

# Appendix 1

## CASE SUMMARY MATRIX

COUNTRY & CASE TITLE	GOALS & ACTIVITIES	FUND RAISING ACTIVITIES	CASE ISSUE(S)
<b>NEPAL</b>			
Center for Community Development & Research (CCODER)	Capacity building for micro-enterprises (credit & crafts); schools and health centers.	Sale of surplus goods from affiliated co-ops; dairy plant; rental of training hall; local tourism.	Coordinating activities given small staff size (18).
Child Development Society	Sponsorship for children's education.	Individual donations; product sales of donated goods; concert events.	New NGO (1991) currently depending on "one person"
Dhulikel Hospital	General hospital for the poor; outreach program.	Primarily international donations; hospital fees; in-kind donations (e.g. supplies); individual donations.	Finding and nurturing the individual donors that they prefer to institutions.
MANUSHI	Income generation for disadvantaged and destitute women.	Product sales from arts and crafts programs.	How to provide marketing support to "business" projects; lack of buyers.
Naari Abhyutthaan Kendra (NAK)	Assistance for empowerment to disadvantaged girls and women of Chitwan district.	Sale of handicrafts; ladies hostel; rental of hall; publication and sale of telephone directory; membership fees.	Sustaining the sacrifices of a small volunteer staff (8 core).
Nepal Agroforestry Foundation	Promotion and management of agro-forestry. Some emphasis on women who forage trees for fodder.	Fees; training; facilities rental; publications; "exposure trips".	Effective "division of labor" among the 60 regular and 20 part-time staff.
Nepal Water for Health (NEWA)	Water and sanitation for community development; assistance and training.	Rafting; "trolley dash"; poster sales (cards and maps).	Uneven revenues and uncertainty of amounts from events.
Paropkar Sanstha	Treatment of epidemics; community development— orphanage, schools, ambulance service, primary health care.	Shop room and conference hall rental; grain sales; in-kind donations; donations from orphanage visitors and "alumni".	Sustaining donations as government/royal support diminishes.
Tewa	Mobilizing women's groups in rural communities. Assistance for schools and small-scale infrastructure; training volunteers.	Cultural shows; house parties; walkathon; raffle tickets; resale of goods; "piggy bank".	Focusing on fewer, more effective fund raising events.

COUNTRY & CASE TITLE	GOALS & ACTIVITIES	FUND RAISING ACTIVITIES	CASE ISSUE(S)
Team Organising Local Institute (TOLI)	Community development (originally in irrigation projects) and building self-reliant model communities.	General and honorary membership fees; training; publication; rentals; surplus funds from projects; staff.	Focusing activities to grow better given a large (102) staff.
Vijaya Development Resource Center (VDRC)	Training and providing community development education services.	Training related activities— rental of hall and facilities; ambulance service.	Sustaining the expansion of beneficiaries (since 1978).

## INDONESIA

Bina Swadaya	Education and training; consulting and research for social development; micro-financing; micro-entrepreneurship; community forestry; low-cost housing; environment and health.	Magazine and book publications (nation wide); sale of plantation products; tours and travel; rental of training facility; rural bank; consulting services.	Managing an expanding network of “maturing” NGOs; keeping the mission alive as it expands more into commercial activities.
Dana Mitra Lingkungan	Environmental conservation and pollution reduction; publications and public education.	Corporate contributions and membership subscriptions.	Expanding the board’s role and its relationship with the executive director.
Darut Tauhid Foundation	Charismatic preaching.	Commercialization of founder-- radio based fund raising; public savings campaign; waqf & religious giving.	Reorganizing and professionalizing staff to match increasingly sophisticated and elaborate fund raising processes.
Dharma Wulan Foundation	Assistance to the elderly.	Tapping the “wealthy elderly”; membership drives; discount cards; special events; “arisan”; publications.	Developing a long-term fund raising strategy.
Dompot Sosial Umul Quoro (DSUQ) Bandung	Donation boxes for Ambonese refugees; funding medical and humanitarian missions; meat-packing (to preserve meat for religious activities).	Traditional Qurban collection of sacrificial animals and build-up of savings for sacrificial purchase; donation boxes; foster-a-child program.	Expanding fund raising beyond the primary Qurban activity.

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Komite Kemanusiaan Indonesia (KKI)	Donation packages of food, medicines, farm tools, and aid to Ambonese refugees.	Large special gala events to tap large corporate and individual donors (e.g. arts and cultural performances); mobilization of board for high-level fund raising; walkathon; direct mail and follow-up.	Long-run sustainability given small target market of donors.
Koperasi Setia Bhakti Wanita (KSBW)	Empowering women to take control of personal household finances; developing income-generating household activities for women.	“Arisan” (rotating membership contribution and lending); voluntary and compulsory forms of saving; credit scheme; shopping center.	Expanding beyond the basic “arisan” concept of fund raising.
Medical Emergency Rescue Committee (MER-C)	Medical assistance to victims of wars, conflicts, or natural disasters; financial and psychological assistance to refugees’ children.	Religious giving through mosque activities and events; CD message presentations to corporations; use of media; soliciting in Germany.	Application of the “doctors without frontiers” by locals in their environment.
Maha Bhoga Marga (MBM) Bali	Assisting business development for communities; providing health and disease prevention services; counseling.	Carpentry and woodcraft sales; pig breeding; credit (with a commercial bank).	Dependence on business rather than individual donations by a Protestant Church NGO in a Muslim country.
Pancur Kasih Social Creation Foundation (YKSPK)	Social and economic upliftment of indigenous and impoverished Dayaks; multi-ethnic school; credit union; scholarships; old-age funds.	Membership in the credit union; Dayak Solidarity fund; earned income; training; sale of books on Dayak culture.	Assessment of results and performance; sustaining the tradition of giving among Dayaks.
Pusat Pendidikan Lingkungan Hidup (PPLH) Seloliman	Nature conservancy education.	Seminars; training workshops; social events; projects for corporate donors; study tour packages; sale of products; restaurant; rental of facilities.	Internal organizational development strategy and structure.
Tengko Situru Foundation	Social and economic upliftment of indigenous and impoverished upland Torajanese; livestock raising; home construction.	Income generating farm activities—vegetable growing, pig and cattle breeding; micro-credit; “arisan”; traditional “food auctions” and product sales.	Taking over from the departing foreign experts.

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Yayasan Dompot Dhu'afa	Financing chronic medical treatment, paying school fees, investing in micro-enterprises.	Mobilizing community resources via religious groups (zakat, infaq, sedikah), membership collections & corporate donations.	Analysis of funding sources.
Yayasan Manusia Indonesia	Collection & sale of used & second-hand donated goods for the education of poor children & teacher training.	Second hand donations for resale, direct mail & newspapers, special events, "personal approach".	Continued growth for a young (1998) NGO.
Yayasan Mitra Mandiri	Encouraging businesses to get involved in solving business problems.	Primarily corporate donations.	"Technology transfer" of the United Way model of raising funds.

## THAILAND

Amateur Volleyball Association of Thailand	Physical education & youth development.	Sponsorships of major sporting events.	How to raise funds in an economic crisis.
Bodin Decha Parent Teachers' Association	PTA of a government school.	Donations from parents of students for student events (charity bowling, TV drama, soccer game with foreign team).	Dependence on soliciting "voluntary" contributions from parents.
Foundation for Children	Children's physical & mental health, & vocational training after Grade 6.	Donations for projects, tours, book, product & souvenir sales, birthday meal programs, events.	Mapping out a long term strategy.
Foundation for Slum Child Care	Care for slum children, milk supplement, family health & relations, youth development.	Donation boxes, project donors, children sponsorship, events (concert & movie).	Preparing for the future beyond the current economic crisis.
Foundation for Thai Rural Reconstruction Movement	Human resource development (following the PRRM model).	(Professional) consulting organization-- publishing, training, space rental.	Surviving, coping, and growing given the NGO's political ups and downs.
Foundation for the Blind	Provide education & survival skills (safety, daily health) & vocational training for the blind.	Donation boxes, raffle tickets (art auction), individual donations.	Managing & assessing costs & benefits from a large event.

COUNTRY & CASE TITLE	GOALS & ACTIVITIES	FUND-RAISING ACTIVITIES	CASE ISSUE(S)
Foundation of the Association of University Women	Empowering university women (started in 1948).	Dorm for students, membership fees, individual donations, gala dinner event.	Sustainability over time (given other options for U. women) for an "old" NGO run by a single champion.
Friends of the Asian Elephant Foundation	Care & rehabilitaiton of elephants.	Funds from elephant "incidents" (injuries), membership fees, elephant "events", direct mail.	Organizational structure for more effective fund-raising.
Population & Community Development Association	Reduce (then) rapid population growth.	Directly & specifically targetting the non-urban business sector, funding for rural projects, their NGO network (w/ their donors).	Generating projects for funding, second genration, post-founder management.
Raks Thai Foundation	Subsidiary of CARE.	Tapping the business community, donation boxes, radio program.	Getting used to professional fund-raising methods.
Rung Arun School	Youth Camp	Selling shares & bonds of the school.	Fundraising though the financial markets.
Satree Foundation	Venue for women with various political leanings.	Tapping wealthy members, use of gala events (dinners), gymnastic events, political speeches.	Continuity in the wake of internal problems.
Siam Society	Academic society to promote arts & sciences.	Various catogiores of fees, space rental study tours, publications, project sponsors, shop sales (museum store)	To continuously geenrate fundable projects for both local & international givers.
Suan Kaew Foundation	Religious foundation dedicated to spreading the Buddha's teachings, plus aid to the elderly, drug rehabilitation.	Contribution from sermons, income from food business, self-help courses, flea market, recycle used donations, herb garden.	Succession planning in a religious foundation, professionalizing the "PR" proselytizing work.
Thai Holistic Health Foundation	Promoting (cheaper) "traditional" medicine, educating the public in an alternative health path.	Grants, membership fees, health center sales (prodcuts, books, handicrafts).	Aggressively build fund raising given loss of international & government financial support.

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<b>PAKISTAN</b>			
Aasthan Latif Welfare Society (ALAST)	Educating young rural girls give a cultural bias against female literacy.	Memberhsip fees & individual donations, publicaitons, personal effort by the board.	Revival after loss of international support & need ot sustain indigenous found raising.
Anjuman-i-Hamayati-Islam	Preserving the Islamic heritage (with emphasis ontheyouth).	Use of key influentialdirectors in the obard, tuition fees, alumni support, pubishing & printing, property bequestsd (waqf), religious donarions (for a women's shelter, ex-pat Pakistanis.	lexpansion out of the Lahore home base, attracting the next/ younger generation.
Bedari Crisis Center	Focus on women's issues-- doemstic violence.	Individual donations, gala events, pledge campaign.	Managing through an internal organizational crisis.
Cooperation for Advancement, Rehabilitation & Education (CARE)	Children's education, medical dispensary.	Founder's personal efforts, events (raffles, shows), arts & crafts sales, web page for ex-pats.	Limits to growth under one person.
Citizen's Foundation	Education for development.	Donations to set up schools from the participating public, use of directors & school chapters/support groups, children's events (art-a-thon).	Tapping the multinationals as a source of funds.
Citizen's Police Liaison Committee	Working with local polic stations to bridge credibility gap, improve working conditions of the police.	Support from business commi=unity (walk to beat crime), funding fro specific projects, community fund raising.	Stay in successful niche or move on to difficult tasks (kidnapping).
Edhi Foundation	Medical dispensary, ambulance & nursing services, emergency burial, shelter for the handicapped, destitute, orphans.	Religious giving (donation boxes) in-kind donations, print campaign.	Handling interference form government, politicians, etc.
Hamdard (Waqf)	Religious endowment of income generating property based on Islamic law; set up a city of knowledge & culture..	Set up a pharma firm using waqf.	Succession & carrying on the legacy.

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Hawwa	Economic and social upliftment of impoverished & destitute women through technical and vocational training, loom weaving, functional literacy, pre-job training.	Sale of arts & crafts products from own outlet, sewing & stitching contracts for uniforms for institutions (hospitals).	Going to the next expansion phase.
Hunza Environmental Committee	Environmental education, cost effective waste disposal, model for mountain areas.	User fees from local businesses, hotels, hospitals, households. Plans for ecotourism, fertilizer sales.	How to move away from volunteerism & build a permanent staff.
Layton Rahmatulla Benevolence Trust	Eye care for the poor.	Individual & corporate donations, national foundations, in-kind.	Planning the second generation strategy for growth.
S K Memorial Cancer Hospital	Cancer treatment & public awareness.	Celebrity fund-raising.	Success after Imram Khan.
Society for Torghar Environmental Protection (STEP)	Increasing indigenous wildlife via community education & involvement.	Trophy hunting (after rebuilding the population).	Developing the structure to sustain initial success.
SOS Children's Village	Home for orphans & abandoned children.	National zakat, personal donations & special events, corporate sponsorship, Friends of SOS (international)	Going after the "big money" to fund future (ambitious) plans.
Umeed-e-Noor	Home for special children.	Annual charity events (cricket match).	Dependence on major gala events.

## INDIA

Association for Leprosy Education Rehabilitation & Treatment (ALERT)	Urban leprosy control & public education.	Events (concert), photo exhibitions, school fund raising, bequests, individual & corporate donations.	Creative positioning for a misunderstood ailment.
Banyan	Assistance to destitute & mentally disturbed street women.	Interest earned, in-kind donations, sale of greeting cards, donation boxes, movie club, public awareness events.	Matching funds to a rapidly growing need/demand.
Bharat Gyan Vigyan Samati	Increasing literacy, specially in the rural areas.	Individual & in-kind donations.	Local fund resource mobilization.

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Blind Relief Association	Senior secondary school, technical training, teacher training.	Individual & corporate donations, candle-making, rentals.	Increasing the quantity of non-donor grants, & building staff capability for fund raising.
Concern India Foundation	Care for all disadvantaged women & children & prisoners, aged, mentally & physically disabled.	Sale of greeting cards, special events, donation boxes, trading goods.	Deveolving a more focused fund raising strategy.
CRY	Financial support, training, "capacity building" to improve children's survival & protection.	Cards, child sponsorship , payroll giving, in-kind donations.	Managing an expanding partner network.
EKLAVYA	Education of children.	Other local trusts and foundations, project-based funding, publications.	Designing an organizational structure for coninued growth.
Association for Leprosy Education Rehabilitation & Treatment (ALERT)	Assistance to hospitals, emergency care, blood donations, newsletters.	Corporate support due to one person's efforts.	Keeping alive volunteerism (& no remuneration), dependence on one key person.
Hindu Mission Hospital	Multidisciplinary hospital with outreach services, annual school medical check-up, mobile clinic & medical camp, nutrition meals, artificial limbs.	Fees for hospital services, donations of fixed assets, appeals through schools, direct mail, events, donation boxes.	Strategy & structure for large scale fund raising.
Karunashraya Bangalore Hospice Trust	Professional palliative care facility for terminally ill patients.	Individual & corporate donations, Rotary Club drive, corporate sponsorship of events (walkathon), using two prominent board members.	Balancing "fund raising fatigue" with an ambitious program.
Katha	Education for working children, teacher education, publications, entrepreneurship school..	Project grants, individual & corporate donations, sales of publications.	Differentiating the fund raising strategy (given larg enumbe rof appeals to children's education.)
Manipal Heart Foundation	Cardiac care & heart operations for children (& adults).	Speaking engagements	Two person fund raising operation, single method.

COUNTRY & CASE TITLE	GOALS & ACTIVITIES	FUND-RAISING ACTIVITIES	CASE ISSUE(S)
Mobile Creches	Integrating day care facility for children of working mothers on construction sites, slums & resettlement areas.	Individual donations, letter campaign, "calling on friends", in kind.	Professionalizing the organization as volunteers decline over time.
National Association for the Blind	Education, rehabilitation & vocational training, research, mobile unit, blindness prevention.	"Personal selling", word of mouth by key board members for cash & property donations, gala events, mailing school cards, seeking bequests.	Focusing fund raising efforts for the next expansion stage.
Payroll Giving in India	Use of payroll for charity purposes.	Encouraging corporations to undertake payroll giving.	"technology transfer" & acceptance of a "Western" technique.
Society for Rural, Urban, Tribal Initiatives (SRUTI)	Community focused fellowships (health, education, forest protection).	Collection of old newspapers & house hold scrap, sale of transformed waste into gifts (greeting cards, tags) donated garments from exporters, musical.	Diversifying fund raising methods.
Voluntary Health Association of India (VHAI)	Intermediary umbrella NGO, support organization for other NGOs dealing in health.	Printing press publications, training workshops.	Resetting the structure to manage & coordinate a network.
World Vision India	Preventing child labor, sponsoring children.	Direct mail & TV program appealing for child sponsors.	Developing other approaches consistent with the basic mission.

## BANGLADESH

Anjuman Mufidul Islam	Education to lower income classes, financial assistance & medical & health care to orphans, elderly, destitute & deserted.	Individual contributions & donations, zakat, hide sales, membership fees, donation boxes.	"Going commercial" following a land donation, developing a distinctive fund raising activity.
Ain O Salish Kendra (ASK)	Legal aid, arbitration for disadvantaged women, advocacy, training programs.	Consulting & training fees, membership subscriptions.	Managing expanding & diversified activities.
Bangla German Sampreeti	Improving education.	International donors & foreign churches in Germany & Austria through local affiliate NETZ, interest earned, subscriptions, local donations.	Making up for lost donor funding, & setting up the appropriate organization.

COUNTRY & CASE TITLE	GOALS & ACTIVITIES	FUND-RAISING ACTIVITIES	CASE ISSUE(S)
BIRDEM	Education & treatment of diabetes, health surveys, blood tests.	Memberships, cultural shows, lottery.	Professionalizing the organization under new leadership.
Bishwa Shaitto Kendro	Promoting literacy through reading; books, mobile library, reading center.	Advertisements in publications, sale of publications, facilities rental.	Professionalizing a "one-person" fund raising method.
Chhayanaut	Promoting Bengali culture through education, training, arts & events.	High profile "selling" using personalities & gala events, lectures, tuition fees.	Asset expansion needs a new fund-raising strategy.
Dhaka Ahsania Mission	Charity dispensary, primary school, girls' sewing school, newsletter, vocational training, book distribution.	Subscriptions, sales of hides of sacrificial animals, annual membership drive, books sales & training fees.	Limiting the activities despite a broad mission.
Dhaka Community Hospital	Treatment of patients with arsenic problems (arsenicosis-- arsenic pollution), health insurance scheme, rural health camps diagnosis & treatment, research.	Patient fees, project specific donations, interest earned.	NGO now "can't go it alone" & needs sustainable partnerships beyond the existing network.
Gano Shahajio Shangshtha	Child care & primary education, legal aid & advocacy.	Donor funded programs, including government donor, income from mortgaged land.	How to revive from a crisis, loss of international donor.
Human Development Foundation	Vocational training for the handicapped (focus on women), financial assistance for medical hospitalization, education for underprivileged children.	Membership donations, use of partner network, in-kind donations.	Sustaining a diversity of activities.
Liberation War Museum	Evoking patriotism.	Entrance fees, contributions from trustees, membership categories, charity shows & recitals, ex-pats.	Continuing to sustain public interest in a "one-product" activity.
Kochi Kachar Mela	Espousing Bengali culture, education of youth (children & adolescents).	Rental income, admission fees, membership donations.	Carrying on after the death of the previous leader.
Poribesh Roksha Sapath (POROSH)	Reducing environmental degradation..	Registration fees, Events (marathon, cycle race, boat procession), sale of T-shirts.	Financial sustainability & growth for a young organization.

COUNTRY & CASE TITLE	GOALS & ACTIVITIES	FUND-RAISING ACTIVITIES	CASE ISSUE(S)
Prabin Hitoishi Sangha	Free medical care for aged (>55).	Service & membership fees, individual & corporate donations.	Facing a growing demand & declining funds.
Prothom Alo Acid Assistance Fund	Aid to acid victims (women), physical & psychological & legal assistance.	Individual donations, specially from students, promotions in newspapers.	Growing a young organization.
Rokeya Sadan	Shelter for victims of violence (women), vocational school.	Handicraft production & sales, canteen, catering, sale of spices.	Matching the growth of beneficiaries with income generating activities.
Sajida Foundation	Financial services to urban & semi-urban women & help for entrepreneurs.	Donations, charges & fees, dividends from endowment.	Professionalizing the organizational structure.
Sandhani	Medical services, blood donations, eye/organ donations.	Monthly contributions, advertisement in publications, interest earnings, individual & organizational donors.	Developing a fund raising strategy.
Salimullah Muslim Orphanage	Care & vocational education of orphans (6-18).	Membership fees, rental of shops & warehouses, religious giving (zakat, fitra, sadaquah, sacrificial animals).	Planning future growth.
UBINIG	Research & policy advocacy, handloom weaving, rural & small scale industrialization, improving agri/farm/rice productivity.	Consulting, workshop fees, crop sales.	Balancing policy research with commercialized income generating projects.

# Appendix 2

## DEFINITION OF VISION, MISSION, AND GOALS

### **Vision**

- Shared hopes, dreams and images of the future
- In evaluating an organization's vision statement, one must ask the following questions:
  - Is it powerful?
  - Can you relate to it and work hard to achieve it?
  - Does it capture your image of the future?
  - Does it inspire performance?

### **Mission**

- The reason why an organization exists
- Its purpose
  - How does it achieve its purpose>
  - Whom does it serve?
- A good mission statement
  - Is clear and understandable
  - Expresses the organization's reason for being
  - Specifies the purpose of the organization
  - Is broad enough for flexibility but not too broad to lack focus
  - Serves as an energy source and a rallying point for the organization

### **Goals**

- Shape the targets towards which plans and actions are directed
  - Specific – what is required is clearly stated
  - Measurable – results are quantifiable
  - Attainable – targets are realistic and challenging
  - Relevant – goals have an impact on an organization's Key Results Areas (KRAs)
  - Time bound – a clear time frame is defined

# Appendix 3

## THE INTERNATIONAL CLASSIFICATION OF NONPROFIT ORGANIZATIONS (ICNPO)

### GROUP 1: CULTURE AND RECREATION

#### 1 100 Culture and Arts

- Media and communications
- Visual arts, architecture, ceramic arts
- Performing arts
- Historical, literary and humanistic societies
- Museums
- Zoos and aquariums
- Multi-purpose culture and arts organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Culture and arts organizations not elsewhere classified

#### 1 200 Recreation

- Sports clubs
- Recreation / pleasure or social clubs
- Multi-purpose recreational organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Recreational organizations not elsewhere classified

#### 1 300 Service Clubs

- Service clubs
- Multi-purpose service clubs
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Service clubs not elsewhere classified

### GROUP 2: EDUCATION AND RESEARCH

#### 2 100 Primary and Secondary Education

- Elementary, primary and secondary education

#### 2 200 Higher Education

- Higher education (university level)

## 2 300 Other Education

- Vocational / technical schools
- Adult / continuing education
- Multipurpose educational organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Education organizations not elsewhere classified

## 2 400 Research

- Medical research
- Science and technology
- Social science, policy studies
- Multi-purpose research organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Research organizations not elsewhere classified

## GROUP 3: HEALTH

### 3 100 Hospitals and Rehabilitation

- Hospitals
- Rehabilitation hospitals

### 3 200 Nursing homes

- Nursing homes

### 3 300 Mental Health and Crisis Intervention

- Psychiatric hospitals
- Mental health treatment
- Crisis intervention
- Multi-purpose health organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Mental health organizations not elsewhere classified

### 3 400 Other Health Services

- Public health and wellness education
- Health treatment, primarily outpatient
- Rehabilitative medical services
- Emergency medical services
- Multi-purpose health service organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations

- Health service organizations not elsewhere classified

#### GROUP 4: SOCIAL SERVICES

##### 4 100 Social Services

- Child welfare, child services, day care
- Youth services and youth welfare
- Family services
- Services for the handicapped
- Services for the elderly
- Self-help and other personal social services
- Multi-purpose social service organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Social service organizations not elsewhere classified

##### 4 200 Emergency and Refugees

- Disaster / emergency prevention, relief and control
- Temporary shelters
- Refugee assistance
- Multi-purpose emergency and refugee assistance organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Emergency and refugee assistance organizations not elsewhere classified

##### 4 300 Income Support and Maintenance

- Income support and maintenance
- Material assistance
- Multi-purpose income support and maintenance organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Income support and maintenance organizations not elsewhere classified

#### GROUP 5: ENVIRONMENT

##### 5 100 Environment

- Pollution abatement and control
- Natural resources conservation and protection
- Environmental beautification and open spaces
- Multi-purpose environmental organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Environmental organizations not elsewhere classified

## 5 200 Animals

- Animal protection and welfare
- Wildlife preservation and protection
- Veterinary services
- Multi-purpose animal services organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Animal related organizations not elsewhere classified

## GROUP 6: DEVELOPMENT AND HOUSING

### 6 100 Economic, Social and Community Development

- Community and neighborhood organizations
- Economic development
- Social development
- Multi-purpose economic, social and community development organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Economic, social and community development organizations not elsewhere classified

### 6 200 Housing

- Housing association
- Housing assistance
- Multi-purpose housing organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Housing organizations not elsewhere classified

### 6 300 Employment and Training

- Job training programs
- Vocational counseling and guidance
- Vocational rehabilitation and sheltered workshops
- Multi-purpose employment and training organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Employment and training organizations not elsewhere classified

## GROUP 7: LAW, ADVOCACY AND POLITICS

### 7 100 Civic and Advocacy Organizations

- Civic associations
- Advocacy organizations

- Civil rights associations
- Ethnic associations
- Multi-purpose civic and advocacy organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Civic and advocacy organizations not elsewhere classified

#### 7 200 Law and Legal Services

- Legal services
- Crime prevention and public safety
- Rehabilitation of offenders
- Victims support
- Consumer protection and associations
- Multi-purpose law and legal service organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Law and legal organizations not elsewhere classified

#### 7 300 Political Organizations

- Political parties
- Political action committees
- Multi-purpose political organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Political organizations not elsewhere classified

### GROUP 8: PHILANTHROPIC INTERMEDIARIES AND VOLUNTARISM PROMOTION

#### 8 100 Philanthropic Intermediaries

- Grantmaking foundations
- Voluntarism promotion and support
- Fund-raising intermediaries
- Multi-purpose philanthropic intermediaries and voluntarism organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Philanthropic intermediary organizations not elsewhere classified

### GROUP 9: INTERNATIONAL ACTIVITIES

#### 9 100 International Activities

- Exchange / friendship / cultural programs
- Development assistance associations

- International disaster and relief organizations
- International human rights and peace organizations
- Multi-purpose international organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- International organizations not elsewhere classified

GROUP 10: RELIGION

10 100 Religious Congregations and Associations

- Protestant churches
- Catholic churches
- Jewish synagogues
- Hindu temples
- Shinto shrines
- Arab mosques
- Multi-purpose religious organizations
- Associations of congregations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Religious organizations not elsewhere classified

GROUP 11: BUSINESS AND PROFESSIONAL ASSOCIATIONS,  
UNIONS

11 100 Business and Professional Associations, Unions

- Business associations
- Professional associations
- Labor unions
- Multi-purpose business, professional associations and unions
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Business, professional associations and union organizations not elsewhere classified

GROUP 12: [NOT ELSEWHERE CLASSIFIED]

12 100 N.E.C.