt, 2009, p.2). In general, non-profits work to re-instill values or provide services that have been lost or overlooked by government or business. In

terms of business, non-profits have also pushed to demonstrate and instill corporate social

reasonability (Bouckaert, 1998, p.1074) and for government to intervene on environmental

matters. Non-profits thus play an influential role in shaping the changing business role,

environment and even strategy.

Business strategy is distinct to that of non-profit strategy (Bouckaert, 1998, p.1074). A

business's underlying target is to make profits. Their strategy can be seen as actions taken to

provide value to customers and gain a competitive advantage by exploiting core competencies in

specific individual product markets. Michael Porter's and Milles & Snow's strategy theories are

the most accepted in the business environment.

The framework for non-profit strategic typology is clearly distinct to that of business

strategy. NGOs are born out of a need not met or acknowledged by business. Therefore, it would

seem fitting that these organizations not apply the same principles of business strategy that

landed them the job to begin with. Non-profits are neither looking to be cost leaders nor

differentiators in many circumstances. Rather these organizations are looking to sell ideas,

values, concerns, awareness and protection. It would make since then that the strategies used are

different than that of their business counterfeits. The question then becomes what are those

strategies that a non-profit can implement to turn their mission into a reality. That is precisely

what I entail to provide through this article.

In order to focus my research, I have chosen to focus on two important topics, the

environment and human trafficking, which consequently have given birth to numerous non-

profits. As Luis states, communities around the world are becoming more aware and involved in

issues concerning the environment and the human trafficking industry. "In the field of

international relations and politics, there is a new interest in the growth of increasingly active

non-governmental networks of environmental, gender and human rights campaigning organizations" (Luis, 2001, p.8).

I chose to study environment and human trafficking non-profits as they are important and diverse areas of concern. There are ample organizations within both topics to sample and conduct research. Both of these areas are concerned with correcting some type of physical harm. Human trafficking is seen as direct harm to human beings whereas environmental concerns arise from indirect harm to mankind stemmed by direct harm to the earth. Today the environment is at the center of many United Nations and local government debates. Businesses are also having to tackle the issue of environmental sustainability as consumers are becoming more educated on sustainable practices and demanding companies to act accordingly. The word sustainable has become a more frequently recognized and used word in today's vernacular. With increased use and application of this discourse, a deeper understanding and definition of sustainability developed. Sustainability encompasses 3 factors – economic, environment and social. Human trafficking addresses social sustainability. Therefore both environment and human trafficking NGOs represent the trending sustainability discussion.

Although I have chosen to concentrate on two of the ample non-profit organization arenas, the environment and human trafficking represent two major topics of concern in today's generation. Their action and involvement have only increased over the years. Their presence is important to the world's community. As more non-profits are created, no matter the type of NGO, it is vital to understand that the strategies enacted are and should be different from that of traditional business typologies. Success for an NGO is not primarily concerned with economic gain. Rather their mission reflects a desire to serve the needs of earth and her inhabitants." The mission reflects the agency's long-term objective, such as a reduction in poverty, illiteracy,

malnutrition, homelessness, disease, pollution, or discrimination" (Kaplan, 2001, p.360).

To date, there has not been an extensive amount of research conducted on non-profit strategic typologies (Hyatt, 2009, p.5). As a result, I attempt to define such typologies. Through the research collected, I propose six basic strategic NGO typologies –Focused Restoration, Broad Support, Focused Awareness, Broad Advocacy, Focused Hybrid and Broad Hybrid.

These typologies are based on the analysis of 35 non-profits in the environmental and human trafficking arenas. These non-profits and the corresponding data can be seen in Appendices A and B. From these typologies I was able to see how the NGO moves their mission statement into action. In the pages that follow, I will summarize business strategies, my research methodology, my analysis, and conclusion.

Chapter 2: History of Business and Non-Profit Strategy

A business firm endorsed strategy as a means to increase shareholder value and maximize

profits. As stated by Srinivasan,

> the long-term profitability and survival of any multi-unit firm critically depends on the
> corporate strategy adopted by the firm in the allocation of resources to its current
> business units as well as to potential new business units. A key aspect of the firm's
> corporate strategy can be expressed in terms of market share objectives… (1982, p. 979).

Strategy was about practicality, power and the firm's self-interest. Ethical theories and

concerns did not fit with the primary commercial, legal and managerial concerns. Typically,

ethics were associated with the weak not the powerful. Finally, a firm rated profits as its primary

objective. It possessed its own agenda and looked to strategy to meet or exceed that agenda. If a

firm were to include ethics into that strategy, they could no longer maintain self-interest. Rather

moral conscious would demand the firm look beyond themselves and include society in their

bottom line as well (Singer, 1994, p.191).

Non-profit strategy however does include society. In fact, the betterment of society is

their bottom line. In order to define non-profit strategy, we first define business-level strategy as

to then compare it to that of non-profits.

"The purpose of a business-level strategy is to create differences between the firm's

position and those of its competitors" (Hitt, 1999, p.107). In order to achieve such differences, a

company could apply several strategy methods; however for purposes of this paper I will focus

on the primarily used adaptation strategy principals of Miles and Snow and the five forces from

Michael Porter.

The adaptation strategy is "a model that takes into account the interrelationship among

strategy, structure, and process" (Raymond, 1978, p.547).Four strategic typologies, the defender,

prospector, analyzer and reactor, are applied, or adapted, to a firm based on the primary analysis

of what Miles and Snow label entrepreneurial, engineering and administrative problems. Once the problem or problems have been identified, an adaptation strategy is chosen that appropriately resolves the company issue.

The first typology, the defender, works to effectively serve a small market segment well by not over producing and "developing a single core technology that is highly cost-efficient" (Raymond, 1978, p.551). A firm employing the defender strategy seeks to keep other competitors out the market by being highly efficient in all corporate departments (Raymond, 1978, p.550). Typically this strategy is seen in stable market environments.

As the defender strategy embodies corporate control, the prospector strategy embraces change and creates an environment that encourages administrational flexibility and technological development. Therefore, prospector firms try to avoid long commitments to specific R&D processes and automation. This typology centers on the ability to recognize underserved markets. Firms work to create new products and methods as new opportunities are uncovers. A prospector firm is not as concerned with profit margins but rather their rather their "reputation as an innovator in product and market" development (551). This strategy is advantageous for rapidly changing markets and environments but in the long run it requires a lot of physical and financial resources. A firm enacting this strategy runs the risk of operating on low revenue streams (Raymond, 1978, 551-553).

Although hard to apply in rapidly changing markets, the analyzer strategy aims to combine the strengths of both the defender and prospector. They seek to keep up with market trends not by introducing new products but by replicating new products that have proven viable. Such a strategy allows a firm to maintain stable market segments while engaging in a degree of market penetration, thus attracting new customers and revenue sources. In this strategy, balance

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is the key objective. The balance is found between the high control and technology automation levels of a defender and the more variable and fast characteristics of a constantly changing prospector (Raymond, 1978, p.553- 555).

Lastly, Miles and Snow purpose a more "residual" strategy that "consists of responding inappropriately to environmental change and uncertainty" (Raymond, 1978, p.557). The reactor strategy reflects poor implementation of either the defender, prospector or analyzer typology. Reactors act less aggressively in future planning resulting in under performance in all three problem areas - entrepreneurial, engineering and administrative.

Following Porter's theory, a firm can either choose to create more valued or improved versions of competitors' products or, produce completely distinct goods or services. Business strategy typologies are created on the basis of customer value, either low cost or distinctiveness, and the target market, either a broad or a narrow market segment. Business-level strategy can therefore be classified into four main strategies – cost leadership, differentiation, focused cost leadership, focused differentiation and integrated cost leadership/differentiation.

In cost leadership a firm recognizes low cost as the basis of customer value. The strategy therefore is to target a broad market and diversify from other companies by positioning the good or service at a lower price. Differentiation also targets a broad market but acknowledges customer value in product distinctiveness. In targeting a narrow market segment, a firm may employ either focused cost leadership, which comprehends lowest cost as the most valuable for the consumer, or focused differentiation, which recognizes customer value as distinctiveness. The last typology is integrated cost leadership/differentiation which pursues low cost and differentiation simultaneously. A firm with an integrated strategy aims to efficiently produce products with distinguishable features to be sold at low prices (Hitt, 1999, p.120).

Within each of these typologies, a firm conducts a competitive analysis of the industry so as to develop and implement an effective strategy. This competitive analysis is comprised of Michael Porter's five forces – threat of new entrants, bargaining power of buyers, bargaining power of suppliers, threat of substitute products and rivalry among competing firms. In cost leadership for example obtaining a leading low cost position creates less rivalry among competitors. In regards to the bargaining power of suppliers, cost leaders maintain a higher bargaining power as their higher net margins allow them to absorb any price increases from suppliers. Furthermore, as a cost leader works to reduce costs they achieve greater efficiency that raises the entry barriers considerably (Hitt, 1999, p.113-114). Table 1 presents a review of the objectives of corporate strategy.

Table 1: Corporate Strategy Objectives Review

Corporate Strategy Objectives	
Establish unique set of traits/skills to be distinguished from competition	Establish balance between provision of undifferentiated and differentiated goods or services
Increase shareholder value and maximize profits	Aid in creating flexible corporate environment in a fast changing market
Provide low cost to broad market	Control to maintain stability in target market
Produce differentiated goods or services	Focus on a narrow or broad market segment
Used to solve administrative, entrepreneurial or engineering problems	

However, these are all components of business strategy. Although defining business strategy is no easy task, defining strategy for a non-profit presents further complications. Non-profits primarily are not aiming at higher gross revenue and product sales.

The major goals of a not-for-profit organization are not so directly evident as the profit making organization's all-encompassing and measurable goals of increased profits and sales or market share. As a minimal need for the organization, of course, the not-for-profit organization generally has a financial 'survival' goal in common with profit making management (Hatten, 1982, p.91).

The rationale behind generating NGO strategy is said to be "the process that is used to assess or reassess the organization's mission, philosophy, and goals, and to develop plans to achieve the organization's goals and objectives consistent with its mission and philosophy" (Shortell, 1985, p. 223).This is unique to non-profit organizations and is not recognized and discussed in much depth. Non-profits fashion a strategic plan in order to achieve the mission in which they founded the organization. However, not all non-profits actually operate out of a true strategic plan and management.

Many nonprofit organizations do not use strategic planning. They are more likely to rely on a variety of planning methods (Nutt, 1984), such as operational planning (that is, annual goal setting), the use of some elements of long-range planning, and informal planning (Stone, 1999, p.383).

The application of business principals and language, such as strategic planning, is in contrast, for a vast sum of NGOs, with the social good that NGOs exist to deliver (Burbank, 2012, p.1). To cross facets of business with social welfare is seen as unthinkable for some NGOs. It is as if they are implying business induced the social services NGOs provide; therefore, those principals will destroy the third-sector, creating further chaos. Steve Rothschild, the author of *The Non Nonprofit: For-Profit Thinking for Nonprofit Success* suggests a great idea for a nonprofit can exist but the full maturity and potential of that idea will never be realized if there is not proper execution (Rothschild, 2012, p.1). Although most commonly associated with business, strategy is used in all environments and is a main component for proper execution of any mission.

Strategy is beginning to be discussed more frequently within the third-sector environment

but there is not a good deal of research on the actual strategic typologies available to NGOs (Hyatt, 2009, p.5). There are several possible explanations as to why defining third-sector strategy is more challenging.

To start, the cliental a NGO serves is primarily rather vast. The A21 campaign for instance (seen in Appendix A), is an international organization combating human trafficking from places such as Bulgaria to Australia. Not only are they serving the women entrapped in this enslavement, they are also targeting the local community within these countries, as well as the global public, to raise awareness of the issue. Thus, the needs within those they are reaching represent a vast array of cultures, values and demands on how they want to see human trafficking defeated. It was found from 24 compiled non-profit strategy studies that "little attention has been paid to determinants expressing changing demands for services or shifts in client needs" (Stone, 1999, p.391) within the non-profit sector.

The local community imposes a further complex factor with some higher order managers' loyalties to serve the community in which they are located. Deciding on a single strategy could be complicated when members of the executive board are not willing to budge from such local allegiance. "Nonprofits, often characterized by multiple and conflicting goals, may need to establish a base level of goal consensus before planning can take place"(Stone, 1999, p.390). With such a variety of players involved in non-profit organizations, there are many perceptions as to how NGOs should operate and establish a mission and strategy. "Nonprofits, like their private sector counterparts, have to focus their limited resources on a limited set of objectives and constituents. Attempting to be everything for every- one virtually guarantees organizational ineffectiveness" (Kaplan, 2001, p. 359).

The management team also may be comprised of a diverse group of individuals, some of

which may have spent half their career in the corporate world (Hatten, 1982, p.91). As we have already begun to discuss, strategy from a corporate mindset cannot be applied directly to the third-sector environment; although, it can be emphasized to study and apply pieces of corporate strategy to that of non-profits. "… Many strategy documents represent a combined wish list from all the participants invited to engage in the strategy-setting process. Nonprofit organizations, in particular, value employee participation. But often they have difficulty channeling suggestions into a few coherent themes" (Kaplan, 2001, p. 358). "The concept of [corporate] strategy can provide [non-profit management] with a common tool, or language, to evaluate their organization's performance and identify future needs and prospective problems" (Hatten, 1982, p.90).

Further findings compiled from 24 studies on the use of non-profit strategy concluded that the characteristics of the environments in which NGOs receive their resources, and the NGO's relationships with donors, play a large role in the creation and implementation in the chosen strategy (Stone, 1999, p.391). A fear exists within many NGOs that in order to keep the necessary funds streaming in, the organization should align itself to the agenda of their donors. Without a strategy, the organization has more leeway to adapt to the agendas of their donors to ensure adequate financial support.

Hatten asserts non-profit strategy is first defined by evaluating the organization's current operations and activities. Once labeled, the organization compares their present financial situation, possessed assets and skills, to current operations in order to determine whether the needed resources are present or out of reach. Strategy is determined by the resulting outcome; the actions taken after such an evaluation. Hatten continues by contending the difference between corporate and not-for-profit functions and activities. In regards to not-for-profits, functional

strategies include financial, production, and marketing (Hatten, 1982, p.94).

A finance focused strategy is one typology for non-profits. However, financial matters should not be thought of as the all-encompassing success driver within a non-profit. There is greater variance with the incoming revenue of a NGO as compared to a corporation. Thus, carrying out a financial strategy can prove to be much more complex (Hatten, 1982, p. 94). "Financial considerations can play an enabling or constraining role but will rarely be the primary objective. At the more micro, programmatic level, organizations may have myriad measures to track and control local initiatives. These measures, however, do not relate to overall organizational mission and objectives" (Kaplan, 2001, p. 353). A strategy, although could lead to some minimal donor loss, will provide the framework on how to accomplish the mission and formation of the NGO. "Financial reports measure past performance but communicate little about long-term value creation" (Kaplan, 2001, p.354).The strategy should actually lead to greater donor support as the organization is more firmly rooted in what it is the organization intends to achieve.

Two other typologies discussed within the third-sector arena that stem from a basic financial strategy are competitive and cooperative strategies. "Competitive strategies are those used by nonprofits to pursue new revenue streams, through, for example, the use of commercial income or fees. Cooperative strategies are those that link the focal organization to others to pursue common funding flows or client referrals. This type of strategy includes mergers" (Stone, 1999, p.398).

In regards to a production typology, just as in business, the objective is to increase production levels. NGOs implementing this strategy must seriously consider whether cost efficient production can be applied. Oftentimes use of this strategy can lead to increased low-

skilled labor usage and increased labor costs in the corporate sector. The choice of product or service being offered by the NGO is also a vital factor for this typology. Whatever chosen must meet the needs of the community in which they serve. Due to the nature of non-profits, the products and services that satisfy their economic constraints can severely limit what they can actually offer. Such a strategy can however allow greater efficiency in responding to changes within the community and implementing control costs (Hatten, 1982, p.94-95).

The marketing typology is another strategic alternative that is commonly used amongst non-profits. "More intensive use of the media, accommodation to consumer interest groups and increasing public information on their available services have all been used by non-for-profit agencies to publicize their existence, their offerings and their general need for funding" (Hatten, 1982, p.96).Through the use of creative marketing techniques, NGOs in recent years have been able to directly target the market place with their mission, activities and offerings. No longer does the primary focus have to be the community in which they are directly involved. "Innovative marking strategies enable repositioning and broadening of the organization and expand funding sources." (Hatten, 1982, p.96) NGOs are able to more creatively reach untapped markets through a plethora of marketing tactics. The only downfall however is that as more markets are exposed to such primitive marketing, those markets increasingly demand greater sophistication from marketing strategies. The strategy needs to be diverse, innovative and "appeal and sell its services in a way acceptable and exciting to current consumers and donors" (Hatten, 1982, p.96).

Table 2 reviews what has been defined previously by others as for both corporate and non-profit strategy. Although defining strategic typologies for the third-sector is not easy, the exponential growth in the number of NGOs around the globe calls for such action to take place.

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If an NGO is to survive, better yet thrive, NGOs need to consider strategy implementation to see successful mission achievement amongst a sea of competition. While only a few strategic typologies have been labeled to date, through my compilation of 35 environmental and human traffic based NGOs, I purpose seven typologies for non-profit organizations.

Table 2: Current Objectives of Corporate and Non-profit Strategy Objectives

Corporate Strategy Objectives	Non-Profit Strategy Objectives
Establish unique set of traits/skills to be distinguished from competition	Assess work towards the completion of the organization's mission and philosophy
Increase shareholder value and maximize profits	Provide social services
Provide low cost to broad market	Improve societal welfare
Produce differentiated goods or services	Define the target market being served
Focus on a narrow or broad market segment	Increase revenue streams needed for survival
Used to solve administrative, entrepreneurial or engineering problems	Identify future needs and prospective problems
Control to maintain stability in target market	Establish clear agenda and goals for donors
Aid in creating flexible corporate environment in a fast changing market	Raise local and global public awareness
Establish balance between provision of undifferentiated and differentiated goods or services	

Chapter 3: Methodology

I began by compiling a data base of approximately 35 non-profit organizations in the environment and human trafficking arenas. Through each organization's personal web page I analyzed and compiled the following information which can be seen in Appendices A and B:

- Respective mission Statement
- Strategy of achieving objectives
- Performance Measurements

To compile the data for each respective NGO, I located each NGO's respective mission statement and sorted through their personal website and related links to define what actions were taking place within the organization. This allowed me to connect current actions with the mission statement objectives. I was then able to label each organization with respect to the NGO's primary target areas. These areas are government, society, business, education, legal, and provision of basic needs (PBN). The areas described where each organization was working to complete their mission. This was the first step in defining the different strategies implemented by non-profits. Table 3 demonstrates a few examples of these target areas and the non-profits using them.

Table 3: Non-Profit Strategic Typologies in Action

Primary Target Area	Non-Profit Using Strategy	Examples
Societal Support	Sierra Club	Membership Benefits Program provides awareness and incentives, merchandise
Policy Change	International Justice Mission	Texas Justice Campaign to obtain signatures asking Texas legislature to pass the Safe Harbor bills
Provision of Basic Needs (PBN)	Tiny Hands International	Open children's homes in India, Nepal and Bangladesh to protect orphans from human trafficking; shelter, education, food, counseling, etc. are offered through the homes

Next, I analyzed each of these areas to further break down all the possible action steps and objectives that could be taken within each target area. For example, as seen in Table 3, within societal support I concluded that membership programs, such as the Sierra Club's (Appendix B), can endorse community mobilization, experimental engagement such as internships, and merchandise selling to achieve societal support. By identifying more specific actions, I was then able to characterize these target areas into mission objectives; policy change, societal support, business partnership, knowledge and research creation, punitive action, and provision of basic needs (PBN). These mission objectives describe where and how each environmental or human trafficking organization is working in efforts to see their personal mission statement accomplished.

With the objectives defined, I then began to create the strategic typology matrix. The mission objectives composed the Y-axis. The objectives were either victim relief, prevention, or a hybrid of both. On the X-axis, I looked at the mission scope of each non-profit. The scope measured the complexity of the mission. I defined complexity by examining how many mission

objectives the NGO was enacting and the geographical area or areas in which they were performing those objectives. The scope was either narrow or broad. I labeled NGOs with a narrow scope if they had limited objectives, or operated in a concentrated geographical area. NGOs with a broad scope were those with a greater geographical presence and a diverse set of mission objectives.

With the axis defined, I labeled the six typologies that were created within the matrix. These six typologies formed were Focused Restoration, Broad Support, Focused Awareness, Broad Advocacy, Focused Hybrid and Broad Hybrid. After having composed the typologies, I then examined each NGO, the objectives I had assigned them and the corresponding mission scope, and placed each NGO into the appropriate typology. From the matrix, I was able to identify what ideal typologies might describe NGO strategy.

Chapter 4: Non-Profit Strategic Typology Defined

When we look to non-profit organizations, strategy cannot be based on the same broad,

profit seeking goals of the business environment.

> The major goals of a not-for-profit organization are not so directly evident as the profit making organization's all-encompassing and measurable goals of increased profits and sales or market share. As a minimal need for the organization, of course, the not-for-profit organization generally has a financial 'survival' goal in common with profit making management. (Hatten, 1982, p.91)

Each non-profit embodies its own unique mission and ambitions. A NGO's mission

steers internal activities and points supporters, donors and the government to the activities in

which the NGO performs. NGOs are liable to the completion of their mission (Hyatt, 2009, p.11)

therefore; the effectiveness of a NGO can be measured by the strength of the mission statement

itself and the activities and objectives it endorses. The objectives of each NGO vary depending

on the type of NGO. As seen in Appendix A, International Justice Mission's mission is to rescue

thousands, protect millions and prove that justice for the poor is possible. On the contrary, an

environmental organization like Earth Justice's mission (Appendix B) is to protect the

magnificent places, natural resources and wildlife of this earth and defending the right of all

people to a healthy environment. Nonetheless, all objectives point back to the improvement of

humanity through the provision of one or more services.

Measuring the state of humanity presents a much weightier task than that of measuring

profits of their business counterpart. Moreover, the strategy or strategies a non-profit

organization chooses to enact must be detailed enough to satisfy such objectives (Hyatt, 2009,

p.7). Therefore, when electing strategy an NGO must first examine its purpose. A non-profit is

not selling a good or service but rather raising awareness that a good or service is lacking.

Through raising awareness, the NGO may then work to raise funds or donations to supply the

deficient good or service. Non-profit organizations are competing for limited dollar donations.

As the rise in active NGOs continues to climb, successful strategy implementation is vital to obtaining the donations needed.

Unlike their business counterparts, non-profits are not managed and controlled by shareholders. Non-profit organizations are rather complex. Partnerships, sponsors, clients and community personnel are a few of those who claim stake within a NGO. When a business is not performing up to their shareholders' expectations, shareholders intercede to either replace executives or redirect their actions.   Alternatively, when non-profit strategic decisions are not favored by "shareholders" or active community members have the ability to walk away from the NGO rather than engage in some sort of strategic intervention (Parker 50). Consequently, the NGO does not possess firm security. There is a constant risk for the organization to lose its leaders and supporters, thus squandering all its efforts and donations towards the betterment of humanity. For that reason, it is vital to identify the assorted strategies a NGO may execute.

For purposes of this paper, strategy in regards to non-profits refers to the ability to carry out the desired mission of the organization (Mary 125). We can think of NGO strategy to be "simply a deliberative, disciplined approach to helping key decision makers in organizations figure out what they think they should be doing, how and why" (Bryson 19).

Through my research, I classified seven NGO objectives that form a foundation for choosing an appropriate strategy. The objectives I have identified include Policy Change, Societal Support, Knowledge and Research Creation, Punitive Action, Business Co-Operations and Provision of Basic Necessities (PBN).

In regards to policy change, this objective aims to complete the desired mission by focusing efforts on governmental law and regulations. It is believed by the NGOs that government assistance and compliance is needed in order to enact the sought after provisions.

Although not an exhaustive list, strategic channels within the policy change typology include petitioning, holding demonstrations, legislative lobbying, funding political campaigns or endorsing political candidates and conducting a campaign for the cause in which the organization is fighting for. International Justice Mission (IJM – Appendix A) is a strong proponent of campaign usage. Through email, twitter, Facebook and other social media sites IJM garners signatures expressing a desire for policy change that are sent to Washington. Examples of International Justice Mission's campaigns can be seen in Table 4.

Table 4: Campaigns through International Justice Mission

Campaign	Objective
Help Make Freedom Real	Garner 150,00 signatures asking President Obama to make eradicating domestic and international slavery a priority during his second term in office
TVPRA (Trafficking Victims Protection Reauthorization Act) in Senate	Petitioning US citizens to sign a petition asking Congress to endorse the Trafficking Victims Protection Reauthorization Act. (As of February 12, 2012, the US Senate passed the bill due the public demand expressed through the campaign and petitioning.)
100 Postcard Challenge	Individuals receive 100 postcards that they pass out to family, friends and community members to sign asking Congress to pass legislature, including the TVPRA that fights human trafficking. The postcards are then sent to members of Congress.

As another example, The Sierra Club (Appendix B) publicly endorses President Obama for his commitment to clean air, energy and environment protection. By publicly supporting Barack Obama, the Sierra Club is lobbying for the President's commitment to endorsing environmental policies that will make a "greener" planet and support their mission.

The societal support objective, as is implied, aims to gather the support of society, be it local, national or international, to make a change. Strategic avenues include offering a

membership program that presents an array of benefits to members like The Sierra Club whose program provides reduced entrance prices to national parks, books and magazines to members. Another avenue is to bring citizens together to volunteer their time and services for operational activities or special events. Community mobilization also encompasses resourcing students with materials to be ambassadors for the NGO's cause on their respective campuses. Mobilization could also be achieved through mass media and special events. An additional strategy is experimental engagement such as providing internships or Wildlife Conservation Society's (Appendix B) 5 zoos in New York City or Tiny Hands International's (Appendix A) vision trips to the communities it serves. Societal support can also be achieved through education and awareness, celebrity endorsements, selling merchandise and books, and offering a Hot Line for the community to report incidences.

The third objective, research and knowledge creation is a science based typology. Objective that can be carried out include funding research such as giving to a third party, volunteering research time or partnering with experts, universities, other researchers and scientists. Lastly an organization may also conduct its own research such as the Laboratory to Combat Human Trafficking (LCHT – Appendix A). LCHT conducts community based research to understand the differences between victims and survivors based on race or gender for example. In recent years, LCHT has conducted research on normative sexual behavior for adults in 2010 and research surrounding the power that women have in the production of pornography (http://www.combathumantrafficking.org).

With punitive action, an organization achieves their mission through the assistance of the legislative body. Organizations concentrate their efforts in the court house, working to strengthen, enforce or change law. The non-profit objective is to change policy, regulations and

perpetrator accountability through court rulings. In the case of environmental NGOs this is seen by Earth Justice who fights to protect the earth's resources by prosecuting violators. The same can be said for human trafficking NGOs, such as A21 (Appendix A), who also prosecute human rights violators and criminals. A21 estimates that 1 in 100,000 traffickers are prosecuted (http://www.thea21campaign.org). Therefore, A21 works diligently to provide legal counsel to trafficked victims and incarcerate traffickers in order to fulfill the prosecution portion of their mission statement.

Another objective is business co-operations. Here we see organizations partnering with businesses to obtain funding, support, and influence by using the influential power of the firm. These partnerships provide operational effectiveness by capitalizing on the partnered firm's capabilities and amplified strength if the firm endorses the same mission (Hyatt, 2009, p.7).NGOs enact strategy by engaging firms in ethical and corporately responsible behaviors as well as by providing training, resources, and knowledge to employees and executive management. An example is the Rainforest Alliance (Appendix B) who partners with business supply chains to promote an eco-friendly and sustainable supply chain. The Rainforest Alliance provides training and resources to suppliers on how to produce sustainably and why it is important. Furthermore, Rainforest Alliance has developed a certification program to register a business's products as sustainable.

Lastly, there is the provision of basic necessities. As is implied, this strategy focuses on accomplishing the mission through addressing humanity's basic needs. An organization creates strategy through research and provision of medicine, survivor/victim aftercare shelters, orphan care, education and other necessities for improvised communities. Tiny Hands International (Appendix A) demonstrates this typology as they open small children's homes throughout parts

of Asia to fight against orphaned street children. Currently Tiny Hands is the process of constructing a Dream Center that includes an onsite education system for victims, the school of justice (a US accredited school for students studying human trafficking), and a hostel for visitors and short-term volunteers, apartments for local staff and will be centered around community both within the center and its neighbors (www.tinyhandsinternational.org).

Through defining these seven objectives, I have constructed a matrix for non-profit strategy. The matrix accounts for the mission scope and mission objectives of a non-profit organization. The matrix is seen in Table 5 as follows.

Table 5: Non-Profit Strategy Matrix

<table>
<tr><td></td><td></td><td colspan="2">Mission Scope</td></tr>
<tr><td></td><td></td><td>**Narrow**</td><td>**Broad**</td></tr>
<tr><td rowspan="3">Mission objective</td><td>**Victim Relief**</td><td>Focused Restoration-victim relief as their overall objective, directly dealing with humanity, the number of victims rescued, aided and cared for make up the mission objectives and define success</td><td>Broad Support-measures performance by some level of victim relief but operates on a more diversified scale - work for a larger target audience or operate in a fast array of avenues, multiple objectives are applied, provide private care for victims and garner the community's aid and support</td></tr>
<tr><td>**Prevention**</td><td>Focused Awareness-narrow objectives chosen center around preventive techniques, creating awareness and preventing further societal harm in a focused manner</td><td>Broad Advocacy-garnering a large diverse group of supporters to take a stand for the NGO cause. Creating a wide network of actionists.</td></tr>
<tr><td>**Hybrid**</td><td>Focused Hybrid-combines both prevention and victim relief on a restricted scope, working in a concentrated arena with limited goals, geographic locations and partnerships</td><td>Broad Hybrid-encompassing both victim and preventative measures but on a wider scale. Usually seen in large international NGOs</td></tr>
</table>

On the x axis, we have the mission scope of the NGO. This expresses the complexity of the organization's mission. The degree of the mission statement points to the scope of the chosen objectives previously discussed - Policy Change, Societal Support, Knowledge and Research Creation, Punitive Action, Business Partnerships and Provision of Basic Necessities (PBN). An organization can either be narrowly or broadly focused in proceeding in their mission. In

determining the scope, the NGO needs to examine the context of what benefit or service the NGO is actually offering and the size of their target audience. A narrow scope allows the organization to identify specific key areas where they can serve and succeed through their strengths and available resources. An example of a narrow strategic scope would be IUCN, whose mission is to conserve biodiversity. In order to fulfill their mission, IUNC has focused their strategy solely on knowledge and research creation. This a very narrow strategic scope in which IUNC operates. IUNC only offers research based solutions for biodiversity. Under the umbrella of knowledge and research creation, all work by IUNC is framed by a global program that meets every 4 years to reevaluate the research that is being done.

A broad strategic scope, on the other hand, allows for greater flexibility throughout the organization. The NGO has more freedom to continuously expand and redefine tactics that fulfill the mission within a broad strategy. This could be through numerous methods as their mission is not constraining them in one or two specific directions. IJM uses policy change, societal support, punitive action and provision of basic needs as their chosen objectives. Each of these objectives is unique and can either work together or be applied separately. With such a broad strategic scope IJM has given itself the liberty to expand and work as they see fit to accomplish their overarching mission statement. This can present some complexities however. Using such a broad strategic approach can make it easy to stray from the organization's mission. The organization could find itself deviating away from their founding purpose, becoming too broad and not able to appropriately allocate resources to the tasks at hand. This has the potential to weaken the NGO's service and efforts to aid humanity. It is important for the organization to evaluate their core competencies, abilities and resources and mission when deciding between a broad or narrow strategic scope.

Rainforest Action Network is another example of an organization with a broad strategic scope. This organization has 3 principal strategic focuses to see their mission completed - Knowledge and research creation, societal support and business partnership. Rainforest Action Network garners societal support through its distinguished grassroots education and action movements. Through knowledge and research they are able to mobilize citizens to act and also obtain business partnerships to further strengthen their cause. Rainforest Action Network works on multiple fronts and through diverse avenues to campaign for the forests, their inhabitants and the natural systems that sustain life.

As discussed, it is important when defining NGO strategy that mission objective measures are noted since NGOs are not overtly concerned with overall profits. The two most notable objectives besides financial returns are victim relief, degrees of prevention and hybrid combinations of the two. The Y axis is comprised of these mission objectives. Objective measures exhibit and validate the success of the NGO's mission statement. Such measures address the question, "How are we doing?" There are a variety of ways through which this can be done. NGOs can look at how many victims have been given some degree of aid or by how many people have attended an education class on recycling. For example, ICLEI uses a hybrid measurement system. Through measuring emission reduction, ICLEI showcases victim relief mission objectives with the earth as the victim. Prevention objectives are measured by the policy changes enacted and the number of trainings provided.

After identifying the mission scope and mission objectives of each non-profit, I used that information to evaluate their position within the matrix and place each of the non-profits studied appropriately. Within the matrix are 6 strategic typologies – Focused Restoration, Broad

Support, Focused Awareness, Broad Advocacy, Focused Hybrid and Broad Hybrid. This is

shown in Table 6.

Table 6: NGOs Matrix Position

	Narrow	Broad
Victim Relief	**Focused Restoration-** Freedom Place Ocean Conservancy Redeemed Ministries The Nature Conservancy	**Broad Support-** Earth Justice Env. Defense Fund Tiny Hands International WWF
Prevention	**Focused Awareness-** Central Texas Coalition Eco Health Alliance Houston Rescue & Restore IUCN LCHT North Texas Coalition Polaris Project Rainforest Alliance Seafish Sierra Club Sustainability Consortium Sustainable Agriculture Net. Vital Voices	**Broad Advocacy-** Conservation International Made in a Free World Not-For-Sale Rainforest Action Network Shared Hope Intern. Wildlife Conservation Soc.
Hybrid	**Focused Hybrid-** As Our Own ICLEI	**Broad Hybrid-** A21 Free the Captives Greenpeace IJM Natural Resources Def.

The NGOs in the focused restoration typology use victim relief as their overall objective.

NGOs that fall within this category are directly dealing with humanity. The number of victims

rescued, aided and cared for make up the mission objectives and define success for these NGOs.

It is important to note that victims within the non-profit sector are people, earth, nature and all

her inhabitants including the flora and fauna. For Redeemed Ministries, victims are those in the

human trafficking industry. In order to combat the slave industry, Redeemed Ministries has chosen objectives of Knowledge and Research Creation and PBN. Redeemed Ministries provides restoration through providing victims with the basic necessities they need as they travel through the recovery process and re-establish themselves in society. Lastly, they also work to bring restoration through community partnerships and support that further knowledge on how to combat the human trafficking industry.

Similar to focused restoration, broad support measures performance by some level of victim relief but operates on a more diversified scale. Instead of having a narrow and specific set of objectives, NGOs operating within this typology work for a larger target audience or operate in a fast array of avenues. This allows the NGO to have a broader scope in how they provide victim relief.

Non-profits located within this typology deeply care for victims and look to protect and take care of them in as many ways as they can. Non-profits look not only to provide private care for the individuals but garner the community's aid and support as well. Therefore multiple objectives are applied. Examples here include Earth Justice, Tiny Hands and Environmental Defense Fund. The Environmental Defense Fund falls within the broad typology as they work to provide relief to the earth's oceans, ecosystems and climate. Goals are set within each of these focus objectives and partnerships are formed with other organizations in order to meet the desired goals and not duplicate work already being done. By partnering with an array of other organizations, the Environmental Defense Fund operates within a broad spectrum to provide relief to the earth in a number of different channels.

Moving into preventative mission objectives, we have focused awareness. The key difference between focused awareness and focused restoration is that the narrow objectives

chosen center around preventive techniques. The focus is on creating awareness and preventing further societal harm. Through the adaption of a focused set of tactics the organization develops a concentrated mentality to fight their cause. Prevention measurements include looking at quantitative data such as the number of trainings offered, attendees, hot line phone calls, members in the membership program, and the research data collected and accomplished the accompanying goals within each of those areas.

An example is the North Texas Coalition Against Human Trafficking. The organization has a limited geographical sphere in the northern Texas region. Not only is their geographical location limited but their focus is as well in striving to educate and mobilize the north Texas community to fight against human trafficking. The group works with various local services and professionals to provide training and gather resources. They also conduct monthly meetings to discuss community initiatives.

Expanding on the preventative work of focused awareness, broad advocacy gathers a diverse group of supporters to take a stand for the NGO's cause. Non-profits within broad advocacy create a wide network of actionists and operate on a much broader scale and geographical scope. Organizations using this typology use a wide variety of objectives to accomplish their mission. The mission objectives here also reflect a preventative concentration on seeing the finality of the non-profit's respective cause. Non-profits achieve greater flexibility within this typology but at the risk of becoming too diversified. Organizations could lose sight of their mission or main focus if too many objectives are adopted. Then again, a broad set of objectives may not hinder the NGO but rather prove to greatly assist the NGO in their preventative techniques.

Typically this typology is one that NGO's grow into; meaning as they successfully

establish themselves natural growth will occur allowing them to be able to support a wider array of objectives. NGOs that firmly plant themselves at their conception using the focused awareness typology can then take on other areas of concentration to increase prevention methods. This is seen in Conversation International as over the years they have continued to build upon their scientific foundation to allow them to more diversely fabricate preventative practices. Conservation International continues to increase their partnerships and target areas to fight for the protection of earth's natural resources, biodiversity and the well-being of mankind. Through their research, Conservation International works in the field and with domestic and international policy makers to further their efforts in raising awareness and gathering support for the earth's protection.

Moving into the hybrid typologies, the focused hybrid typology combines both prevention and victim relief on a restricted scope. For NGOs that find it challenging to draw a line between whether the primary focus for the NGO is victim relief or prevention, a hybrid objective provides the answer. Although there is some degree of hybrid characteristics in every NGO, NGOs that fall into this category have a distinguishable blend of victim relief and preventative objectives.

Although there are two mission objectives, NGOs in the focused hybrid typology are still working in a concentrated arena with limited goals, geographic locations and partnerships. This is seen with As Our Own, a human trafficking non-profit working exclusively in India. As Our Own works in rescue, aftercare and prevention. They work not only to bring victim relief through rescues and restoration but also have a set of prevention objectives. Although they have a hybrid of mission objectives, their mission scope is limited to India. Human trafficking NGOs choose to have an international presence or choose to concentrate their efforts to a specific

geographical location. Those NGOs that labor in an exclusive area demonstrate a narrow mission scope.

Lastly, the broad hybrid typology takes the focused hybrid and expands it to include a much more diverse mission scope. NGOs within this category have identified a wide variety of methods to bring about the social justice they seek to achieve. It is not enough for the organization to simply provide victim support or only work to prevent future inhumanities. Organizations identify ways to combine both victim relief and preventative measures on a large scale.

Greenpeace is an excellent example using societal support and policy change to bring relief to the earth and enact various preventative actions so the earth is not further destroyed. Greenpeace classifies the global environment as a victim of human negligence, irresponsible behavior and consumption of her resources. To this measure, Greenpeace works to enact laws to help restore the earth- specific environments, wildlife species and natural resources. For prevention, Greenpeace holds demonstrations as their primary tactic to bring awareness and education that garners societal support. All of these measures occur at an international level and with an assortment of players. The mission scope is not exclusively focused on one or two, goals, partnerships or geographic locations. Greenpeace instead has a recognized global presence that incorporates a varied set of goals, objectives, partnerships and working areas.

Chapter 5: Conclusion

Although I have chosen to concentrate on two of the ample non-profit organization arenas, the environment and human trafficking represent two major topics of concern for modern day businesses. Corporate social responsibility refers to a firm's responsibility to sustainability as a whole. Contrary to popular belief, sustainability is not solely about the protection and management of earth's resources. Rather, true sustainability looks at 3 factors – environment, social and economic.

Human trafficking presents a threat to society with over 27 million enslaved in forced labor or sex trafficking around the world (http://enditmovement.com). Sadly, thousands of global supply chains are made up of slave laborers. More and more people around the globe are becoming aware of this grave issue and demanding for business to deeply look into their supply chains and produce slave free. This social movement is affecting modern business. With organizations like Slavery Footprint, people are able to calculate the number of slaves it takes to create and use the goods and services they use individually. Slavery Footprint then provides people the opportunity to reach out to businesses to demand them to produce slave free. Human trafficking is having a social and economic impact.

Environmental issues equally affect society, economies and the general environment. For example, with the rapidly declining fish population, it has been estimated the fish population could be depleted by 2048 (Jackson, 2005). This will have catastrophic effects on the world's society, especially those societies that have a heavy fish diet. The economic effects will involve high levels of unemployment and business closures. At the 2013 Walmart Sustainability Milestone Meeting, Leslie Dach, Executive Vice President Corporate Affairs of Walmart Inc., recognizes the importance of environmental sustainability in the business arena. Talking about

Walmart's commitment to the use of renewable energies, Leslie states, "Energy helps drive the productivity loop" (Dach 2013), therefore implying sustainability is key to Walmart's continued long term success and market growth.

Human trafficking and the environment represent the sustainability or corporate social responsibility that is being increasingly demanded of today's business environment. From these two non-profit focuses, I have composed a strategic typology matrix that allows NGOs, no matter the organizational focus, to evaluate their mission scope and objectives in order to enact a strategy that will lead to the successful completion of their intended mission. Looking at the mission scope, I have demonstrated a non-profit can have either a broad or narrow scope. The scope size is determined by examining the context of what benefit or service the NGO is actually offering and the size of their target audience. The objectives chosen by the NGO (Policy Change, Societal Support, Knowledge and Research Creation, Punitive Action, Business Partnerships and Provision of Basic Necessities) indicate the scope size. Mission objectives point to the degree of victim relief provided, preventative measures taken or a hybrid of both. Combining the mission scope and mission objectives, the matrix forms 6 strategic typologies - Focused Restoration, Broad Support, Focused Awareness, Broad Advocacy, Focused Hybrid and Broad Hybrid.

These 6 typologies differ greatly from business strategic typologies. Through Miles and Snow's adaption strategy and Michael Porter's five forces, I demonstrated the financial focus that exists within business strategy. Through business strategy, the company creates competitive advantages that help them to differ themselves from their competition (Hitt, 1999, p.107). Non-profit strategy is focused however on creating societal value. Non-profits arise from a need that business, government or society has either created or not acknowledged (Hyatt, 2009, p.2).

With these 6 non-profit strategic typologies, I not only purpose a method for non-profit

organizations to be successful, but also a new way of looking at business strategy. If NGOs were born out of a need created or not fulfilled by business, and if higher corporate social responsibility is required from a firm, then couldn't a business look at the strategy enacted by non-profits to create a business strategy that satisfies the factors of sustainability, environment, social and economic? In future research we should explore what business might learn from non-profit strategic planning.

Appendix A: Human Trafficking

Organization	Mission	Strategy of achieving objective	How Performance is Measured
A21	Protect and support those who have been trafficked; Prevent people from being trafficked; Prosecute traffickers, and strengthen legal responses to trafficking; Partner with law enforcement, service providers and community members to provide a comprehensive front against trafficking	**Policy Change, Societal Support, Punitive Action and PBN:** Prevention programs, school and orphanage education and awareness; prosecuting traffickers; supporting victims through recovery; engaging with other NGOs and governments to stop trafficking; mass media to educate the public and raise awareness	Number of: prosecution cases won, laws created or strengthened, crisis care shelters and transition centers available and victims that pass through.
As Our Own	To pour into a child's life as if she were our own.	**Knowledge and Research Creation, Societal Support and PBN:** Providing rescue, aftercare and prevention	Strength of local churches and community they help to build. Number of children who become part of their "family". Amount of incoming revenue and support.
Central Texas Coalition Against Human Trafficking	To work collaboratively to increase public awareness and identification of human trafficking cases, and to provide identified victims of human trafficking with comprehensive social and medical services.	**Knowledge and Research Creation and PBN:** Work with social service providers, local and federal law enforcement, faith leaders and other North Texas professionals	Monthly meetings discuss community initiatives
Free The Captives	The primary human trafficking objectives of Free the Captives are: (1) providing direct services to trafficked and at-risk teenaged girls, (2) educating the community about trafficking, (3) reducing the demand by focusing on the buyers, and (4) pursuing legal remedies to combat trafficking.	**Knowledge and Research Creation, Punitive Action and PBN:** Training events, mentoring for at risk teens, safe homes, job preparation, legal services, rescue assistance, parent support groups, Reduce the Demand Campaign	Number of: victims rescued, attendees at trainings workshops and conferences, reducing the number of "buyers" and demand in the sex industry
Freedom Place	To offer a successful path to freedom for children who have suffered as sex slaves	**PBN:** Providing medical care, substance abuse treatment, counseling, education, daily living skills, spiritual needs, equestrian therapy and reunification with family to trafficked victims	Number of: girls the program is able to support and provide resources to
Houston Rescue and Restore Coalition	HRRC exists to prevent and confront modern-day slavery by educating the public, training professionals and empowering the community to take action for the purpose of identifying, rescuing and restoring trafficking victims to freedom.	**Societal Support and Knowledge and Research Creation:** Media campaigns, providing initiative training to individuals	Number of: individuals trained, programs launched and accredited, success of social media awareness campaigns

International Justice Mission	To rescue thousands, protect millions and prove that justice for the poor is possible.	**Policy Change, Legal, Punitive Action, PBN:** Victim relief, perpetrator accountability, survivor aftercare, structural transformation	Number of: cases opened and perused, victims rescued and enrolled in aftercare, bars and brothels shut down, people who receive citizenship in their country
Laboratory to Combat Human Trafficking	To combat human trafficking at a local and global level through community-based research, training and education, leadership development, and intentional collaboration.	**Knowledge and Research Creation:** Community evidenced based research. (Questions such as surrounding what's considered "normative" sexual behavior for adults in 2010), provide training to "first responders" (law enforcement, service providers, community members) Leadership development program (internship)	Number of: individuals who go through training.
Made in a Free World	Works to engage individuals, groups, and businesses to build awareness for and create action against modern-day slavery.	**Societal Support, Business Partnership, Policy Change, Knowledge and Research creation:** Various campaigns are created targeting society, business, government to end slavery, innovative business solutions, slavery footprint survey	Number of: People who have taken the slavery footprint survey, letters sent to business and congress asking for fair trade, campaigns executed
North Texas Coalition Against Human Trafficking	To educate and mobilize the community to work against human trafficking in the North Texas region and to empower survivors of human trafficking through specialized comprehensive social, medical, and legal services, advocacy, and extensive outreach.	**Knowledge and Research Creation and PBN:** Work with social service providers, local and federal law enforcement, faith leaders and other North Texas professionals	Monthly meetings discuss community initiatives
Not-For-Sale	Not For Sale is a Campaign of students, artists, entrepreneurs, people of faith, athletes, law enforcement officers, politicians, social workers, skilled professionals, and all justice seekers united to fight the global slave trade and end human trafficking.	**Societal Support and Business Partnership:** Identify and address the root causes in impoverished and vulnerable communities; target the root causes of slavery while engaging and equipping the movement for freedom, focus on vulnerable regions	Number of: people mobilized
Polaris Project	Committed to combating human trafficking and modern-day slavery, and to strengthening the anti-trafficking movement through a comprehensive approach.	**Policy Change and Knowledge and Research Creation:** Client services to human trafficking victims, operate human trafficking hotline, create social change through public outreach, public advocacy, training and technical assistance, fellowship training	Quantitative data on phone calls answered, client services provided, legislation/policies changed/added, number of: trainings and those in attendance and reached through mass media and other campaigns.

Redeemed Ministries	To bring Christ's loving redemption and amazing liberation to those trapped and exploited within the commercial sex industry and/or by human trafficking for sexual exploitation or forced labor.	**Knowledge and Research Creation and PBN:** Educate people, rescue victims, build relationships, identify resources	Meeting needs of trafficking victims in Houston and Austin area, church involvement level
Shared Hope International	Exists to rescue and restore women and children in crisis. We are leaders in a worldwide effort to prevent and eradicate sex trafficking and slavery through education and public awareness.	**Policy Change, Knowledge and Research Creation and Societal Support:** Prevention education programs, local restoration partnerships, support development of legal framework at the state and federal level	Number of: attendees at awareness events, hotline calls, attendants in policy forum, victims reached by outreach teams, individuals trained to recognize HT
Tiny Hands International	Tiny Hands International is dedicated to empowering the Body of Christ in the developing world to fight against poverty and social injustice by employing effective strategies and biblical principles. We are particularly called to orphans, street children, women's empowerment and those threatened by, or victims of the sex-trafficking industry. We want to find those who are already doing the work, who are called and faithful, and help them do it in greater ways and with more efficiency. We do it all in obedience to, and for the glory of Jesus Christ.	**Knowledge and Research Creation Societal Support and PBN:** Work closely with pre-existing persons or groups in order to determine what the best long term commitments for the served areas are. Open small children's homes, provide border monitoring, education and awareness, prosecution and investigation, and aftercare (the "Dream Center")	Number of: children's homes, women entering shelters, those reached through educational events
Vital Voices	To identify, invest in, and bring visibility to extraordinary women around the world by unleashing their leadership potential to transform lives and accelerate peace and prosperity in their communities	**Knowledge and Research Creation:** Identifies, trains and empowers emerging women leaders and social entrepreneurs around the globe, enable women to become change agents in their governments, equip women with business skills	Number of: Women trained/graduated in the program, business women networks created around the globe

Appendix B: Environmental Non-Profits

Organization	Mission	Strategy of achieving objective	How Performance is Measured
Conservation International	Building upon a strong foundation of science, partnership and field demonstration, CI empowers societies to responsibly and sustainably care for nature, our global biodiversity, for the well-being of humanity.	**Knowledge and Research Creation:** Field work, influencing US& international policy, partnerships, science (which they believe is the most crucial aspect of their work)	Money brought in through partnerships, government and other foundations to further progress of science solutions such as ocean health index
Earth Justice	Protecting the magnificent places, natural resources and wildlife of this earth and defending the right of all people to a healthy environment	**Punitive Action:** Providing legislative representation on behalf of the earth	Cases won, regulations and policies enacted
EcoHealth Alliance	Using innovative science-based solutions and partnerships that increase capacity to achieve two interrelated goals: protecting global health by preventing the outbreak of emerging diseases and safeguarding ecosystems by promotions conservations.	**Knowledge and Research Creation and PBN:** Pioneered field of conservation medicine, research in discovery and causes of disease emergence	Goals accomplished and the quantitative data that accompanies it
Environmental Defense Fund	To preserve the natural systems on which all life depends. Guided by science and economics, we find practical and lasting solutions to the most serious environmental problems.	**Knowledge and Research Creation:** Work to solve the most critical environmental problems facing the planet: climate, oceans, ecosystems and health; work with other organizations and avoid duplicating work already being done effectively by others	Accomplishment of ocean, ecosystem, health, climate and energy goals
Greenpeace	Uses peaceful protest and creative communication to expose global environmental problems and to promote solutions that are essential to a green and peaceful future.	**Societal Support and Policy Change:** Organized demonstrations, Greenpeace ship, government lobbying and litigation	Annual reports
ICLEI	To support the efforts of diverse local government members whose desire is to make their communities better places to live by making them greener, more efficient, and healthier, and by taking action against climate change.	**Policy Change:** STAR program, engaging local governments to enact sustainable initiatives and programs	Climate protection as measured by emission reduction, policy changes, training provided
IUCN	Conserving biodiversity	**Knowledge and Research Creation:** All work is framed by Global Program which meets every 4 years; involved in science research, elected council every 4 years	Goals accomplished and the quantitative data that accompanies it
Natural Resources Defense Council	To safeguard the Earth: its people, its plants and animals and the natural systems on which all life depends.	**Policy Change, Societal Support, Punitive Action and Knowledge and Research Creation:** Have broad advocacy groups/supporters, policy expertise, law, science, communications, finance acumen and diverse partnerships	Launched huge strategic plan in 2005 where goals and benchmarks were set. Every 5 years they will be evaluated and new ones will be implemented.

Ocean Conservancy	To protect and conserve the oceans that take up more space on earth than land. To enact conservation policy	**Policy Change, Societal Support and Knowledge and Research Creation:** Using science to create policy and engage people to care for ocean	Goals accomplished and the quantitative data that accompanies it
Rainforest Action Network	Campaigns for the forests, their inhabitants and the natural systems that sustain life by transforming the global marketplace through education, grassroots organizing and non-violent direct action.	**Societal Support, Business Partnership and Knowledge and Research Creation:** Distinguished by its emphasis on grassroots education and action, its networking capabilities, and its commitment to mobilizing citizen activists to respond quickly and directly to the forces that threaten the rainforests.	Number of: companies their campaigns have reached and enacted business change
Rainforest Alliance	Conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices, business practices and consumer behavior	**Business Partnership and Knowledge and Research Creation:** Using certification system to create sustainable supply chains	Quantitative research data through universities, examining "global indicators" to compare against sustainability indicators
Seafish	Focus is to deliver value to the seafood industry for the levy which we collect from seafood sales. Our work on industry's behalf is subject to rigorous monthly, quarterly and annual measurement to ensure that we deliver value wherever possible.	**Business Partnership:** Providing training programs to enable people across this industry to further their careers; 50% of investment on industry's behalf will be spent on addressing consumer concerns about seafood - such as sourcing and environmental impacts, providing industry with help in interpreting and responding to legislation; environmental protection	The total value delivered by Seafish services to industry
Sierra Club	To explore, enjoy, and protect the wildlife places of the earth; to practice and promote the responsible use of the earth's ecosystems and resources; to educate and enlist humanity to protect and restore the quality of the natural and human environment, and to use all lawful means to carry out these objectives	**Societal Support and Policy Change:** Promote membership program, offer outdoor outings, governmental lobbying have 4 areas of focus with specific missions and goals for each	Membership participation
Sustainable Agriculture Network	Our collective vision is based on the concept of sustainability, recognizing that the well-being of societies and ecosystems is intertwined and dependent on development that is environmentally sound, socially equitable and economically viable.	**Knowledge and Research Creation and Societal Support:** Integrating sustainable agriculture production into local and regional strategies favoring biodiversity conservation and the preservation of social and environmental well-being, raising awareness for all actors in the agriculture value chain, creating a forum for discussion	Products certified, social and environmental standards created

The Nature Conservancy	Conserve lands and waters on which all life depends	**Societal Support and Policy Change:** Science Conservation by Design, staying true to 5 unique core values	Annual reports
The Sustainability Consortium	Independent organization of diverse global participants who work collaboratively to build a scientific foundation that drives innovation to improve consumer product sustainability through all stages of a product's life cycle.	**Knowledge and Research Creation:** Creating science based, transparent methodologies, tools and strategies to drive a new generation of products and supply networks that address environmental, social and economic imperatives (Life cycle analysis)	Progress towards LCA standard to measure sustainable products
Wildlife Conservation Society	To save wildlife and world places around the globe	**Education and Research Creation and Societal Support:** 5 of world's largest urban wildlife parks in NYC to educate visitors; sustainable innovation (new agricultural products, modifying fishing techniques)	Number of admission tickets sold, progress of 500 global projects
WWF	To stop the degradation of our planet's natural environment and build a future in which humans live in harmony with nature	**Societal Support, Business Partnership and Policy Change:** Focus on 13 specific global initiatives, work with businesses to establish partnerships, hold demonstrations and campaigns	Number of : current species and their population numbers, land acres protected/restored, projects accomplished

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