



THE CENTER FOR  
HIGH IMPACT PHILANTHROPY  
*The University of Pennsylvania*

2016



DONATE

# HIGH IMPACT GIVING GUIDE



## About the Center

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The Center for High Impact Philanthropy (CHIP) is the only university-based center with a singular focus on enabling philanthropy to achieve greater social impact. Its multi-disciplinary team is at the vanguard of providing rigorous, balanced, and actionable guidance to funders worldwide. Through public information, education, and advisory services, we help donors do more good. Founded a decade ago as a collaboration between the School of Social Policy & Practice and alumni of the Wharton School, CHIP's team analyzes philanthropic opportunities in a wide-range of causes such as early childhood, child survival, malaria, disaster relief, addiction, hunger, housing, urban blight, and environmental health. CHIP is an authority on measuring and managing social impact, no matter the cause. We serve as teachers, coaches, and advisors to current and emerging philanthropic leaders.

## About Our Platinum Sponsors

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Since Fidelity Charitable's inception as a public charity in 1991, its mission has remained the same—to further the American tradition of philanthropy by providing programs that make charitable giving simple, effective, and accessible. Fidelity Charitable launched the first national donor-advised fund program, democratizing philanthropy by making a giving vehicle available to a broad array of people. Since its founding, Fidelity Charitable has helped more than 132,000 donors support over 219,000 nonprofit organizations with more than \$24 billion in grants.



**THE ANNIE E. CASEY  
FOUNDATION**

The Annie E. Casey Foundation is a private philanthropy that creates a brighter future for the nation's children by developing solutions to strengthen families, build paths to economic opportunity and transform struggling communities into safer and healthier places to live, work and grow.

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# Contents

## OPPORTUNITIES FOR IMPACT



**5 ESSENTIAL SUPPORT**  
Nurse home visits for low-income first-time mothers and their children



**6 HEALTH ED**  
Teaching mothers about child nutrition and care



**7 LIFE SAVER**  
Vaccinating the world's children against measles and rubella



**8 READY TO LEARN**  
Closing the achievement gap in preschool for low-income kids



**9 WORD POWER**  
Preparing teachers to create strong readers



**10 WORK STUDY**  
Equipping low-income young adults to earn a living wage



**11 FOOD MATTERS**  
Feeding hungry families in one of the world's richest countries



**12 URBAN RENEWAL**  
Combating neighborhood blight by transforming neglected lots



**13 BARE NECESSITIES**  
Giving the most vulnerable a chance at economic security



**14 CIVIL RIGHTS**  
Ensuring legal services for people with mental illness



**15 SAFE HARBOR**  
Refuge and treatment for homeless Americans suffering from drug addiction



**16 DISASTER RELIEF**  
Special Section: Where to begin and how to help

## RESOURCES

**22 TIPS FOR YEAR-ROUND IMPACT**

**23 TIPS FOR AVOIDING FRAUD**

**24 MORE RESOURCES FOR IDENTIFYING NONPROFITS TO SUPPORT**

**25 OUR INSTRUCTIONAL PROGRAMS**

**26 COMING IN 2017**

**27 NONPROFITS MENTIONED IN THIS GUIDE**

## In This Guide



Welcome to our sixth-annual Giving Guide, designed to help donors make a bigger difference with their philanthropic gifts. Once again, we've reviewed the dozens of effective approaches housed on our website and handpicked 11 distinct opportunities that you can act on immediately.

We are the only university-based center with a singular focus on how philanthropy can achieve greater social impact. We define positive social impact as a meaningful improvement in the lives of others. This year, we've organized opportunities to illustrate how donors can address the range of risks human beings face, from their earliest days on earth to adulthood.

As donors, you can equip low-income mothers in the U.S. (opposite page), or in the developing world (page 6) with tools to keep themselves and their children healthy; provide disconnected youth with the capacity to return to school and get a job (page 10); or help homeless people with drug addictions find refuge and treatment (page 15). There's something for every budget. For example, \$10 can vaccinate 10 children from measles and rubella in

low-income countries (page 7); \$100 gives a U.S. teacher one-on-one instructional coaching to improve children's literacy (page 9); \$5,000 helps preschools set up a high-quality early childcare curriculum (page 8); and \$100,000 pays for an attorney to assist 200 mentally ill people facing eviction or other legal issues (page 14).

We've also included our updated Disaster Relief guide (pages 16 to 21). Oxfam estimates that 1.7 million Haitians are in need of humanitarian aid from devastation caused by Hurricane Matthew in October. The scale of human suffering can be overwhelming, with all sorts of natural and man-made disasters calling for aid. Yet, different crises have different needs. Only one thing is certain: The needs remain long after the initial media attention has faded. On page 21 you'll find a graphic of the four phases of disaster relief. On page 13 you'll find a profile of a model that helps lift ultra-poor women out of extreme poverty in countries such as Bangladesh, Haiti, Kenya, and India. If Haiti is to move beyond the current devastation and dependence on aid, its people have to be able to make a living.

In our closing pages, don't forget to check out our tips on how to create greater social impact, no matter the cause or nonprofit you choose (page 22); ways to avoid fraud (page 23); and additional resources for identifying nonprofits to support (page 24). You'll find website addresses for all organizations mentioned in this guide beginning on page 28.

This guide is just a sampling of what's available online, where most, if not all, of the guidance we've produced is arranged by issue area on our website: [impact.upenn.edu](http://impact.upenn.edu). There, you'll not only find additional high impact opportunities, but rigorous evidence of what experts in a particular field consider to be the most effective interventions. And, if you're curious on what new work and initiatives we're working on for 2017, head to page 26 for a sneak peek.

On behalf of our team, we hope this guide helps you translate your generosity and good intentions into high impact.

Founding Executive Director



**OPPORTUNITIES FOR IMPACT**



**HOW EFFECTIVE IS IT**

Evidence from several rigorous studies over the past 40 years has found substantial benefits for both mother and child. A landmark cost-benefit analysis by the RAND Corporation in 2005 found that the program returned \$5.70 for each dollar invested to help the neediest families. This means that for every high-risk family served, society saw \$41,419 of net benefits from increased tax revenues and reductions in expenses related to crime, welfare, and other social costs.

**HOW YOU CAN HELP**

Eligible families receive NFP services for free. The cost to implement the program varies depending on the location and local cost of living. For example, the yearly cost per family ranges from about \$6,000 in South Carolina to \$9,600 in New York City. NFP is funded through a combination of public and private support: As of 2015, the philanthropic contributions from foundations and individual donors made up 43% of total funding. You can contribute any amount on NFP's [Donation Page](#).

**PERSONALIZE THIS PROJECT**

Locate current NFP programs and their local implementing partners with its [online mapping tool: www.nursefamilypartnership.org/locations](#). Or visit [Healthy Families America](#), another evidence-based home visitation model with over 550 affiliated programs in 38 states, the District of Columbia, and all five US territories. Healthy Families America's website also has a state by state mapping tool.

**TIPS**

Trust is essential in serving vulnerable families in their homes. Some communities view nurses as a particularly credible source of information. Knowledge of the local culture allows home visitors to communicate health messages effectively. The best programs often train and employ members of the community as part of their outreach teams.

# Essential Support

Nurse home visits for low-income first-time mothers and their children

Some 21% of all U.S. children live in households with incomes below the 2015 federal poverty threshold of \$24,036 for a family of four. Such poverty—coupled with toxic stress caused by hunger, homelessness, neglect, or exposure to violence—can negatively affect a child's social, emotional, and cognitive development. Supporting parents and improving families' access to services through home visitation programs are ways to ensure better life outcomes for vulnerable children who may be at risk of not reaching their full potential. Here we profile one program that provides counseling to low-income, first-time mothers.

**NONPROFIT MAKING AN IMPACT**

**➔ Nurse-Family Partnership**

**WHAT IT DOES**

Operating in 42 states, the U.S. Virgin Islands, and six tribal communities, NFP matches a registered nurse with a low-income expectant

mom starting from early pregnancy through the child's second birthday to provide in-home counseling about healthy practices, childcare, planning for future children, and employment. Registered nurses receive more than 60 hours of training in the NFP model, meet with supervisors on a regular basis, and come together as teams for case conferences to learn from one another.



## Health Ed

Teaching mothers about child nutrition and care

**U**nder-nutrition contributes to the death of over three million children each year. Poor nutrition early in life can permanently affect a child's ability to learn, grow, and provide for his or her family in the future. One way to improve health outcomes in poor communities is through the Care Group model. Care Groups mobilize mothers and local leaders to share information about healthy practices for good hygiene, nutrition, and childcare. They also help increase use of proven health interventions like insecticide treated bed nets for malaria and oral rehydration solution for diarrhea. Here's one example of a Care Group in Mozambique.

### NONPROFIT MAKING AN IMPACT

#### ➔ Food for the Hungry's Child Survival Program in Mozambique

##### WHAT IT DOES

This faith-based group works in more than 20 countries providing resources such as clean water, medical aid, food, education, and vocational training. Since 1997, its Child Survival Program in Mozambique has promoted healthy practices such as breastfeeding and treating malaria through Care Groups made

up of 10 to 15 women volunteers. The groups meet twice a month with a paid health promoter for lessons on topics such as nutrition, water treatment, and sanitation. Each Care Group member then meets and shares information with her own cohort of 10 to 15 beneficiary mothers, relaying health information in a culturally sensitive way.

##### HOW EFFECTIVE IS IT

Food for the Hungry began this model in one province in central Mozambique, and has now adapted it to other areas given its rate of success. At the start of the program, Mozambique had one of the highest under-five mortality rates in the world, at 153 deaths

per 1,000 live births. Over a five-year period, Food for the Hungry's Care Group program in the Sofala Province of Central Mozambique reduced mortality by an estimated 30% in children five years of age, and decreased child malnutrition by 38%. The 10-year project has been credited with saving over 5,000 children's lives. What's more, Care Group participants have become empowered: over 60% of the volunteer mothers reported being more respected by their husbands and community leaders.

##### HOW YOU CAN HELP

The estimated cost to serve one mother is approximately \$3. Based on the decrease in child deaths in the project area, the estimated cost to save a child's life with Care Groups in Mozambique is estimated between \$440 to \$660. You can support Food for the Hungry's Care Groups in Mozambique and around the world by donating any amount.

##### PERSONALIZE THIS PROJECT

The Care Group model has been replicated by a number of other nongovernmental organizations and programs with great health impact at low cost. A review of eight Care Group projects by USAID in 2008 found a 26% to 48% reduction in under-five mortality, with an average cost of \$3 to \$8 per beneficiary. In addition to **Food for the Hungry**, you can support similar programs through **Core Group**, which works with its 70-plus NGO member partners to expand health practices in underserved areas including India, Nigeria, Madagascar, and Indonesia. **World Relief** partners with churches, communities, and governments to create sustainable development in vulnerable parts of the world such as Southern Africa and the Middle East.

##### TIPS

For a quick reference guide in assessing whether or not programs incorporate the Care Group model, download the Minimum Criteria Reviewer Checklist from <http://caregroupinfo.org>.



## Life Saver

Vaccinating the world's children against measles and rubella

It costs about \$2 to fully protect a child against measles and rubella, making the vaccine one of the best buys in global public health. Yet, in low-income countries measles kills more than 110,000 people annually and impacts 20 million more despite the availability of this highly effective, inexpensive vaccine. Rubella can have grave consequences for pregnant women and their babies; some 100,000 children are born each year with congenital rubella syndrome that results in multiple birth defects such as heart problems, deafness and blindness. Here we profile one large-scale effort to eradicate these contagious and deadly diseases.

### NONPROFIT MAKING AN IMPACT

#### ➔ The Measles & Rubella Initiative (M&RI)

##### WHAT IT DOES

The Measles & Rubella Initiative is a partnership founded in 2001 by the American Red Cross, the United States Centers for Disease Control and Prevention, the United Nations Foundation, UNICEF, and the World Health Organization. It works in close collaboration

with governments and other organizations to implement measles elimination and rubella control activities in 77 priority countries.

##### HOW EFFECTIVE IS IT

This initiative provides a strong return on investment given the impact achieved for the relatively low cost and resources it requires. Since its inception, the Measles & Rubella Initiative has vaccinated more than 1.1 billion children against measles. The number of measles-related deaths has decreased 79% from 546,800 at the beginning of the centu-

ry to 114,900 in 2014 with an estimated 17.1 million lives saved and an increase in global measles immunization coverage to 85%, from 72% during this same time period.

In order to ensure success and track progress, The Measles & Rubella Initiative assists countries in implementing and maintaining surveillance and laboratory systems. These systems are integrated with surveillance for other diseases and are built upon existing infrastructure of previous programs, such as the Global Polio Eradication Initiative. Surveillance systems ensure the notification and timely investigation of children with suspected measles or rubella infection. The data allows the Measles & Rubella Initiative and its partners to assess the burden of measles and to look at trends in morbidity and mortality in order to detect outbreaks in a timely manner.

##### HOW YOU CAN HELP

You can support nonprofits working to train health workers, develop functional health systems, and educate the public. These activities ensure that children in even the most hard-to-reach places receive vaccines. Using their mobile phones, U.S. residents can text PREVENT to 90999 and donate \$10 to vaccinate 10 children for measles and rubella. Or donate any amount [online](#).

##### PERSONALIZE THIS PROJECT

The Measles and Rubella Initiative also supports [integrated campaigns](#) that can be used as platforms to provide other life-saving interventions such as Vitamin A, deworming medication, insecticide-treated bed nets for malaria prevention, or polio vaccine.

##### TIPS

Building health system capacity is critical for sustained impact. For example, [Village Reach's](#) pioneering [Dedicated Logistics System in Mozambique](#) increases the scale and efficiency of vaccine delivery. Their program has been able to increase basic vaccine coverage of children from 69% to 95% since 2001.



## Ready to Learn

Closing the achievement gap in preschool for low-income kids

**M**any vulnerable children from low-income households lack access to high-quality early childcare or preschool programs. Yet, a strong body of research shows that such programs can improve the trajectory of disadvantaged young children’s education, health, economic, and life outcomes, while significantly reducing the use of social services. Here we profile one nonprofit with an evidence-based, comprehensive, and replicable educational approach to diminishing the learning gap for preschoolers.

### NONPROFIT MAKING AN IMPACT

#### ➔ AppleTree Institute for Education Innovation (AppleTree)

##### WHAT IT DOES

To close the achievement gap between “at-risk” three- and four-year-old children and their more advantaged peers, this Washington D.C. based organization has designed a comprehensive instructional package. Called *Every Child Ready*, the package includes curriculum as well as resources to improve instruction, coaching, teacher professional development, and assessment.

AppleTree opened its first preschool in 2005 and spent six years developing the *Every Child Ready* model that officially debuted

in 2011. As of 2016-17, AppleTree educates approximately 1,200 children at ten charter preschools in high-need neighborhoods. It has reached an additional 1,000 children through nine partner schools and community-based organizations throughout the District of Columbia, as well as one in New York City.

##### HOW EFFECTIVE IS IT

All children attending AppleTree preschools, regardless of family income levels, advanced their learning and skills leading up to kindergarten. At-risk students, in particular, showed greater rates of growth in literacy and math skills, performing close to national averages on commonly used tests. Exposure to the *Every Child Ready* curriculum diminishes the achievement gap in early vocabulary, literacy, and math skills for at-risk children in Apple-

### OPPORTUNITIES FOR IMPACT



Tree schools, according to a 2011-2013 external evaluation.

#### HOW YOU CAN HELP

You can support [AppleTree](#) directly, or fund the adoption and further evaluation of the *Every Child Ready* model in additional partner schools. Any amount is helpful, but a philanthropic investment of approximately \$3,600 to \$4,200 provides an at-risk child with two years of exposure to the *Every Child Ready* model within AppleTree’s own schools. For partner schools, AppleTree offers a set-up package of *Every Child Ready* books, supplies, and online services for \$5,000 for a classroom of 20 to 25 children. In subsequent years, the cost is \$2,500 per classroom and includes the curriculum, assessment and reporting, and year-round support for professional development. Implementation costs vary depending on school size and the degree to which the partner school will need to supplement or upgrade its current level of staffing and resources.

#### PERSONALIZE THIS PROJECT

You can help *Every Child Ready* continue to expand to additional partner schools and districts. Alternatively, you can support access to other high quality preschool and early care models nationally or within your own community. For example, [Educare](#) runs evidence-based early care centers that serve as quality models in 18 communities across the U.S.

#### TIPS

Exceptional preschool models share some key characteristics. Look for programs that have: lead teachers with at least a bachelor’s degree and prior classroom experience; low teacher/child ratios, ranging from 1-5 to 1-10; full day coverage with time for naps, outdoor play, and meals; if available, a high grade from your state rating system; ongoing use of self-evaluation tools coupled with teacher professional development; and screening and support services for children and families, including the availability of social workers.





**OPPORTUNITIES FOR IMPACT**



skills than kids taught by teachers with no CLI training. Across all four sites, kindergarten and second grade students in CLI schools scored higher on early reading tests than students in similar schools with no CLI-trained teachers. In addition, district standardized test data obtained by CLI found that for a cohort of 100 program participants, an estimated 6 to 10 additional students were reading at grade level by the end of grade three, a critical milestone for future school success.

Based on costs provided by CLI, public information regarding national trends in teacher tenure, and information showing a high degree of teacher satisfaction in schools receiving CLI services, CHIP estimates a 'bang for buck' of approximately \$1,300 to \$1,700 for each incremental student from a high-poverty, urban school that can now read proficiently by the end of third grade.

**HOW YOU CAN HELP**

You can donate any amount on CLI's [donate page](#) of its website. For example, a \$10 donation will buy books for a classroom; \$50 helps create a classroom reading nook; \$100 gives a teacher one-on-one instructional coaching; \$500 sponsors a teacher's attendance at a CLI literacy workshop; and \$90,000 will cover the annual costs of implementing CLI across one school.

**PERSONALIZE THIS PROJECT**

You can find CLI programs and their local implementing partners on CLI's website. You may also want to consider programs working to improve literacy during the summer, such as [Springboard Collaborative](#) or [BELL](#), or programs that provide high quality preschool instruction, including [AppleTree](#), [Educare](#), [Jumpstart](#) and [Acelero](#), among others.

**TIPS**

Look for literacy programs that have experienced teachers leading instruction, that deliver professional development over an extended period (i.e. not just a day's training), that use active learning strategies, engage parents and families, and that measure children's reading gains using a nationally recognized literacy assessment.

# Word Power

## Preparing teachers to create strong readers

**H**ands-on coaching, professional development, and mentoring are crucial for teachers, especially those who are just starting out in their careers. It's even more important for educators who are tasked with teaching in schools with low-income populations, where they are challenged with closing the reading achievement gap between kids from lower-income households and their wealthier counterparts. Here's one group partnering with teachers and school leaders to improve children's early literacy and grade-level reading skills.

**NONPROFIT MAKING AN IMPACT**

**➔ Children's Literacy Initiative (CLI)**

**WHAT IT DOES**

CLI partners with school districts to train and coach preschool through third grade teachers in the most effective techniques for teaching literacy. Teachers participate in workshops, receive high-quality children's books for their classrooms, and work with a coach to incorporate effective reading strategies into their classrooms. In addition, one teacher per grade is trained as a 'model' teacher to serve as a coach to peers and an ongoing resource to the school, even after CLI's three-year program ends. The program also instructs school administrators on how best to deploy teachers and facilitate professional collaboration through practices

like scheduling common planning time.

CLI typically works with a school for three years. During the 2015-16 school year, CLI trained 2,206 teachers in 28 districts nationwide, reaching a total of 41,650 students. As part of a three-year national expansion plan, CLI has also launched a free online resource called LEARN or Literacy Education and Resource Network, which gives all teachers access to best practices and effective training modules.

**HOW EFFECTIVE IS IT**

Compared to over a dozen federally-funded programs aimed at improving early literacy, CLI stands out for its demonstrated effectiveness, as validated by a rigorous external study. A recent three-year evaluation found that in four high-poverty, urban districts (Camden, Chicago, Philadelphia, and Newark), children receiving instruction from a CLI-trained teacher develop measurably stronger reading



## Work Study

Equipping low-income young adults to earn a living wage

**A**pproximately 5.5 million young adults in the U.S. are disconnected: unemployed and not in school. Work experience and continuing education can help low-income youth earn a living and become productive members of the workforce for employers in need of trained professionals. Here we profile one organization that matches motivated youth lacking opportunity with skills training and a chance to gain professional experience.

### NONPROFIT MAKING AN IMPACT

#### ➔ Year Up

##### WHAT IT DOES

This training program operating in 18 cities provides low-income high school graduates between the ages of 18 and 24 with six months of skills education, and six months of hands on training at a corporate internship. Participants learn technical skills (such as computer installation and networking) and professional/“soft skills” (such as effective oral and written communication). Corporate partners

host internships and often retain students after graduation as employees.

Students sign a contract that they will attend regularly, be on time, and complete assignments. They receive a weekly stipend that’s based on their performance of the contract. Stipends typically vary by local cost of living, market conditions, and the phase of the program, and range from \$50 to \$190 a week for the first six months of skills instruction, to \$150 to \$260 weekly for the internship phase.

##### HOW EFFECTIVE IS IT

Of students who start the year-long program, more than three-quarters, or 77%, complete

it. All students who complete the first six months of training are placed in an internship with a local company. Within four months of the program’s completion, 89% of Year Up graduates are either employed or attending college full time. The current average starting salary for Year Up graduates is \$18 per hour, equivalent to \$36,000 per year.

A 2014 external study that followed a cohort of 195 students revealed that the program boosted a young adult’s annual earnings by an average of 30%, or about \$13,000 more than a similar group of young adults who did not participate in Year Up. By contrast, the annual cost to society of a disconnected youth is about \$14,000 in lost revenue and expenses.

##### HOW YOU CAN HELP

The cost of moving a student through the program is approximately \$51,000, nearly half of which is covered by the companies who hire Year Up students as interns and potentially eventual full-time employees. The philanthropic cost, therefore, is about \$26,000 per successful student. You can offset the philanthropic portion of the annual participant cost by donating any amount to Year Up’s [Donate Page](#), or even sign up to become a corporate sponsor.

##### PERSONALIZE THIS PROJECT

You can support Year Up in your community by [donating money](#), becoming a volunteer mentor, or providing internship opportunities. You can also consider other evidence-based programs working with the disconnected youth population, such as [YouthBuild](#) and the [National Guard Youth Challenge](#), or go to [Service and Conservation Corps’](#) website for a map of youth-targeted groups by state.

##### TIPS

Look for programs that emphasize a living wage, provide comprehensive support to help participants complete the program, and have clear connections between skills training options and likely future employment opportunities.



**OPPORTUNITIES FOR IMPACT**



# Food Matters

Feeding hungry families in one of the world's richest countries

**E**ven with improvements in unemployment rates and the economy over the past few years, the rates of hunger in America remain pervasively high. Some 12.7 percent of people living in the U.S. (42 million Americans) are food insecure meaning they do not always have enough nutritious food for an adequate diet. Food banks and other organizations that can leverage national and local partnerships across the supply chain can secure food at costs well below retail prices. Here's one group providing emergency food more cost-effectively than conventional food drives.

for 10 to 20 cents per pound compared with the \$1.00+ it can cost to buy the same food at retail. Feeding America provided 4 billion meals directly to individuals and families in need during its fiscal year that ended in June 2016.

**HOW YOU CAN HELP**

Through its network of food banks, Feeding America can help provide meals for a family of four for as little as \$11 to \$30 per week. The USDA estimates the retail cost of feeding that family at \$128 to \$294—or more for a week of healthy meals, depending on the mix of items purchased. Feeding America's [Ways to Give](#) web page has a monthly giving program, plus fundraising ideas.

**PERSONALIZE THIS PROJECT**

Feeding America's website has a [food bank locator](#). Simply enter your zip code or state to find your local food bank and other emergency food providers.

**TIPS**

Look especially for organizations that work to improve people's access to food through services like mobile pantries, telephone hotlines, and multiple distribution sites. Most food banks now offer healthy options, such as fresh vegetables and fruits, dairy products, and meats and other proteins.

**NONPROFIT MAKING AN IMPACT**

**➔ Feeding America**

**WHAT IT DOES**

As a nationwide network of 200 food banks and 60,000 pantries and meal programs, Feeding America secures donations from national grocery manufacturers, retailers, shippers, packers, and growers as well as government agencies. It then moves donated groceries to member food banks that in turn distribute the items through pantries and meal programs that serve families, children, seniors, and others at risk of hunger.

**HOW EFFECTIVE IS IT**

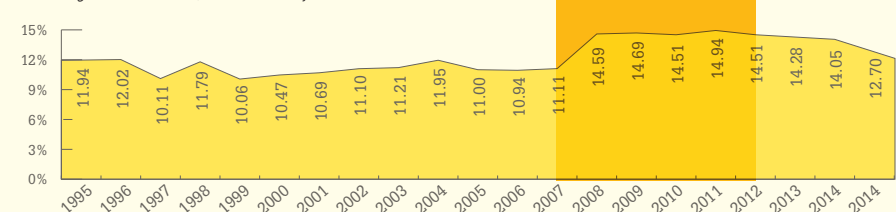
Unlike individual consumers, food banks can

secure items at costs well below retail prices thanks to this network of suppliers. For example, food banks report accessing groceries

**Food Insecurity**

Even as the overall economy improved, the percentage of American households that found it difficult or impossible to access food for their families remained steady.

Percentage of households, food insecurity



Source: Calculated by USDA, Economic Research using Current Population Survey Food Security Supplement data



**OPPORTUNITIES FOR IMPACT**



Society launched the **LandCare Reentry Initiative**, a program that facilitated the hiring of more than 40 former inmates by 11 of LandCare’s landscaping contractors. To provide work for the new hires, the contractors were given additional lots to maintain, an effort that added 2,000 new lots to LandCare’s inventory.

**HOW EFFECTIVE IS IT**

Philadelphia LandCare not only grooms these tracts, but has been able to convert 830 properties into new housing, businesses, or gardens since 2000. The landscaping is simple. Yet the results are dramatic: researchers estimate that households near transformed lots see a median gain in housing wealth of nearly \$41,000, as well as significant reductions in crime and improved health. One study from the University of Pennsylvania even showed that simply walking by a greened lot lowered residents’ heart rates, indicating reduced stress.

**HOW YOU CAN HELP**

Visit PHS’ [Giving page](#) to adopt or maintain a lot. The average lot in Philadelphia costs about \$1,100 to clean and green. LandCare estimates that it costs \$154 per year to maintain a cleaned up lot.

Figures are based on estimates that cleaning and greening costs about \$1.10 per square foot; ongoing maintenance during warmer months costs about \$11 per visit.

**PERSONALIZE THIS PROJECT**

To bring LandCare to your city, visit PHS’ [website](#).

For more information on vacant land initiatives, including other cleaning & greening programs across the country, contact the [Center for Community Progress](#).

**TIPS**

Look for programs that engage members of the local communities in their work, such as through contracting local organizations or directly hiring neighborhood residents for lot maintenance.

# Urban Renewal

Combating neighborhood blight by transforming neglected lots

**V**acant lots comprise more than one-fifth of the land area in most post-industrial U.S. cities. For residents in those neighborhoods, the lots function as breeding grounds for pests, provide a haven for illegal activities, and attract litter and illegal dumping—all of which degrade the quality of life for residents and lower the property values in that community. Here’s one organization’s pioneering solution.

**NONPROFIT MAKING AN IMPACT**

**➔ Pennsylvania Horticultural Society’s (PHS) Philadelphia LandCare Program**

**WHAT IT DOES**

In partnership with community-based groups and city agencies, Philadelphia LandCare transforms city neighborhoods by

“cleaning and greening” neglected and vacant lots. For the past 16 years, LandCare has removed debris and planted grass and trees on vacant city tracts. Today, the group manages some 12,000 lots, comprising some 16 million square feet—about one third of Philadelphia’s vacant land—of city green space. It also employs more than 150 neighborhood residents to clean and mow the spaces monthly, investing nearly 78% of its nonprofit budget in hiring locally.

In 2016, the Pennsylvania Horticultural



## Bare Necessities

Giving the most vulnerable a chance at economic security

**U**ltra-poverty is an inability to meet even the barest of basic needs. One effective model to fight extreme poverty was developed over a decade ago by BRAC. Its holistic approach provides the poor with physical assets (such as livestock or a loom necessary to start a small business); support (through weekly coaching visits, money, or food to prevent the selling of the asset); and networks to help with decision-making. Participants eventually “graduate” the program and become economically stable. This graduation model has since been adapted in some 20 countries. Here we profile one such program in Haiti.

### NONPROFIT MAKING AN IMPACT

#### ➔ Fonkoze’s Chemen Lavi Miyò (CLM)

#### WHAT IT DOES

Haitian women in extreme poverty live on less than \$1 per day, often have multiple children,

no assets, and suffer from persistent hunger. CLM’s case managers work with women with no financial means for 18 months to help them build skills and greater confidence. Chemen Lavi Miyò, which translates to “Pathway to a Better Life,” provides each member with the materials to construct a 9×9 meter home with a sturdy roof and a latrine; a water filter; and her choice of two activities to begin earn-

### OPPORTUNITIES FOR IMPACT



ing an income, including raising various types of livestock or merchandise to sell.

#### HOW EFFECTIVE IS IT

Since 2006, CLM has empowered nearly 5,000 ultra-poor women; 96% of participants successfully “graduated” the program, allowing for a modest but significant change for themselves and their families. Recent **randomized controlled studies** of this graduation approach following more than 20,000 people in seven countries found improvements in key indicators such as food security, assets, and income that lasted after the program ended.

#### HOW YOU CAN HELP

In Haiti, the cost is an estimated \$1,700 to move a woman from ultra-poverty to increased economic security. A 2015 cost-benefit analysis by researchers found that the estimated benefits exceeded the program costs in a majority of the countries where the graduation model was examined. In most sites, additional earnings made by participating families were greater than the cost of the program. You can make a one-time or recurring donation in any amount on Fonkoze’s website.

#### PERSONALIZE THIS PROJECT

You can fund **Fonkoze**, **BRAC** in Bangladesh, or similar groups such as **BOMA Project** in Kenya or **Trickle Up** in India. Or go to the **Consultative Group to Assist the Poor’s (CGAP)**’s information-rich web site, blog, and community of practice for additional countries and sites.

#### TIPS

Look for organizations that go beyond financial capital to help clients build their skills, networks, and assets, which are as important as income. Productive assets, like farm tools, goats, or weaving looms, increase people’s ability to generate an income. Non-productive assets like housing help reduce risks and improve clients’ ability to recover from economic crises.



## Civil Rights

Ensuring legal services for people with mental illness

**W**hen people with severe mental illnesses are unable to maintain housing and secure an adequate income, they are at risk of financial crisis, homelessness, and further deterioration of health. Here we profile one group that provides legal help to people with mental illness who are facing eviction, unable to obtain or maintain public benefits (including health insurance), consumer and other legal problems.

**NONPROFIT MAKING AN IMPACT**

➔ **MFY Legal Services, Inc.’s Mental Health Law Project**

**WHAT IT DOES**

Through a medical-legal partnership model called the “Mental Health Law Project,” MFY

Legal Services serves approximately 1,600 New Yorkers annually, helping people with mental illness, including those with co-occurring substance use disorders (about 40% of their client population). Recognizing that legal obstacles can often lead to health problems, lawyers and paralegals work with mental health providers to holistically address a client’s legal struggles and medical needs. The Mental Health Law Project has rela-

tionships with 11 of New York City’s public hospitals, and receives referrals from hundreds of city- and state-funded mental health programs who identify a legal need affecting a patient’s health.

**HOW EFFECTIVE IS IT**

Legal support reduces the need for costly emergency services by preventing homelessness and helping clients access thousands of dollars in government benefits, such as disability benefits and public assistance, for which they are eligible. For every dollar spent, there is a return of up to \$1.80. An MFY attorney serves about 200 clients for approximately \$100,000 yearly (including benefits and supervision). MFY also works to affect public policy regarding mental illness through expert testimony, advocacy, and educational outreach.

**HOW YOU CAN HELP**

Attorneys, social workers, law school graduates, and law students can volunteer in many ways through [MFY’s Opportunities](#) page. Or you can donate any amount through its [link to NYCharities website](#).

**PERSONALIZE THIS PROJECT**

To identify similar medical-legal partnerships in your community, explore the mapping tool provided by the [National Center for Medical-Legal Partnerships](#). For those interested in supporting the development of a new partnership, the National Center also provides [toolkits](#) and other guidance.

**TIPS**

From a public health standpoint, addressing patients’ legal needs in tandem with their health needs can lead to [better health outcomes and lower costs](#). [Look for programs](#) that closely integrate lawyers and paralegals on-site with health care teams to take care of patient legal needs that may ultimately affect their health.



## Safe Harbor

Refuge and treatment for homeless Americans suffering from drug addiction

The incidence of Substance Use Disorders (SUD), among the homeless is up to six times greater than that of the population at large. The instability of homeless life makes recovery from addiction more difficult, as many housing programs and other support services require sobriety as a condition of participation. As a result, homeless individuals with addiction who can't maintain sobriety remain on the streets, largely untreated, relying on costly public services like shelters, psychiatric facilities, and emergency rooms. Here's one program that provides stable housing and supportive services without requiring sobriety.

### NONPROFIT MAKING AN IMPACT

#### ➔ Pathways to Housing PA

##### WHAT IT DOES

Since 2008, this group has provided apartments for more than 430 of Philadelphia's chronically homeless citizens. In addition to addiction treatment, clients can access services like primary care, mental health services, education, and employment. They also receive coaching on daily activities such as shopping for groceries and maintaining a household. Housing is used as a foundation

for stability, rather than an incentive for sobriety.

Pathways to Housing PA partners with Philadelphia's department of Behavioral Health on a special effort to reach chronically homeless individuals with addiction disorders. This type of supportive housing can make an immediate positive impact in quality of life while improving access to treatment, decreasing the use of emergency services, and ultimately saving public dollars.

##### HOW EFFECTIVE IS IT

Pathways improves the lives of homeless in-

dividuals with serious mental illnesses and multiple other disabilities who are often the hardest homeless group to reach and serve. It has a higher success rate in getting clients off the streets and into a home, and is up to 50% less expensive than comparable programs, according to a 2011 evaluation. Eighty-five percent of Pathways participants remained stably housed five years after entering the program.

Clients housed by Pathways also used significantly fewer publicly funded services such as shelters, prisons, and hospitals. The cost to serve one Pathways client per year is \$28,181, compared with \$41,228 for residential addiction programs and \$56,641 for permanent housing programs.

##### HOW YOU CAN HELP

It costs Pathways to Housing PA about \$20 per day to provide permanent housing to a chronically homeless person. When administration and supportive services such as primary care and addiction treatment are included, the total cost is \$77 per day. For comparison, short-term emergency housing costs the City of Philadelphia \$34 per day, a night in prison costs about \$90 per day, and SUD treatment or mental health hospitals average nearly \$600 to \$800 per night. You can make a one-time or recurring gift in any amount on [Pathways' Donate page](#).

##### PERSONALIZE THIS PROJECT

Several options exist for the kind of supportive housing that keeps addiction sufferers safe, keeps the door open for recovery, and saves societal costs. The [100,000 Homes campaign](#) lists programs across the country. Click here for a [national map](#) to find a program in your area.

##### TIPS

Philanthropists can help combat homelessness among people with SUDs by funding supportive housing programs in their community. Public dollars fund some of these programs, but services are not available to everyone who needs them.







# Disaster Relief

Where to begin and how to help

**E**arthquakes, war, lead-poisoning. The scale of human suffering seems overwhelming these days with all sorts of natural and man-made disasters calling for humanitarian aid. The Center for Disaster Philanthropy categorizes catastrophes into three types: Complex Humanitarian Emergencies (think Syrian refugees), Natural Disasters (Nepal earthquake), and Man-made (Flint water crisis). See discussion of these three disaster types and suggestions of organizations providing aid beginning on page 18.

All disasters prompt many of us to want to “do something.” But different crises bring different needs. And, the only thing for certain is that the needs not only vary by crisis, but are continuously changing. What’s more, there are different phases of relief. While media and donor attention is highest early on, needs remain long after the camera crews are gone.

For philanthropists, it’s crucial to remember that disaster relief involves four distinct phases: **Response, Recovery, Preparedness, and Risk Mitigation**. Funding is needed well beyond the initial phase, and offers a huge opportunity for philanthropists looking to make a greater impact. See our sidebar on page 21 for a description of each stage of disaster philanthropy.

## IMPORTANT NOTE ABOUT PUBLIC RESPONSE TO DISASTERS

Initially, when a disaster hits, our first instinct is to mobilize—usually with collections of goods. However, such collections of food, water, or clothing may not be the most effective way to provide support. Large donations can create added transportation costs, complicate logistics, and use up volunteer time moving and storing goods that aren’t a priority. If there’s an efficient way to get specific necessary goods to victims in your local community, do it. In most cases, though, the most effective way to help is to donate money to organizations that are on the ground providing relief.

Still, however, the desire to organize collections remains strong for some. In such cases, at least work with a relief group with direct ties to the affected areas—organizations that can verify the need for certain goods and provide deadlines for delivery.

## DISASTER RELIEF ACCOUNTABILITY

Keeping track of organizations and their effectiveness is challenging. Therefore funders should support groups with systems to account for spending, as the chaos of disasters can invite corruption and misuse of donor funds. The **Disaster Accountability Project** (DAP) and **Accountability Lab** are two nonprofits working to make sure aid groups and governments are being held accountable for serving affected communities.

Accountability Lab partners with local NGOs around the world to promote greater accountability and responsiveness of government and other institutions. (*See description in Nepal section*). DAP has various reports investigating the effectiveness of agencies operating in a range of locations including Haiti, Nepal, and New York after Superstorm Sandy.

DAP also offers several resources, including the Disaster Policy Wiki, which has more than 1,000 post-disaster policy recommendations designed to improve management systems. And, DAP’s Relief Oversight Initiative focuses on improving the transparency of the humanitarian aid community. For more on CHIP’s disaster relief guidance, see [our website](#).



**Disaster relief is an especially difficult area for giving partly due to the inherent chaos in the immediate aftermath. Here are three examples of disasters and relief agencies working in the specific areas.**

**1 DISASTER TYPE:**  
Complex Humanitarian Emergency  
**EXAMPLE:** Syrian Refugee Crisis

The war in Syria has led to the worst refugee crisis since World War II. An estimated 4.8 million Syrians have fled the country, and another 8.7 million are estimated to be internally displaced. More than 7.5 million Syrian children need humanitarian aid, and 2.6 million are no longer in school. Life expectancies in the country have fallen dramatically, and an estimated 60% of Syria’s public hospitals are damaged or out of service due to targeting of physicians and medical facilities. Though media attention has focused primarily on refugees entering Europe, neighboring countries have taken in the most refugees. Turkey now has over 2.7 million Syrian refugees, and Lebanon has over 1 million.

While the scale of the crisis requires the intervention of governments and international agencies, philanthropy can play a critical role in key areas that larger public funders cannot easily address. Funds donated by governments sometimes don’t reach on-the-ground nonprofits that are often better able to support their local communities.

Private philanthropy can fill this gap. There are a number of organizations providing critical relief on the ground, both in Syria and in countries where refugees have fled. A sampling of those groups is below. You can donate any amount via the groups’ website addresses listed on page 28:

- **Médecins Sans Frontières** operates six, and provides support to approxi-

mately 150 medical facilities in Syria.

- **Mercy Corps** provides food, water, sanitation, hygiene, and shelter. It also builds playgrounds, sports fields, and other places for children to play and provides psychosocial support programs to help kids deal with trauma.
- **Oxfam International** provides clean drinking water, cash, relief supplies, and connection to medical, legal, and support services. Oxfam has also built shower and toilet blocks in refugee camps, informal settlements, and on deserted routes used by refugees.
- **Save the Children** provides food and medicine, helps maintain schools, repairs water systems, distributes hygiene kits, and provides safe spaces for children.
- **UNICEF** delivers immunizations, clean

water, food, education, physical protection, and clothing to children.

- **UN Refugee Agency (UNHCR)** delivers rescue kits (thermal blanket, towel, water, food and clothing) to survivors arriving at refugee camps; runs reception centers where refugees can be registered and receive medical care; provides temporary emergency shelter; and provides specialist support and care to children traveling alone.
- **World Food Programme** provides food for approximately four million people monthly within Syria and is also providing cash for food for refugees in Turkey, Lebanon, Egypt, Jordan, and Iraq.
- **The White Helmets (Syria Civil Defence)** are 2,900 volunteers from local communities who provide search and rescue services and medical aid in response to daily bomb and mortar explosions—often risking their own lives in the process.

Governments historically have barred refugees from working, starting businesses,



and supporting themselves. Therefore, the amount of humanitarian aid needed is greater because countries taking in refugees have done little to help them rebuild their lives. For donors interested in investing in more sustainable long-term solutions, a few groups are working to change laws.

**Asylum Access** works to change legal frameworks in refugee-hosting countries so refugees can meet their own needs. It provides assistance to help refugees gain legal status and work permits. The **International Refugee Assistance Project** provides legal aid to refugees who wish to resettle from their first countries of refuge to the U.S. **Refugee Rights Turkey**, which U.S. donors can support via the US-based **Refugee Solidarity Network**, provides legal aid to refugees seeking asylum in Turkey, and advocates to improve Turkey's laws so refugees there can access their rights.

 **DISASTER TYPE:** Natural  
**EXAMPLE:** Nepal  
Earthquake

More than a year after a devastating series of earthquakes killed almost 9,000 people, Nepal is still struggling to rebuild. Before December 2015, when Nepal's National Reconstruction Authority (NRA) was established, little to no progress was made towards long-term recovery by either the Nepalese government or humanitarian NGOs. In March 2016, the NRA started signing housing reconstruction grants with displaced families, and continues to expand its presence in the 14 most affected districts to begin distributing government-announced funds. In August 2016, the government released a small first payment of grants to survivors who lost their homes. However, a lot still has to be done, as the NRA has only spent about 10% of its total budget to date. Currently, more than 200,000 families are still internally displaced.

Recovery and reconstruction have been



**Funding for disaster recovery, preparedness, and risk mitigation is needed well beyond the initial response, and offers a huge opportunity for philanthropists looking to make a greater impact.**

hindered by the lack of concrete government policy, and exacerbated by factors such as lack of access to banking and difficult geography. As a result, a key challenge has been the inadequate and uneven distribution of aid to those who need it most. Organizations on the ground have pointed to a need for involving earthquake survivors more closely in the recovery process and, ultimately, improving public accountability in a country where corruption is an endemic problem.

Funders interested in supporting the rebuilding in Nepal should look for organiza-

tions with strong community ties. You should also seek out reliable data on the status of recovery, and support activities that contribute to sustained development, such as training and technologies for local organizations.

Several organizations are addressing the need for transparency in Nepal and promoting the use of data and information to rebuild responsibly and effectively. In addition to those mentioned below, Global Giving has a [helpful list](#) of funds and organizations for Nepal:

- **Accountability Lab** helped set up citizen “help desks” to coordinate relief efforts and serve as a conduit for on-the-ground information about what was and was not working.
- **Kathmandu Living Labs**, a local partner of Accountability Lab, creates maps to track ongoing relief efforts.
- **Young Innovations (Open Nepal initiative)**, tracks aid resources.
- **Local Interventions Group** collects information on the needs of communities and tracks aid money.
- **Association of Youth Organizations Nepal** acts as an umbrella organization for youth groups and encourages young Nepali to collaborate on the issues affecting Nepal.
- **Maiti Nepal** is working to stop trafficking of displaced women and girls.



**DISASTER TYPE:**  
 Man-made  
**EXAMPLE:** Flint, MI  
 Water Crisis

The water crisis in Flint, Michigan has renewed national interest in lead poisoning and its harmful effects to humans, especially children. The Centers for Disease Control (CDC) **estimates** that more than 500,000 children in the U.S. between the ages of 1 and 5 have lead levels high enough to damage their health. States, however, are not required to submit lead surveillance data to the CDC, and not all states mandate testing lead levels in kids. Therefore, the full scope of the problem nationwide is difficult to gauge.

Yet, even brief exposure to lead can have profound detrimental effects, especially among children. There is, in fact, no such

thing as a “safe” blood lead level. Decades of research have linked lead exposure to brain damage in children, resulting in ADHD, learning disabilities, conduct disorders, behavioral deficits, impairments in vision and hearing loss, plus lowered IQ.

Flint’s story illustrates how vital non-profits and philanthropies can be when government systems fail to protect the public’s health. Flint residents are still struggling to access clean water. The day-to-day reality is that affected families need water for the cooking, bathing, and general consumption that most of us take for granted. As with most crises, the human reaction is to help by purchasing and sending goods. But unless you talk directly with relief agencies and confirm what’s needed, the best way to help is to give money to organizations that can bulk-purchase water or other goods ac-

ording to need and available space to house it. The United Way of Genesee County’s has a **Flint Water Fund** and Catholic Charities of Genesee County’s has **Flint Water Recovery Efforts**.

What’s more, the **Community Foundation of Greater Flint** has created the **Flint Child Health & Development Fund** for long-term support of health and mental development in affected children and families. **Save the Children** also supports childcare providers, families with young children, and pregnant mothers by providing resources such as nutrient rich food to combat the effects of lead.

For the latest on how to help Flint, visit the **Flint Water Recovery Group**, a partnership of more than 120 local organizations working together. And for more on how to prevent lead exposure in your own home & community, see the **CDC’s website**.

## Environmental Advocacy

While Flint’s lead was found in its water pipes, the most common source of lead is still lead-based paint. Houses built before 1978 likely contain lead-based paint. **CDC estimates** that 24 million homes in the US have lead-contaminated dust and deteriorated lead-based paint on walls, windows and doors. Options to contain or remove lead paint are, unfortunately, expensive.

So, what can the average person do to mitigate the effects of harmful chemicals in humans? In our report, **Ensure a Healthy Start**, we explain how funders can advocate for improved policy as well as support research and innovation:

**Advocate for improved policy and regulation.** U.S. Congress’ overhaul of the Toxic Substances Control Act (TSCA) opens the door for changes in how we identify and regulate harmful chemicals. Advocacy groups are at the frontlines to ensure that the change in legislation leads to positive public health outcomes. Over 11 million parents, businesses, and healthcare professionals belong to the coalition **Safer Chemicals, Healthy Families** that focuses on three areas to strengthen protection against toxic chemicals: stronger policies through advocacy; safer

standards for retailers and manufacturers; and better information available to educate citizens. The **Environmental Defense Fund** also advocates for better policies against toxic chemicals, partners with retailers for safer products and provides resources on chemical testing and evaluating risk.

**Support research and innovation.** Of the 80,000 chemicals registered for use in the U.S., only an estimated 200 have been tested for human health impacts. Our understanding of how toxic chemicals affect health outcomes is incomplete at best. There are a number of reputable research centers exploring issues such as how chemicals interact with one another, their effects on prenatal development, and how to cost-effectively test more chemicals. Nationwide, there are 15 **Children’s Environmental Health & Disease Prevention Research Centers (CEHCs)**. A map allows donors to choose based on geography, or examine individual centers’ websites to identify specific studies.

For more on how to protect children from harmful environmental exposures, see our funder brief, **Ensure a Healthy Start** and our blog series on **Environmental Health in Early Childhood**.

# PHASES OF DISASTER RELIEF



## RESPONSE

The first response to a disaster may include search and rescue operations, as well as the provision of immediate relief for those affected in the form of medical care, food and water, and temporary shelter. Depending on the kind and location of the disaster, the organizations that can effectively provide initial help may be a mix of global and local: Large, international aid organizations tap into supplies and trained personnel from around the world, and have the logistical experience to get resources to the site of a disaster quickly and in high volume. They bring specialized skills and knowledge gained from work in previous disasters. Local, often smaller, agencies use their community knowledge and networks to move quickly, identify changing priorities on the ground, and reach vulnerable groups outside the urban areas that typically serve as centers of aid. Perhaps most importantly, they are trusted by those affected. Working together, these two types of organizations bring more resources to more people in need than either could alone. Local organizations can be harder to identify but are essential partners, both in the early and the later stages of disaster relief and rebuilding.



## RECOVERY

After the immediate relief and short-term needs have been stabilized, disasters can become a catalyst for building back better. For example, after the devastating 2010 earthquake in Haiti, growing the business sector and strengthening the healthcare infrastructure were critical to the country's survival. **Root Capital**, for example, provided loans to coffee farmers to help them further develop their businesses, a key strategy given the importance of that country's agricultural sector. And, **Partners in Health**, known previously for its work bringing health care to rural areas, provided the organization and infrastructure necessary to allow operations in Port-au-Prince, later transitioning ongoing management of clinics there to a Haitian team.



## PREPAREDNESS

Preparedness involves actions taken before an emergency to ensure a more effective response and ways to minimize the damage caused by a disaster. This can include stockpiling necessary supplies, developing disaster response protocols, and having regular disaster drills. Setting up pooled insurance mechanisms keyed to certain disaster types and levels can also help mobilize funds swiftly, as well as provide incentives for additional preparedness and risk mitigation efforts. The UN estimates that only one percent of international aid dollars is spent on disaster preparedness and risk mitigation, and that increasing that to 10% would protect development gains, which are often lost after a low- or middle-income country experiences a disaster.



## RISK MITIGATION

Resilience, risk reduction, and mitigation help communities prevent or reduce the negative effects of disasters in general. This can occur in a number of ways, and often overlaps with development work. For example, communities can conduct infrastructure improvements, such as constructing earthquake-resistant buildings or raising the height of bridges or water pumps in flood areas, or adopt risk-reducing environmental practices (e.g., supporting marshlands to decrease flooding). To prevent humanitarian crises, communities may even engage in peace-building and conflict resolution efforts. While such measures require an upfront investment, carefully tailored risk reduction and mitigation programs have the potential to save lives and to reduce the economic costs of future disasters. Returns to investment at this stage can be enormous. For example, a study on flood protection in the Philippines found the cost benefit of coastline reforestation to be 1:30: for every dollar invested, approximately \$30 was saved in reduced flood losses.

# Tips for Year-Round Impact

Whenever you give, here are three simple tips to turn that contribution into year-round impact



All donors have a “philanthropic portfolio” that includes gifts that aren’t necessarily aimed at maximizing social impact. This includes impromptu donations to support our friends’ interests, thank you gifts to our alma mater or hospital, or aid to support a church or temple where we belong. Increasingly, donors are also asking, “How can my money do more good?” As you think about the part of your portfolio aimed at creating more social impact, here’s what to remember:

## FOCUS ON THE GOAL

As the saying goes, “if you don’t know where you’re going, any road will get you there.” High impact philanthropy starts first by asking, “What is the philanthropic goal of this donation?” That goal could be feeding the hun-

gry, teaching kids to read, reducing addiction and mental illness, preventing child deaths from malaria, or any number of other worthy causes. Personal experiences often lead donors to want to help a particular community or address a particular cause. It is fine to let

the heart choose the goal. Once you are clear about the goal, your head can then help you find the organizations to reach it.

## A LITTLE RESEARCH GOES A LONG WAY

Unlike a decade ago, donors no longer need to spend days doing their own due diligence or trying to interpret tax returns in the hope of identifying a nonprofit worthy of their gift. Organizations like our center now exist to do the legwork so that individual donors can get to impact faster and with more confidence. The high impact opportunities profiled in this guide—and many more on our website—offer specific options that our team has analyzed for program efficacy and cost-effectiveness. We’ve also provided a list of additional resources on page 24 to help you better understand the causes you care about and identify nonprofits to support. Still can’t find what you’re looking for? You’ll find a wealth of free information on our website.

## THINK BANG FOR YOUR BUCK

Not even the Gates Foundation has enough money to solve the problems it seeks to address. To do more good, every donor needs to ask, “How can my money go the farthest?” Comparing nonprofit organizations can help answer that question, but don’t just look at their expenses. That’s literally, only half the equation. Instead, compare what the organization spends overall, to what it achieves. For example, it can cost approximately \$2 to protect a child from measles in Mozambique, \$1,400 to prevent newborn deaths in India, and about \$2,500 to help an at-risk student in the U.S. finish college. Another way to think of bang-for-buck is to compare costs with societal benefits: For every \$1 spent on a nurse visitation program, as a society we receive over \$5 back from improved health, education, and employment outcomes. That’s bang for buck thinking where the ‘buck’ is the money a nonprofit has to spend and the ‘bang’ is what it’s able to achieve with that money.

By focusing on the goal, doing a little research, and thinking bang for buck, donors can make sure their annual giving reflects more than generosity and good intentions. It allows for year-round impact.

# Tips for Avoiding Fraud

There's a difference between a worthy cause and a worthy nonprofit

It's your right as a philanthropist to practice some due diligence (and even some healthy skepticism) before committing your funds to a particular organization. The nonprofits that see more funding aren't just doing impressive work. They're also transparent about how they're doing it. Just because someone asks you to support a worthy effort, doesn't mean you can't take some time to consider it—just like you would if someone was selling you an investment or a new product.

Here are some things you can do to avoid charitable fraud:



## A SIMPLE GOOGLE SEARCH

If a nonprofit, its staff, or board have been the subject of negative press or an official investigation, that is a clear red flag to proceed with caution before committing funds. One of the reasons that, for example, a cancer charity can generate so much goodwill is that many people have been affected by cancer. So, if you're interested in supporting cancer (or other) charities in honor of friends and family who have been affected, ask those individuals, "Are there any nonprofit organizations that really helped you and your family?"

## REMEMBER THE DIFFERENCE BETWEEN A WORTHY CAUSE AND A WORTHY CHARITY

Just because you want to support a great cause, doesn't mean that every charity addressing that cause is just as great. [GuideStar](#), [Charity Navigator](#), [BBB Wise Giving Alliance](#), and [GiveWell](#) all provide free financial and programmatic information to donors on specific nonprofits. Charity Navigator and GiveWell also assign the nonprofits ratings. You can also check the Center for High Impact Philanthropy's [website](#) for a wealth of information on how donors can maximize the impact of their giving.

## GET INVOLVED DIRECTLY WITH AN ORGANIZATION

By volunteering your time or speaking with staff and/or the people who benefit directly from the organization, funders get a first-hand look at how a nonprofit translates donor funds and other resources into programs that benefit clients.

# More Resources for Identifying Nonprofits to Support

## FOR GENERAL INFORMATION ON NONPROFIT ORGANIZATIONS

For donors looking for additional information on nonprofits registered in the U.S. and eligible for tax deduction, the following sites offer information beyond [overhead ratios](#) (which remain a crude and poor proxy for understanding a nonprofit's effectiveness). Members of our team serve as advisors to many of these.

[GuideStar](#), in partnership with the [BBB Wise Giving Alliance](#) and [Independent Sector](#), has a [Charting Impact](#) feature that provides information on nonprofit goals, strategies, and achievements. In addition, you can find [progress and results metrics](#) that quantify the difference organizations are making toward their missions.

[Charity Navigator](#) has expanded its traditional focus on ratings based on financial ratios to include metrics related to nonprofit accountability and transparency.

## TO LEARN MORE ABOUT CAUSES AND ORGANIZATIONS

Using the following resources, donors can learn more about causes and organizations they are considering supporting.

[GreatNonprofits](#), the largest database of user-generated nonprofit reviews, seeks to promote transparency and help funders and volunteers find "trustworthy" nonprofits. In addition, its [Giving Library](#) helps philanthropists learn about and connect with charities by issue area, or browse a library of videos highlighting nonprofits.

[Philanthropedia](#), a division of [GuideStar](#), is a nonprofit rating system that uses expert-driven recommendations and ratings to help direct funding to high impact organizations in specific mission areas. The organization's proprietary research methodology has been used by a network of over 3,000 experts to provide reviews on over 750 nonprofits across 36 different cause areas.

[Root Cause Social Impact Research \(SIR\)](#) is modeled after private sector equity



research firms. For each issue area (health and well-being; economic empowerment; education and youth development; environment and sustainability), SIR partners with various organizations to conduct research and produce a report based upon qualitative and quantitative indicators.

## TO IDENTIFY NONPROFITS ANALYZED BY EVIDENCE OF IMPACT AND COST-EFFECTIVENESS

[GiveWell](#), a nonprofit evaluator, rates charities (both U.S.- and internationally-based) on evidence of impact, with a focus on empirical data, cost-effectiveness, and capacity for increased funding.

Recently launched, [ImpactMatters](#) provides "audits" of nonprofits that have proven evidence of impact. To date, the organization recommends four nonprofits, with plans to add more.

## TO IDENTIFY ADDITIONAL NONPROFITS WORKING ON SPECIFIC ISSUES

### Child Development

[Child Trends](#) catalogues programs that work and those that don't for supporting kids.

[The Annie E. Casey Foundation](#) publication [KIDS COUNT](#) provides a wealth of data on issues affecting children across the U.S.

### Education, Poverty, Health, and At-Risk Youth Issues In The U.S.

The [Social Impact Exchange's S&I 100](#) provides a list of 100 high impact solutions,

along with a database of over 15,000 implementing nonprofits, whose results have been examined by outside experts and who have a stated interest and capacity to scale. Our center's team contributed to the development of this resource for donors looking for evidence of impact.

The University of Colorado's [Center for the Study and Prevention of Violence](#) identifies the most effective programs that promote behavioral, mental, physical, and academic health and success. One of their initiatives, [Blueprints for Healthy Youth Development](#), provides a registry of evidence-based youth development programs and best practices on what works to improve the lives of children.

### Global Development

[Innovations for Poverty Action](#) uses both evidence of results and cost-effectiveness to assess programs. They list over 275 "solutions" to poverty; donors can search by [study](#) or [topic](#), and find [key takeaways by issue area](#).

Inspired by moral philosopher Peter Singer's book, the [Life You Can Save](#) website lists charities that aid the global poor; each charity has been vetted by their team and other organizations (e.g., GiveWell) for its record of effectiveness.

[The Jameel Poverty Action Lab's \(J-PAL\)](#) provides a database of over 750 publicly available randomized evaluations of programs, and [resources for donors](#) interested in scaling programs that have been found to be effective.



# Our Instructional Programs

## An Ivy League Education in High Impact Philanthropy

In 2017 CHIP will offer three sessions of our **Funder Executive Education Program**, a new resource for philanthropists, trustees and foundation leaders.

This program builds off of the custom education workshops we've delivered for high-net-worth donors over the past few years, as well as the curriculum of our highly-rated cross-disciplinary graduate student course at Penn's School of Social Policy & Practice.

During each multi-day session, participants will learn how to integrate high impact philanthropic practices into their giving. Highly practical and interactive, the program provides resources, tools, and an expanded network to immediately help participants do more good. Here is just a sampling of topics covered:

### PHILANTHROPY ECOSYSTEM

Our field is exploding with new affinity groups, advocacy groups, peer and external assessment organizations, regional and international associations, and re-branded older groups. Unpack this increasingly crowded space and inscrutable acronyms, and gain an understanding of the different players, when and how to work with them, and how they can accelerate progress towards your social impact goals.

### POWER, ETHICS, AND BEST PRACTICES

Doing the right thing when you have power and money is harder than it seems. Learn how to anticipate the ethical pitfalls that emerge in grantmaking, and consider how following best practices and applying the "conscious use of self" can help you avoid them. Dive into case studies that explore conflict of interest, compensation, board composition, the implications of the power of the funder, equity, and social justice.

### APPLYING HIGH IMPACT PHILANTHROPY

Who doesn't want 'high impact'? But what does it really mean and how can you, as a funder, incorporate high impact philanthropy into your own grantmaking? We build on CHIP's decade of applied research and work

with individual, foundation, and corporate funders seeking to achieve greater social impact from their giving. Dispel common myths about social impact and explore how innovation and advocacy can fit into a high impact philanthropic portfolio.

### EVALUATION, METRICS, AND OUTCOMES

Program evaluation is a powerful tool for gaining insight into needs, improving programs, and documenting impact. But to reap these benefits you need to know what you want and how to get it from evaluation. What's the difference between monitoring and evaluation? Is establishing metrics the only way to get actionable data? Equip yourself with a clear framework for making good decisions about how to use evaluation to support your philanthropic goals.

### ALIGNING INVESTMENT AND SPENDING POLICIES

Good governance, to say nothing of U.S. law, requires that every foundation have a board-approved investment policy. To achieve maximum impact with those dollars, that policy should reflect the desired values and goals of what the foundation hopes to achieve. Learn how investment policies to achieve perpetuity have traditionally been set and how one can use various values screens and vehicles to more closely align the full scope of foundation assets. Examine the use of PRIs (program-related investments) and MRIs (mission-related investments) in achieving foundation goals.

For dates and a complete listing of educational offerings, stay tuned to our website, [www.impact.upenn.edu](http://www.impact.upenn.edu).



# COMING IN

# 2017



A peek inside  
CHIP projects for  
the upcoming year



## GUIDANCE & UPDATES

### Community-Based Health Delivery Around the World

In the world's most impoverished communities, people still struggle for access to the simplest form of healthcare, where each day some 17,000 children age 5 or younger die—largely from treatable causes such as pneumonia or diarrhea. Yet, one way to prevent such deaths is through **Community-Based Health Delivery (CBHD)** models that are cost-effective at providing preventative care and treatment to poor communities. The backbone of such programs are community health workers who are hired from the local area and serve as the frontline workforce. As trained and supervised members of the health team, they provide their neighbors with essential information, support and treatment or referral for diseases such as malaria, diarrhea, and pneumonia. In 2017 CHIP will share the latest evidence on this powerful approach, along with nonprofits that are implementing it around the world.

### Two-Generation Approaches to Amplify Impact

You don't have to be a social worker to recognize that the needs of vulnerable children and parents are often interrelated and interdependent. Simultaneously addressing the needs of children and their caregivers is often called taking a "two-generation" approach. As part of our **Early Childhood Toolkit for Donors**, CHIP published a **funder brief** three years ago explaining the reasoning for such an approach. Our understanding of the evidence base for two-generation programming has grown since then, as has donor interest in this topic. In 2017 CHIP will publish updated guidance that explores the research base and a range of options for interested funders to incorporate this approach into ongoing philanthropic efforts.

### Our First-Ever Guidance Gets a Facelift

In 2008, CHIP published its first-ever and largest guidance, **Pathways to Student Success**. In 2017, we update our groundbreaking report that showed philanthropists what at-risk students need for educational success, from infancy to postsecondary training. Our guidance identified activities that lead to transformation for at-risk students and how to better target meaningful change. At the time, this was an ambitious project: to identify what every child needs at various stages of his/her life to succeed educationally. In the nine years since *Pathways* was first published, the field has produced more evidence. Look for even more targeted ways to help at-risk children of all ages achieve economic growth and stability through education.



## OUR LATEST INITIATIVE







### A Study of Social Impact Funds that Seek to Improve Women's Lives

How aligned are "socially responsible" funds with the missions, values, and goals of their investors? What screening tools are these funds using? What should they be using? CHIP has embarked on a multi-year study to help investors better align their investments with their social impact goals. Thanks to generous seed funding from Tara Health Foundation (and in collaboration with Wharton Social Impact Initiative), the first phase of the project focuses on the women and girls sector. It identifies the screening tools and indicators that investors, philanthropists, and fund managers could use to improve the lives of women and girls through investments in public equity. We will examine how funds integrate gender into an investment portfolio—and whether the approach indeed maximizes the social impact. This breakthrough study will provide a framework and guide for mission-driven investors looking to use their investments to support women and girls. We expect that this model will eventually be applied to additional social impact investment sectors, allowing even more investors to use their investments for greater social impact. For those interested in funding additional phases of this work and examining more sectors, please contact Anne Ferola at [afferola@upenn.edu](mailto:afferola@upenn.edu).




# Nonprofits Mentioned in this Guide

Page	Organization..... URL
5 	Nurse Family Partnership ..... <a href="http://www.nursefamilypartnership.org/">http://www.nursefamilypartnership.org/</a> Healthy Families America ..... <a href="http://www.healthyfamiliesamerica.org/">http://www.healthyfamiliesamerica.org/</a>
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7 	Measles & Rubella Initiative ..... <a href="http://measlesrubellainitiative.org/">http://measlesrubellainitiative.org/</a> VillageReach ..... <a href="http://www.villagereach.org/">http://www.villagereach.org/</a>
8 	AppleTree ..... <a href="http://www.appletreeinstitute.org/">http://www.appletreeinstitute.org/</a> Educare ..... <a href="http://www.educareschools.org/">http://www.educareschools.org/</a>
9 	Children’s Literacy Initiative ..... <a href="http://www.cli.org">http://www.cli.org</a> Jumpstart ..... <a href="https://www.jstart.org/">https://www.jstart.org/</a> Springboard Collaborative ..... <a href="http://springboardcollaborative.org">http://springboardcollaborative.org</a> Building Educated Leaders for Life (BELL) ..... <a href="http://www.experiencebell.org">http://www.experiencebell.org</a> AppleTree ..... <a href="http://www.appletreeinstitute.org/every-child-ready/">http://www.appletreeinstitute.org/every-child-ready/</a> Educare ..... <a href="http://www.educareschools.org">http://www.educareschools.org</a> Acelero ..... <a href="http://www.acerero.net">http://www.acerero.net</a>
10 	YearUp ..... <a href="http://www.yearup.org/">http://www.yearup.org/</a> YouthBuild ..... <a href="https://www.youthbuild.org/">https://www.youthbuild.org/</a> National Guard Youth ChalleNGe ..... <a href="https://www.jointservicesupport.org/NGYCP/">https://www.jointservicesupport.org/NGYCP/</a> Service and Conservation Corps ..... <a href="http://www.nascc.org/impact/corps-by-state">http://www.nascc.org/impact/corps-by-state</a>
11 	Feeding America ..... <a href="http://www.feedingamerica.org/">http://www.feedingamerica.org/</a>
12 	Pennsylvania Horticultural Society ..... <a href="http://phsonline.org">http://phsonline.org</a> Philadelphia LandCare Program ..... <a href="http://phsonline.org/programs/landcare-program">http://phsonline.org/programs/landcare-program</a> Center for Community Progress ..... <a href="http://www.communityprogress.net/">http://www.communityprogress.net/</a>
13 	Fonkoze’s Chemen Lavi Miyò ..... <a href="http://www.fonkoze.org/what-we-do/clm/">http://www.fonkoze.org/what-we-do/clm/</a> Innovations for Poverty Action ..... <a href="https://www.poverty-action.org/impact/ultra-poor-graduation-model">https://www.poverty-action.org/impact/ultra-poor-graduation-model</a> BRAC ..... <a href="http://www.brac.net/">http://www.brac.net/</a> BOMA Project ..... <a href="http://bomaproject.org/">http://bomaproject.org/</a> Trickle Up ..... <a href="http://trickleup.org/">http://trickleup.org/</a> Consultative Group to Assist the Poor (CGAP) ..... <a href="http://www.cgap.org/">http://www.cgap.org/</a>

# Nonprofits Mentioned in this Guide

Page	Organization..... URL
14 	<p>MFY Legal.....<a href="http://www.mfy.org/">http://www.mfy.org/</a></p> <p>Medical Legal Partnership.....<a href="http://medical-legalpartnership.org/partnerships/">http://medical-legalpartnership.org/partnerships/</a></p>
15 	<p>Pathways to Housing PA .....<a href="https://pathwaystohousingpa.org/">https://pathwaystohousingpa.org/</a></p> <p>100,000 Homes .....<a href="http://100khomes.org/">http://100khomes.org/</a></p>
17 	<p>Disaster Accountability Project.....<a href="http://disasteraccountability.org/">http://disasteraccountability.org/</a></p> <p>Accountability Lab .....<a href="http://www.accountabilitylab.org/">http://www.accountabilitylab.org/</a></p>
18 	<p>Doctors Without Borders .....<a href="http://www.doctorswithoutborders.org/country-region/syria">http://www.doctorswithoutborders.org/country-region/syria</a></p> <p>MercyCorps .....<a href="https://www.mercycorps.org/countries/syria">https://www.mercycorps.org/countries/syria</a></p> <p>Oxfam International .....<a href="https://www.oxfam.org/en/emergencies/crisis-syria">https://www.oxfam.org/en/emergencies/crisis-syria</a></p> <p>Save the Children .....<a href="http://www.savethechildren.org/site/c.8rKLIXMG1p4E/b.7998857/k.D075/Syria.htm">http://www.savethechildren.org/site/c.8rKLIXMG1p4E/b.7998857/k.D075/Syria.htm</a></p> <p>UNICEF .....<a href="http://www.unicef.org/emergencies/syria/">http://www.unicef.org/emergencies/syria/</a></p> <p>UN Refugee Agency (UNHCR).....<a href="http://www.unhcr.org/en-us/syria-emergency.html">http://www.unhcr.org/en-us/syria-emergency.html</a></p> <p>World Food Programme .....<a href="http://www.wfp.org/emergencies/syria">http://www.wfp.org/emergencies/syria</a></p> <p>The White Helmets.....<a href="https://www.whitehelmets.org/">https://www.whitehelmets.org/</a></p>
19 	<p>Asylum Access .....<a href="http://asylumaccess.org/">http://asylumaccess.org/</a></p> <p>International Refugee Assistance Project.....<a href="http://www.refugeerights.org/">http://www.refugeerights.org/</a></p> <p>Refugee Rights Turkey.....<a href="http://mhd.org.tr/english_home.html">http://mhd.org.tr/english_home.html</a></p> <p>Refugee Solidarity Network.....<a href="http://www.refugeesolidaritynetwork.org/how-you-can-help/">http://www.refugeesolidaritynetwork.org/how-you-can-help/</a></p> <p>GlobalGiving .....<a href="https://www.globalgiving.org/leaderboards/nepal-anniversary/">https://www.globalgiving.org/leaderboards/nepal-anniversary/</a></p> <p>Accountability Lab.....<a href="http://www.accountabilitylab.org/">http://www.accountabilitylab.org/</a></p> <p>Kathmandu Living Labs .....<a href="http://www.kathmandulivinglabs.org/">http://www.kathmandulivinglabs.org/</a></p> <p>Young Innovations .....<a href="http://younginnovations.com.np/">http://younginnovations.com.np/</a></p> <p>Open Nepal.....<a href="http://opennepal.net/">http://opennepal.net/</a></p> <p>Local Interventions Group.....<a href="http://www.localinterventions.org.uk/">http://www.localinterventions.org.uk/</a></p> <p>Association of Youth Organizations Nepal.....<a href="http://ayon.org/">http://ayon.org/</a></p> <p>Maiti Nepal .....<a href="http://www.maitinepal.org/">http://www.maitinepal.org/</a></p>
20 	<p>Flint Water Fund .....<a href="http://www.unitedwaygenesee.org/civicrm/contribute/transact?reset=1&amp;id=5">http://www.unitedwaygenesee.org/civicrm/contribute/transact?reset=1&amp;id=5</a></p> <p>Flint Water Recovery Efforts.....<a href="http://www.catholiccharitiesflint.org/flint-water-crisis/">http://www.catholiccharitiesflint.org/flint-water-crisis/</a></p> <p>Flint Child Health &amp; Development Fund.....<a href="https://www.cfgf.org/cfgf/OnlineDonation/tabid/542/dispatch/contribution_id\$156156_hash\$d51ea6a0d6fb560f274bcfc25e9054533ac85d4d/Default.aspx">https://www.cfgf.org/cfgf/OnlineDonation/tabid/542/dispatch/contribution_id\$156156_hash\$d51ea6a0d6fb560f274bcfc25e9054533ac85d4d/Default.aspx</a></p> <p>Save the Children .....<a href="http://www.savethechildren.org/site/c.8rKLIXMG1p4E/b.9387061/k.CA99/Flint_Water_Crisis.htm?msource=wekmieme0316">http://www.savethechildren.org/site/c.8rKLIXMG1p4E/b.9387061/k.CA99/Flint_Water_Crisis.htm?msource=wekmieme0316</a></p> <p>Flint Water Recovery Group.....<a href="http://flintcares.com/">http://flintcares.com/</a></p>

# Nonprofits Mentioned in this Guide

Page	Organization..... URL
<b>20</b> 	Chemicals, Healthy Families ..... <a href="http://saferchemicals.org/">http://saferchemicals.org/</a> Environmental Defense Fund ..... <a href="https://www.edf.org/">https://www.edf.org/</a> Children’s Environmental Health & Disease Prevention Research Centers (CEHCs) ..... <a href="https://www.niehs.nih.gov/research/supported/centers/prevention/">https://www.niehs.nih.gov/research/supported/centers/prevention/</a>
<b>21</b> 	Root Capital ..... <a href="https://www.rootcapital.org/">https://www.rootcapital.org/</a> Partners in Health..... <a href="http://www.pih.org/">http://www.pih.org/</a>
<b>23</b> 	GuideStar ..... <a href="http://www.guidestar.org/Home.aspx">http://www.guidestar.org/Home.aspx</a> Charity Navigator ..... <a href="http://www.charitynavigator.org/">http://www.charitynavigator.org/</a> BBB Wise Giving Alliance..... <a href="http://www.give.org/">http://www.give.org/</a> GiveWell..... <a href="http://www.givewell.org/">http://www.givewell.org/</a>
<b>24</b>	GuideStar ..... <a href="http://www.guidestar.org/Home.aspx">http://www.guidestar.org/Home.aspx</a> BBB Wise Giving Alliance..... <a href="http://www.give.org/">http://www.give.org/</a> Independent Sector ..... <a href="https://www.independentsector.org/">https://www.independentsector.org/</a> Charity Navigator ..... <a href="http://www.charitynavigator.org/">http://www.charitynavigator.org/</a> GreatNonprofits ..... <a href="http://greatnonprofits.org/">http://greatnonprofits.org/</a> Giving Library ..... <a href="https://www.givinglibrary.org/">https://www.givinglibrary.org/</a> Philanthropedia ..... <a href="http://www.myphilanthropedia.org/">http://www.myphilanthropedia.org/</a> Root Cause Social Impact Research (SIR) ..... <a href="http://www.rootcause.org/">http://www.rootcause.org/</a> GiveWell..... <a href="http://www.givewell.org/">http://www.givewell.org/</a> ImpactMatters ..... <a href="http://www.impactm.org/">http://www.impactm.org/</a> Child Trends ..... <a href="http://www.childtrends.org/">http://www.childtrends.org/</a> Annie E. Casey Foundation ..... <a href="http://www.aecf.org/">http://www.aecf.org/</a> Social Impact Exchange ..... <a href="http://www.socialimpactexchange.org/">http://www.socialimpactexchange.org/</a> Center for the Study and Prevention of Violence..... <a href="http://www.colorado.edu/cspv/">http://www.colorado.edu/cspv/</a> Blueprints for Healthy Youth Development ..... <a href="http://www.blueprintsprograms.com/">http://www.blueprintsprograms.com/</a> Innovations for Poverty Action ..... <a href="http://www.poverty-action.org/">http://www.poverty-action.org/</a> The Life You Can Save ..... <a href="https://www.thelifeyoucansave.org/">https://www.thelifeyoucansave.org/</a> Jameel Poverty Action Lab (J-PAL) ..... <a href="https://www.povertyactionlab.org/">https://www.povertyactionlab.org/</a>

# TEN YEARS AND COUNTING

## CHIP Commemorates A Decade of Actionable, Evidence-Based Insight



Ten years ago, CHIP pioneered a new way to help donors around the world understand how they could achieve more good with their funds. Today, this idea of creating greater social impact through evidence-based solutions is part of a larger movement in the field, showcasing how to use philanthropic capital more effectively. Over the past decade we have become a training ground for actionable, data-driven counsel and have prepared the next generation of philanthropic leaders. Today, our work with sponsors, students and colleagues spans the world—from the U.S. to Singapore to Colombia.

As we enter a new decade, we anticipate even more global reach of CHIP's multidisciplinary approach to effective philanthropy. Look for us to expand our worldwide network by harnessing the power of Penn's faculty and research across additional schools and countries. The idea remains the same as when we first started: to build a vast network in service of creating a larger social impact footprint. Stay tuned for ways to join our 10-year celebration, or sign up **on our website** for updates including upcoming presentations from our team. Sponsors looking to collaborate with CHIP as we enter a new decade are welcome to get in touch with Anne Ferola at [aferola@upenn.edu](mailto:aferola@upenn.edu).

## Comments...

Please send comments about this guide to the Center for High Impact Philanthropy at [impact@sp2.upenn.edu](mailto:impact@sp2.upenn.edu). As the publisher of this material, we encourage the widespread circulation of our work and provide access to our content electronically without charge. You are welcome to excerpt, copy, quote, redistribute, or otherwise make our materials available to others provided that you acknowledge the Center for High Impact Philanthropy's authorship. Should you have questions about this policy, please contact us at [impact@sp2.upenn.edu](mailto:impact@sp2.upenn.edu). Print copies of this guidance are available for purchase.

Though information on specific nonprofits may change from year to year, the evidence behind their impact often remains the same. To read more about the evidence behind the opportunities featured in this guide, please refer to our website.

For more tips, information, and references on

- high quality early childhood models, see our [Early Childhood Toolkit](#)
- saving children's lives, see our [Child Survival Guidance for Donors](#)
- helping youth access opportunities, see our [Pathways to Student Success](#)
- addressing hunger and other food-related social impacts, see our guide [High Impact Philanthropy in the Downturn](#) and our [Food Funder Compass](#)
- cleaning & greening programs, see our [blog](#)
- the graduation model, see our profile of Fonkoze and the graduation model in our [Haiti Guide](#)
- helping those with mental illness and/or addiction issues maintain housing and access supportive services, see our [Lifting the Burden of Addiction report](#)
- disaster relief and recovery, see our [Disaster Guidance](#)

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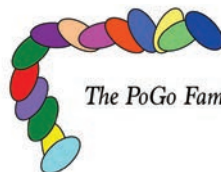
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